The Influence of Servant Leadership on Work Performance Through Knowledge Sharing and Work Motivation on Employees

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Abstract. Leadership is an important factor for organizational effectiveness, it even affects almost all human life. Identify leadership that serves as an important driver of the organization's efforts. Servant leadership increases effectiveness in the organization by facilitating employee performance, fostering employee creativity. It is expected that superiors in companies that have a servant leadership style will have a direct influence on knowledge sharing, work motivation, and work performance to company employees. This study uses a quantitative approach through a structural equation model to 155 respondents. The results of this study indicate that the relationship between servant leadership and work performance is mediated by knowledge sharing has not significant, and the relationship between servant leadership and work performance mediated by work motivation has a significant effect. In the end, the purpose of this research is to provide new insights for companies and practitioners on how to improve work performance and work motivation for employees by transferring knowledge (knowledge sharing) through servant leadership.
Keywords: Servant Leadership; Work Motivation; Work Performance

I. Introduction

In this modern era of industrial development, emphasis is placed on how organizations are able to compete, and strive to achieve success by generating competitive advantages. More and more organizations today are developing human resources who play a major role or one of the most important main assets, and can help and realize the role of an organization's success. Organizations face many challenges that encourage employees to improve work performance, be innovative, take initiative, and have work motivation. Meanwhile, leaders are expected to play a more direct role in terms of transferring knowledge or best practices, nurturing, and leaders as motivators. One of the challenges that will be raised is about the performance of employees in the company (Tripathi et al. 2020). Work performance of employees is very influential on survival in an organization. Work performance According to Gordon (2020), employee performance is a form of whether or not a job is carried out and this affects how much contribution to the organization in several aspects such as quality, quality of output or results, work attendance and the attitude of being able to collaborate well.

One of the main factors owned by the company besides the capital factor is the employee. Companies must be able to manage each employee well to increase the effectiveness and efficiency of the organization. Good performance will make the organization better, and can also make the organization successful in industrial competition and otherwise poor performance will make the organization fail in competition. This is based on the fact that work performance is always reported as a significant indicator of organizational performance. As the organization's activities progress, several problems are often found related to performance. These problems can be caused by several factors, such as (Kanfer et al., 2017):1. Motivation. In this case, it is related to employee motivation. Employees know very well how employees do the job, but because there is no motivation in them, the employee does not do his job properly. 2. Skills and Knowledge. The employees do not know how to carry out their work properly and lack skills in work, and in terms of knowledge or abilities, they are still lacking. 3. Resources. In this case, it is related to the amount of human resources and existing technology. 4. Leadership. The role of leaders in an organization in carrying out organizational activities.

The role is like a leader capable of providing support, nurturing, guiding, directing, as a motivator in an organization. Because without the support of leaders who serve in an organization, the work performance will be low. To achieve high work performance in an organization, good leaders are needed (Van Thielen, Bauwens et al., 2018). Companies must be able to maintain, even improve employee performance from low performance, employee motivation, and knowledge that occurs by being minimized through a servant leadership role. Through this role, it is very necessary for leaders to have a leadership spirit that serves or can be called servant leadership, and directs the organization properly (Bao, Li, & Zhao, 2018).

Employees as human resources who have the ability, good performance, and are motivated to help organizations achieve success by generating competitive advantages. Employee performance also greatly impacts the running of business processes in an organization. Currently employees really need a leader in

the organization who can protect, make employee performance good, share knowledge with employees. Leadership is an important factor for organizational effectiveness, it even affects almost all human life. Identify leadership that serves as an important driver of the organization's efforts. Companies must be able to maintain, even improve employee performance from low performance, employee motivation, and knowledge that occurs by being minimized through a servant leadership role. Through this role, it is very necessary for leaders to have a leadership spirit that serves or can be called servant leadership, and directs the organization properly.

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II.   Literature Review
Servant leadership

The term *Servant Leadership* was popularized by Robert K. Greenleaf explaining the term servant leader and a new leadership approach. The approach taken is a holistic form, involving various dimensions such as relational, ethical, emotional, spiritual, so that team members are empowered to grow into their true selves. When the well-being and growth of team members are prioritized, they will be able to be more effectively involved in their work. with a performance-oriented approach to leadership, often sacrificing people for the sake of self-interest and growth, servant leaders focus on sustainable performance with a long-term orientation. Servant leadership tends to be seen as a fairly credible role in the work environment and they seek to serve others without expecting any imbalance (Huffman & Olson, 2017).

Servant leadership can be defined as a leader who is able to manage organizational challenges without involving personal interests in an organization. Shows that leadership spirit as an opportunity to serve individuals, organizations and society. Servant leadership can be seen from two perspectives, namely: first, showing the interests of followers. second, having a leadership spirit that thinks that it is not only seeking or achieving organizational goals but also paying attention to the benefits for stakeholders and other communities. Servant leaders are created from an atmosphere where followers feel included, accepted and thereby facilitate follower creativity and professional growth. Followers feel that they are empowered to communicate freely, which reduces their perception of power and status in the organization such as being involved (Liden, et al, 2019).

Leaders who have servant leadership characteristics are able to serve and support fairly good relationships by developing a work environment or work environment atmosphere and respect from the team and this leader will really listen to the team and co-workers. In addition, organizations with leaders who have servant leadership will have an influence on the performance of their employees. This is indicated by the desire of the leader who is present to serve his team, and this is what makes it different from the characteristics of other leaders. Shows that the role of the leader can help his subordinates in finding the meaning of life in the world of work, because many leaders have a leadership crisis so that their subordinates burn out and do not feel the meaning of life. Servant leadership is able to make individuals feel involved in the work so that they display a stronger focus and good performance on the dynamic needs of the organization.

Knowledge Sharing

The traditional definition sees *knowledge* as (justified true belief) true belief or belief that has been proven true (Nonaka & Teece, 2001). In the theory of knowledge that is developing in the western world, which is commonly called truthfulness, epistemology is an essential attribute of knowledge. There are two properties of knowledge, the following are definitions: First, knowledge is dynamic because it appears in social interactions between individuals within the organization. Therefore, knowledge is contextual specific because knowledge depends on a certain space and time. Second, knowledge is humanistic because knowledge is related to human action. Knowledge has an active and subjective nature. This trait is closely related to the commitment and belief that is embedded deep in the individual value system. Information becomes knowledge if it is interpreted by individuals and given context and embedded in the beliefs and

commitments of individuals. Because of this nature, knowledge is something that is relational because it relates to truth, goodness, beauty as observed by humans (Nicely & Palakurthi, 2018). Knowledge is an idea, fact, ability, and understanding that can affect individuals, teams and organizations (Lee, 2018).

Organizations that disseminate both information and knowledge well to all organizational units can help employees work better, create organizational flexibility, innovation and knowledge sharing occurs. Knowledge sharing or in Indonesian known as knowledge sharing is a process of sharing knowledge, transferring knowledge, and exchanging knowledge. Knowledge sharing involves various sources of knowledge and the acquisition of knowledge sources, knowledge sharing is used to describe different units, organizations, and departments (Park & Gabbard, 2018). In addition, the definition of *knowledge sharing* is the exchange of knowledge or behavior that helps employees with knowledge. Knowledge sharing between individuals is the process by which individual knowledge is transformed to be understood, absorbed, and used by employees. From the definition of knowledge sharing above, it can be concluded that there are characteristics or basics of knowledge sharing such as: 1. Knowledge sharing is a voluntary, proactive action, 2. Knowledge sharing is controlled by systems or procedures such as laws, codes of ethics, habits, and ethical standards. The results of the knowledge sharing will be shared with each individual employee (Navimipour & Milani, 2015a; Navimipour & Zareie, 2015).

The word 'motivation' is derived from 'movere', a Latin term which translates to movement describing work motivation as "a set of energetic forces originating both within and outside the individual's being, to initiate work-related behavior, and to determine its form, direction and direction, intensity, and duration" (Daudigeos, 2013; Provan et al., 2019). According to (Morin & Marsh, 2015) explains that motivation is not only the end result, but involves internal and external forces that can influence individual actions. Therefore Based on this explanation, it can be concluded that work motivation can be interpreted as a force that contains the power to generate desired actions, which are adapted to the work setting, to improve work performance and achieve organizational goals.

Work Motivation

Work motivation is the motivation that makes a member of an organization willing and willing to mobilize his abilities, in the form of expertise or skills, energy and time to carry out various activities that are his responsibility, obligations and carry out his obligations. In the context of achieving the goals and objectives of the organization that has been set. There are two types of motivation, namely intrinsic motivation and extrinsic motivation. Intrinsic motivation represents internal forces such as personal emotions that employees get from their work while extrinsic motivation represents external forces such as work environment and financial compensation (Fitzsimons & Gino, 2017). An example of one way to increase employee motivation can be done by increasing employee salaries. However, it is not only limited to increasing employee salaries, there are several ways to increase work motivation for employees, such as: 1. Giving awards in the form of praise, giving recognition of how important the employee is, 2. Involving or involving the employee in the decision-making process, making employees have a sense of belonging. responsible for the organization, 3. Provide a sense of comfort to employees, give confidence to employees, 4. Caring for, and caring for employees as the most important asset in human resources in the organization.

Work Performance

According to Gordon (2020), employee performance is a form of whether or not a job is carried out and this affects how much contribution to the organization in several aspects such as quality, quality of output or results, work attendance and the attitude of being able to collaborate well. Performance is a multi-component concept, and at a basic level, the process can be distinguished from the aspect of performance, i.e. Involvement in the behavior of the expected results. Behavior shows the behavior of people who complete a job, and the outcome aspect describes the results of individual work behavior. Work Performance or job performance requires more cognitive skills, especially knowledge of tasks or technical principles required to ensure job performance and multitasking ability, applying technical knowledge without much supervision to perform tasks enhances or hinders performance, facilitated by successfully completed task skills and the innate ability to respond to assigned tasks. (Van Thielen, Bauwens, Audenaert, Van Waeyenberg, & Decramer, 2018).

Therefore, work performance is the achievement or contribution of an employee in carrying out his responsibilities, duties and obligations as an employee in the company. In addition, work performance is limited by employee work behavior that supports the achievement of results or achievements and is related to efforts to complete tasks within a certain period of time. According to (Bashaer and Singh, 2017) Work performance is the quality and quantity of work results from individuals or groups in a particular

activity or task because of natural competence or obtained from learning and improvement desired by workers. Performance or work performance is basically what employees do or don't do.

III.   Research Method

The research subjects in this study were employees who worked at companies equivalent to Limited Liability Companies (PT) in Indonesia. To focus on the targeted research sample, the researchers set the criteria for the research sample as follows: (1) Male and Female, (2) aged around 25 to 55 years, (3) education at least S1, (4) working in a company company, both private and state-owned enterprises, and (5) have a minimum of 1 year work experience. In determining the research sample, the researcher used purposive random sampling in accordance with the criteria mentioned. The purpose of this purposive random sampling is to get research subjects according to predetermined criteria and to get accurate results.

The subject of this research is focused on employees who work in limited liability companies (PT) in Indonesia, both private and state-owned, because they want to analyze the influence of the influence of Servant Leadership on Work Performance through Knowledge Sharing and Work Motivation on employees mostly applied to this type of company (Spaaij et al., 2018; Svensson & Hambrick, 2016; Welty Peachey & Burton, 2017). As for the selection criteria for the age range of 25 to 55 years because this research focuses on employees who have entered the most important stage, already understand and have experience in the organization, then there is great hope that at this age each individual already has an established, clear and in accordance with his interests. and abilities (Hajro et al., 2019). Then the reason for selecting the minimum educational criteria of S1 and having at least 1 year of work experience is because servant leadership practices are usually applied to employees who have worked for 1 year.
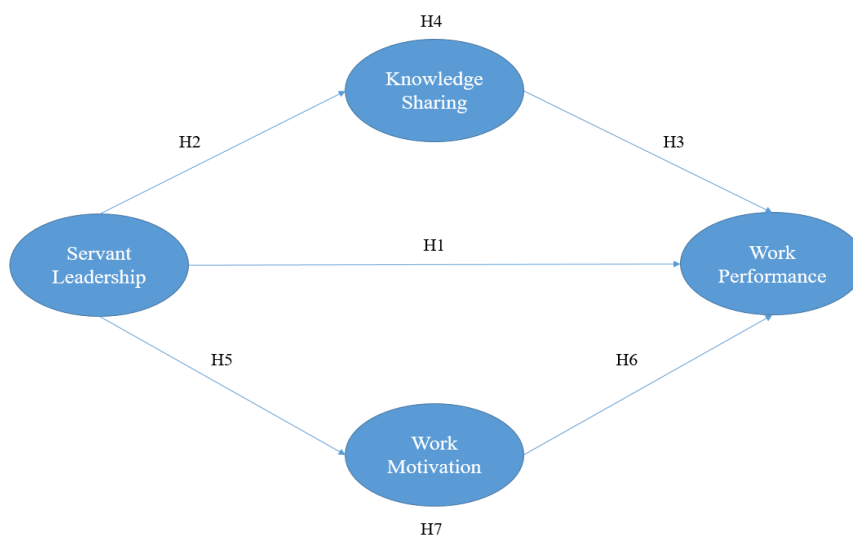

Figure 1. Research Models and Hypotheses

Based on Figure 1. This study expects that leaders or superiors in both private and state-owned companies that have a servant leadership leadership style will have a direct influence on knowledge sharing, work motivation, and work performance. Based on the explanation above, we have several hypotheses, namely:

H1: Servant Leadership (SL) Provides impact and influence on Work Performance (WP).

H2: Servant Leadership (SL) Provides impact and influence on Knowledge Sharing (KS).

H3: Knowledge Sharing (KS) Provides impact and influence on Work Performance (WP).

H4: Servant Leadership (SL) Provides impact and influence on Work Performance (WP) by mediating Knowledge Sharing (KS).

H5: Servant Leadership (SL) Provides impact and influence on Work Motivation (WM).

H6: Work Motivation (WM) Provides impact and influence on Work Performance (WP).

H7: Servant Leadership (SL) Provides impact and influence on Work Performance (WP) by mediating Work Motivation (WM).

Data analysis method

Data analysis is the process of sorting information that contains errors, and this sorting process filters information from those errors. For example, Y only occurs when X is present, but Y does not always occur when X is present. This activity includes grouping respondents and providing data based on all variables. With the aim of presenting data for each investigated variable, performing calculations to answer the problem formulation, and testing the proposed hypothesis to perform calculations. Data analysis in this study used the Structural Equation Modeling (SEM) method and the SmartPLS 3 application developed by (Ringle & Becker, 2015). Analyzing the data, the researcher used the SEM method to measure the measurement model, the structural model, and the path analysis method, and hypothesized the causal relationship between the variables, thus using a system of linear equations to influence the causal model. model).

IV. Results and Discussion

Analysis of the Measurement Model (Outer Model)

The measurement model can be done by looking at the results of the value of convergent validity, construct reliability, Average Variance Extracted (AVE), discriminant validity and cross loading. Convergent validity is carried out to measure the validity of an indicator as a variable measure as seen from the outer loading value of each indicator variable. If the external stress value of each indicator is > 0.70 then the indicator is reliable, but in the early stages of developing the value structure (outer loading) used is 0.4-0.5. (Hulland, 1999; Hair, et al., 2012). The results of the outer loading are as follows: From the results of the initial outer loading value on the convergent validity test using SmartPLS 3, it shows that of the 35 statement items for the 4 research variables there are 35 items or all items that are considered valid, because they have met the outer loading value specified. expected, which is more than 0.5.

The results of this test are the same as the results of the pretest conducted previously by the researcher where 35 question items are also considered valid because they meet a significance value of 0.5 in the test using SPSS 19.0 for windows. Based on the results of the outer loading value above, it can be concluded that of the 35 statement items, there are 35 statement items that are considered valid and meet the requirements of convergent validity and no statement items that are considered invalid are omitted. Then the PLS Algorithm is repeated so that the final outer loading results are all valid as follows.

Table 1. Final Outer Loading Value Results

Indikator	Servant Leadership	Knowledge Sharing	Work Motivation	Work Performance
SL1	0,834			
SL2	0,873			
SL3	0,901			
SL4	0,846			
SL5	0,884			
SL6	0,937			
SL7	0,858			
SL8	0,916			
SL9	0,906			
SL10	0,827			
SL11	0,918			
SL12	0,884			
KS1		0,887		
KS2		0,903		
KS3		0,926		
KS4		0,933		
KS5		0,940		
KS6		0,882		
KS7		0,905		
KS8		0,898		
WM1			0,862	
WM2			0,814	
WM3			0,874	
WM4			0,828	

WM5			0,872	
WM6			0,850	
WM7			0,896	
WM8			0,899	
WP1				0,913
WP2				0,903
WP3				0,894
WP4				0,793
WP5				0,785
WP6				0,917
WP7				0,883

Source: Research results

Convergence validity can also be determined by the principle that the size of a variable must be closely correlated (Ghozali and Latan, 2015). Convergence validity was measured through a variable with a reflective index seen from the AVE value. The AVE value must be greater than or equal to 0.5. This shows that these variables can describe more than 50 item distributions (Sarstedt et al., 2017). The results of the Average Variance Extracted (AVE) value are as follows

Table 2. Final Outer Loading Value Results

Variable	Average Variance Extracted (AVE) (>0,5)	Keterangan
Servant Leadership	0,827	>0,5 valid
Knowledge Sharing	0,779	>0,5 valid
Work Motivation	0,744	>0,5 valid
Work Performance	0,759	>0,5 valid

Source: Processed by researchers using SmartPLS 3.3

Based on the results of data processing from table 2 above, it can be explained that the servant leadership variable has an AVE value of 0.827 > 0.5 0.5 which is declared convergently valid. The knowledge sharing variable has an AVE value of 0.779 > 0.5 which is declared convergently valid. The work motivation variable was also declared convergently valid by having an AVE value of 0.744 > 0.5, which was declared convergently valid. The work performance variable is declared to be convergently valid with an AVE value of 0.759 > 0.5 is declared convergently valid. The results obtained can be concluded that all variables are convergently valid. After completing this convergent validity analysis, the researcher continued by conducting a discriminant validity analysis.

Nilai Cross Loadings

Cross-loading is an analytical method to determine the validity of identification by checking the cross-loading value. Evaluation of the crossloading value of each variable is done by testing the relationship between these variables and measurement items that are larger than other variables. In other words, the loading value of each element in the structure is greater than the cross loading value (Ghozali and Latan, 2015). The results of the cross loadings values in detail are as follows (in table 3). Based on the results of data processing referring to table 4.27, it can be seen that as many as 35 items have been convergently valid. So that from a total of 35 items, it is declared that it is convergent and discriminant valid. Furthermore, the PLS Algorithm analysis is carried out again to get valid items with cross loading values as follows:

Table 3. Final Cross Loading Score Results

	Servant Leadership	Knowledge Sharing	Work Motivation	Work Performance
SL1	0,83	0,74	0,79	0,70
SL2	0,87	0,70	0,76	0,63
SL3	0,90	0,73	0,81	0,68
SL4	0,85	0,71	0,76	0,67
SL5	0,88	0,74	0,82	0,72

SL6	0,94	0,79	0,86	0,77
SL7	0,86	0,81	0,83	0,78
SL8	0,92	0,80	0,83	0,73
SL9	0,91	0,79	0,84	0,71
SL10	0,84	0,84	0,80	0,73
SL11	0,92	0,79	0,83	0,69
SL12	0,88	0,79	0,79	0,68
KS1	0,80	0,89	0,77	0,73
KS2	0,78	0,90	0,75	0,69
KS3	0,79	0,93	0,76	0,70
KS4	0,79	0,93	0,76	0,68
KS5	0,81	0,94	0,79	0,72
KS6	0,86	0,88	0,81	0,70
KS7	0,77	0,90	0,83	0,78
KS8	0,75	0,90	0,81	0,75
WM1	0,87	0,79	0,86	0,71
WM2	0,84	0,76	0,81	0,66
WM3	0,85	0,76	0,87	0,76
WM4	0,78	0,69	0,83	0,68
WM5	0,73	0,72	0,87	0,84
WM6	0,73	0,71	0,85	0,79
WM7	0,77	0,77	0,90	0,84
WM8	0,77	0,77	0,90	0,85
WP1	0,75	0,76	0,86	0,91
WP2	0,70	0,70	0,81	0,90
WP3	0,68	0,70	0,78	0,89
WP4	0,75	0,69	0,74	0,79
WP5	0,71	0,64	0,70	0,78
WP6	0,66	0,71	0,78	0,92
WP7	0,66	0,63	0,76	0,88

Source: Processed by researchers using SmartPLS 3.3

Based on table 3 shows the servant leadership variable has 12 indicators, in SL1 it has a loading value of 0.83 and this value is greater than the value of cross loading to other variables, namely KS1 of 0.74, WM1 of 0.79, and WP1 of 0. ,70. There are 11 other servant leadership variable indicators that also have a loading value that is greater than the cross-loading value to other variables (see table 3) and shows that all of these indicators on the servant leadership variable have met the discriminant validity requirements. Then, the knowledge sharing variable has 8 indicators. Overall, there are 8 indicators of knowledge sharing that are discriminantly valid, because they have a loading value that is greater than the cross-loading value for other variables (see table 3).

Furthermore, the work motivation variable has 8 indicators. In WM1 it has a loading value of 0.86 and that value is greater than the cross-loading value for the KS1 and WP 1 variables, but the cross-loading value for the SL 1 variable is smaller, the comparison is 0.86 (WM1) < 0.87 (SL1). Furthermore, the other 7 indicators also have a loading value that is greater than the cross-loading value for other variables (see table 3). Finally, the work performance variable has 7 indicators. The WP 1 variable has a loading value of 0.91 and this value is greater than the cross-loading value for the WM1, KS1, SL1 variables, and shows that all of these indicators on the employee work performance variable have met the discriminant validity requirements.

Construct Reliability

The reliability test was carried out by looking at two types of measurements, namely through the value of composite reliability and the value of Cronbach's Alpha. Composite reliability values of 0.6 – 0.7 are considered to have good reliability (Sarstedt et al., 2017), and the expected Cronbach's alpha value is > 0.7 (Ghozali & Latan, 2015). The following are the results of the composite reliability and Cronbach's Alpha values in detail.

Table 4. Result *Composite Reliability* dan *Cronbach's Alpha*

	Composite Reliability	Cronbach's Alpha
Servant Leadership	0,97	0,97
Knowledge Sharing	0,97	0,97
Work Motivation	0,95	0,95
Work Performance	0,95	0,94

Source: Processed by researchers using SmartPLS 3.3

Based on the results of table 4, it shows that the composite reliability value for each variable is greater than 0.7, namely servant leadership (0.97 > 0.7), Knowledge Sharing (0.97 > 0.7), Work Motivation (0.95 > 0.7), and Work Performance (0.95 > 0.7). Furthermore, the value of Cronbach's Alpha for each variable is also greater than 0.7, namely servant leadership (0.97 > 0.7), Knowledge Sharing (0.97 > 0.7), Work Motivation (0.95 > 0, 7), and Work Performance (0.94 > 0.7). From these results, it can be concluded that all variables have good reliability values and are reliable.

Direct Effects

Direct effect is the direct effect of an exogenous variable on endogenous variables. In this study, what is meant by direct effects based on the research model is the direct influence of servant leadership (SL) on work performance (WP), the direct influence of servant leadership (SL), on knowledge sharing (KS), the direct influence of servant leadership (SL), on work motivation (WM). The direct effect of knowledge sharing (KS) on work performance (WP), direct influence of work motivation (WM) on work performance (WP). In the PLS-SEM analysis, the value of this direct effect is also known as the path coefficient. In addition, the measurement of the path coefficient between variables is carried out to identify the strength of the relationship and test the hypothesis. The range of path coefficient values is -1 to +1. The path factor value is closer to +1 and the relationship between the two components is stronger and more positive. A relationship close to -1 indicates that the relationship is negative. The results of the direct influence path coefficient in this study are as follows.

Table 5. Path Coefficient Results of Direct Effects Test

	Original Sample	Sample Mean	Standard Deviation	T-Statistics (>1,96)	P-Values (<0,05)
SERVANT LEADERHSIP -> WORK PERFORMANCE	-0,170	-0,147	0,145	1,175	0,241
SERVANT LEADERHSIP -> KNOWLEDGE SHARING	0,874	0,877	0,038	22,738	0,000
KNOWLEDGE SHARING -> WORK PERFORMANCE	0,140	0,132	0,101	1,382	0,168
SERVANT LEADERHSIP -> WORK MOTIVATION	0,920	0,919	0,018	52,428	0,000
WORK MOTIVATION -> WORK PERFORMANCE	0,926	0,910	0,108	8,607	0,000

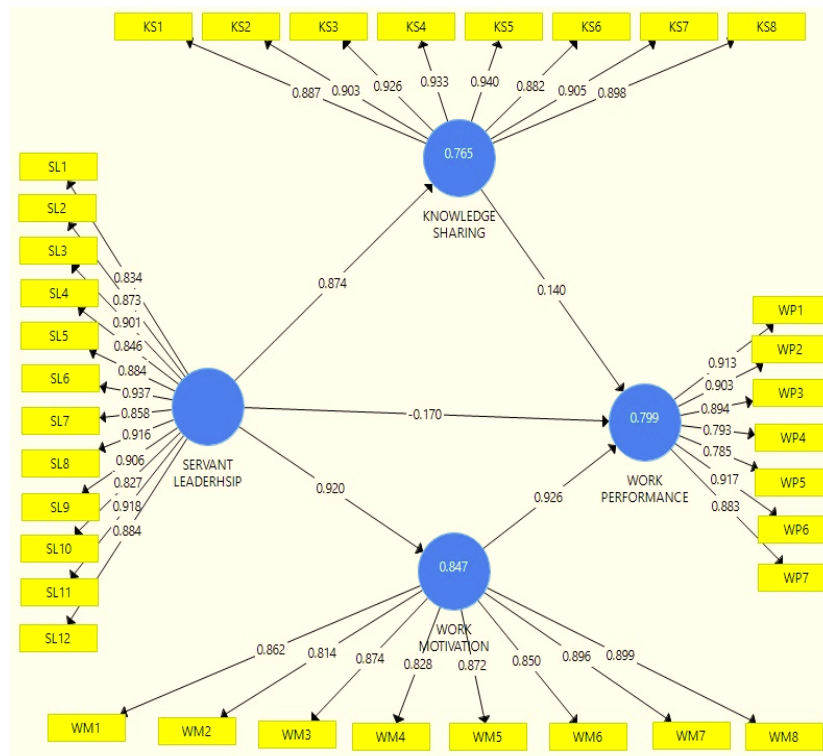Source: Processed by researchers using SmartPLS 3.3

Figure 2. Boostraping Results in Research Models

Direct Influence of Servant Leadership on Work Performance

From the results of the table above, it can be seen that the parameter coefficient value for the servant leadership (SL) variable on work performance (WP) is -0.170, which means that an increase in one servant leadership unit can increase employee work performance (WP) by -17%. Based on calculations using bootstrapping, where the test results of the estimated servant leadership (SL) coefficient on work performance (WP) are -0.147 with a standard deviation of 0.145; t-statistic value $1.175 < 1.96$; and the p-value is $0.241 > 0.05$. From these results it can be concluded that H1 is rejected or which means that the direct influence of the servant leadership (SL) variable on work performance (WP) is not statistically significant.

The Direct Effect of Servant Leadership on Knowledge Sharing

From the results of the table above, it can be seen that the parameter coefficient value for the servant leadership (SL) variable on knowledge sharing (KS) is 0.874, which means that an increase in one servant leadership unit can increase employee knowledge sharing (KS) by 87%. The higher the value of servant leadership (SL), the knowledge sharing (KS) will increase. Based on bootstrapping analysis, the test results of the servant leadership variable estimation coefficient (SL) on knowledge sharing (KS) are 0.877 with a t-statistic value of $22.738 > 1.96$, with a standard deviation of 0.038 and a p-value of $0.000 < 0.05$. From these results it can be concluded that H2 is accepted or which means that the servant leadership (SL) variable has a significant direct effect on knowledge sharing (KS).

The Direct Effect of Knowledge Sharing on Work Performance

From the results of the table above, it can be seen that the parameter coefficient value for the knowledge sharing (KS) variable on work performance (WP) is 0.140, which means that an increase in one unit of knowledge sharing (KS) can increase employee work performance (WP) by 14%. Based on calculations using bootstrapping, where the results of the knowledge sharing (KS) estimation coefficient test on work performance (WP is 0.132 with a standard deviation of 0.101; t-statistic value is $1.382 < 1.96$; and p-value is $0.168 > 0.05$. From these results it can be concluded that H3 is rejected or which means that the direct influence of the knowledge sharing (KS) variable on work performance (WP) is not statistically significant.

Direct Influence of Servant Leadership on Work Motivation
From the table above, it can be seen that the parameter coefficient value for the servant leadership (SL) variable on work motivation (WM) is 0.920, which means that an increase in one servant leadership unit can increase employee work motivation (WM) by 92%. The higher the value of servant leadership (SL), the work motivation (WM) will increase. Based on bootstrapping analysis, the test results of the servant leadership (SL) variable estimation coefficient on work motivation (WM) are 0.919 with a t-statistic value of 52.428 > 1.96, with a standard deviation of 0.018 and a p-value of 0.000 < 0.05. From these results it can be concluded that H4 is accepted or which means that the servant leadership (SL) variable has a significant direct effect on work motivation (WM).

The Direct Effect of Work Motivation on Work Performance
From the results of the table above, it can be seen that the value of the parameter coefficient for the work motivation (WM) variable on work performance (WP) is 0.926, which means that an increase in one unit of work motivation (WM) can increase employee work performance (WP) by 92%. The higher the work motivation (WM) value, the work performance (WP) will increase. Based on bootstrapping analysis, it is shown that the coefficient of estimation of work motivation (WM) on work performance (WP) is 0.910 with a t-statistic value of 8.607 > 1.96, with a standard deviation of 0.108 and a p-value of 0.000 < 0.05. From these results it can be concluded that H5 is accepted or which means that the work motivation (WM) variable has a significant direct effect on work performance (WP).

Indirect Effects
Indirect effect is the indirect effect of exogenous variables on endogenous variables through an endogenous intermediary variable. For example, in this study, the indirect effect of servant leadership (SL) on work performance (WP) is mediated by knowledge sharing (KS), and servant leadership (SL) on work performance (WP) is mediated by work motivation (WM). The results of the indirect effect of this study are as follows.

Table 6. Indirect Effects Results

	Original Sample	Sample Mean	Standard Deviation	T-Statistics (>1,96)	P-Values (<0,05)
SERVANT LEADERHSIP-> KNOWLEDGE SHARING-> WORK PERFORMANCE	0,122	0,114	0,087	1,404	0,161
SERVANT LEADERHSIP-> WORK MOTIVATION-> WORK PERFORMANCE	0,853	0,836	0,099	8,610	0,000

Source: Processed by researchers using SmartPLS 3.3

Indirect Influence of Servant Leadership on Work Performance mediated by Knowledge Sharing
From the results of the table above, it can be seen that the parameter coefficient value for the Servant Leadership variable on Work Performance mediated by Knowledge Sharing is 0.122. An increase in one servant leadership unit will increase employee work performance through knowledge sharing by 12%. Based on bootstrapping analysis, it shows that the estimation coefficient of Servant Leadership on Work Performance mediated by Knowledge Sharing is 0.114 with a t-statistic value of 1.404 < 1.96, a standard deviation of 0.087 and a p-value of 0.161 < 0.05. From these results it can be concluded that H4 is rejected or which means that the indirect effect of the Servant Leadership variable on Work Performance is mediated by Knowledge Sharing.

The Indirect Effect of Servant Leadership on Work Performance is mediated by Work Motivation
From the results of the table above, it can be seen that the parameter coefficient value for the Servant Leadership variable on Work Performance mediated by Work Motivation is 0.853, which means that there is a positive indirect effect of the Servant Leadership variable on Work Performance mediated by Work Motivation. An increase in one unit of Servant Leadership will increase the Work Performance mediated by Work Motivation by 85%. Based on bootstrapping analysis, it shows that the estimated

coefficient of Servant Leadership on Work Performance mediated by Knowledge Sharing is 0.836 with a t-statistic value of 8.610 > 1.96, a standard deviation of 0.087 and a p-value of 0.000 < 0.05. From these results it can be concluded that H7 is accepted or which means the indirect effect of the Servant Leadership variable on Work Performance mediated by Knowledge Sharing is statistically significant.

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