

## The Analysis of Servant Leadership on Employee Performance through Knowledge Sharing at PT Pos Indonesia Kebonrojo Surabaya

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### ABSTRACT

The aim of this research is to explore the influence of servant leadership and knowledge sharing on employee performance at PT Pos Indonesia Kebonrojo Surabaya. The research used a questionnaire method to collect data from a population of 121 employees, with a sample size of 55 respondents obtained through the Slovin's formula. The data analysis employed the Partial Least Square (PLS) method. The findings indicate that servant leadership has a positive and significant influence on employee performance, as does knowledge sharing. Furthermore, servant leadership also has a positive and significant impact on knowledge sharing, and servant leadership positively and significantly influences employee performance through knowledge sharing. These findings highlight the interrelatedness among the three variables at PT Pos Indonesia Kebonrojo Surabaya.

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## INTRODUCTION

The success of an organization in achieving its goals is inseparable from the quality of the performance of each component of the organization, especially the performance of each existing hierarchy, from the manager level to the lower-level employees. Performance is related to how much effort is generated by each individual toward his work. Performance is very important so that we can easily find out how far employees are capable of completing the tasks that have been given to them (Al-Amin & Utami, 2021.). To be able to solve various problems faced by employees in the organization, they need leaders who can contribute actively and have problem-solving skills. Recently, servant leadership has become vital to improving employee and organizational performance (Zulfiqar, 2014).

Servant leadership is about prioritizing and meeting the needs of others to achieve satisfaction and motivation (Kumar, 2018). Servant leadership is also considered a very strong, people-oriented leader who has the potential to create and develop positive organizations. Servant leadership prioritizes the satisfaction and needs of employees over their own needs, making employees feel important and empowered to do more and create new things. Create an atmosphere (Franco & Antunes, 2020). Therefore, the relationship between leaders and subordinates appears to be one of open and positive discussion, as they share common goals and complement each other.

Knowledge is an asset that can be said to be a unique asset and also has value; this asset is in the minds of every individual and organizational process, and this can be the basis for sustainable competitive advantage (Zulfiqar, 2014). Knowledge sharing is useful for making the organization have adequate and superior knowledge, but this requires the strength of motivation in the workforce to be able to go beyond the personal interests of each workforce member. (Trong Tuan, 2017). The application of Knowledge Sharing is used to answer the challenges of globalization and the development of technology and information (Widuri, 2018). Within this organization, the processes of knowledge creation, innovation, and learning have received a great deal of attention, so knowledge sharing is very important (Hooff & Ridder, 2004; Donate & Guadamillas, 2011). Based on previous research, knowledge sharing has a positive impact on performance, as evidenced by studies by Mardlillah and Raharjo (2017) and B.Y. Obeidat et al. (2017) found that knowledge sharing has a significant impact on performance. The more opportunities each component of an organization has to share opinions, ideas, criticisms, and comments with other members, the better their performance.

The subject of this study was conducted at PT POS Indonesia Kebong Rojo Surabaya, East Java. Pos Indonesia (Persero) is a state-owned company that provides postal and goods delivery services. What happens at PT POS Indonesia Kevonrojo Surabaya cannot be separated from the influence of the leadership and knowledge sharing of all the constituents of PT POS Indonesia Kevonrojo Surabaya. This is evident from the variation in postal parcel delivery data conducted by PT POS Indonesia Kevonrojo Surabaya. The lack of maximum leadership and knowledge-sharing activities carried out by PT POS Indonesia Kevong Rojo Surabaya in Kevon Rojo has resulted in volatility in PT

POS Indonesia Kevong Rojo Surabaya's performance, characterized by changes and growth in parcel shipments.

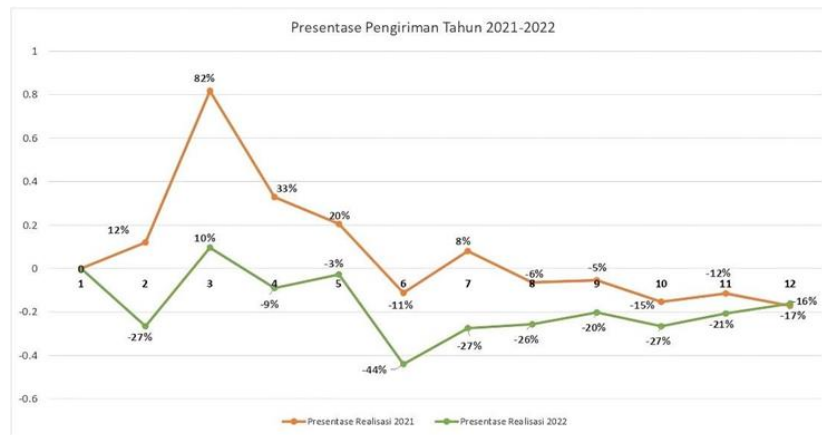


Figure 1. Graph of PT POS Indonesia Kebonrojo Delivery of Goods Growth in 2021 and 2022

From the graph presented by the researcher, the growth in package delivery in 2021 has experienced quite high fluctuations, fluctuations and declines occur especially in March to the following month. Likewise in the growth of package delivery in 2022, the fluctuations that occur can be seen in the graph presented below. Growth fluctuations in 2022 experienced a decrease in fluctuations until June 2022, after which it experienced an increase and better stability than the previous month.

Based on the data published above, the researcher assumes that there are indications of decreased performance due to the less than optimal application of servant leadership and knowledge sharing at PT POS Indonesia Kebonrojo Surabaya. However, the implementation of Servant leadership at PT POS Indonesia Kebonrojo Surabaya still needs development which is marked by the lack of empowerment of PT POS Indonesia Kebonrojo Surabaya employees which results in less than optimal employee performance. Other activities such as AKHLAK ACTIVATION can be carried out more intensely to improve and change perspectives, habits, and ways of working that are less effective in improving the performance of PT POS Indonesia employees. AKHLAK ACTIVATION is carried out in 2021 by PT POS Indonesia to make AKHLAK the soul of every system and procedure in Pos Indonesia, and make the values of Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative a character of every Pos Indonesia person.

The phenomenon of knowledge sharing can be seen through the POS Indonesia portal which has the goal of being able to integrate information and knowledge that can be learned by all employees of PT POS Indonesia Kebonrojo Surabaya. The POS Portal provided for employees has a lot of information that can be seen and learned by all employees of PT POS Indonesia Kebonrojo Surabaya, but there is still a need for more massive communication and publication to be able to increase integration related to the effective use of the POS Portal by employees of PT POS Indonesia Kebonrojo Surabaya. In the

Info Pos interface, there is a lot of information and articles that can be accessed and read by PT POS workers throughout Indonesia, because the portals are integrated so that all PT POS Indonesia branch offices get the same and equal information. Not only information about developments and also achievements that have been achieved by PT POS Indonesia, but this portal can also be information that is integrated regarding orders and instructions from the directors of PT POS Indonesia from year to year so that new employees or those who have been in the office for a long time POS Indonesia, can review and read the instructions given by the directors of PT POS Indonesia every year. It can be seen that there are files that are integrated throughout Indonesia through the PT POS Indonesia Kebonrojo WAHANA Portal in disseminating information and instructions given by the directors of PT POS Indonesia from year to year.

This could be a knowledge sharing phenomenon applied and implemented by PT POS Indonesia Kebonrojo Surabaya in Kebonrojo. With the above issues in mind, researchers are interested in researching a topic titled "Analysis of Leadership on Employee Performance through Knowledge Sharing in PT. Pos Indonesia Kebonrojo Surabaya". The purpose of this study is to determine the impact of a servant leader's leadership on employee performance through knowledge sharing at PT Pos Indonesia Kebonrojo Surabaya.

## **LITERATURE REVIEW**

### **1945 Leadership Studies**

Research conducted by Sarie (2014) stated that in 1945, Fleishman and his team discovered a theory in the field of leadership, especially at the University of OHIO. This research begins with the premise that no satisfactory formulation or definition of leadership has ever existed. The assumption has existed since ancient times that leadership is defined as good leadership. The research produced a theory of 2 factors for leadership, including leadership which is the initiator of structure (initiating structure) and consideration (consideration). In a study conducted by J.K Hemphil (1949) by collecting 1,800 questions that refer to leadership behavior. In the next study, J.K Hemphil and A.F.Coons (1957) then edited the questions into 150 items which were used to compile a patented questionnaire called the Leadership Behavior Description Questionnaire (LBDQ) which has reference to two dimensions, namely the dimension of attention to subordinates. and initiating structure or attention to the task given.

### **The Theory of Knowledge Management**

Referring to research conducted by Ferreira (2020) Knowledge Management relates to the processes and infrastructure that organizations can use to achieve, create and share knowledge for it is very important to manage knowledge if you want to remain competitive and develop. Knowledge management was developed by Kar-Erik Svelby which emphasizes an attitude of openness and readiness for new information, because any knowledge obtained from individuals and transferred, this knowledge will be very useful and valuable for increasing the productivity of a company or organization.

### **Servant Leadership**

Servant leadership is a leadership style that interacts directly with the environment, with an emphasis on leading harmony, serving, and involvement (Rachman et al., 2021). According to Spears (2010), Greenleaf, there are 10 Servants His leadership traits include listening, empathy, healing, awareness, persuasion, conceptualization, visionaryness, accountability, commitment to growth, and community building. It has been Servant leadership is a leadership model focused on promoting consideration for others and involving employees in decision-making (Purwani Setyaningrun et al., 2020).

### **Knowledge Sharing**

Knowledge sharing is fundamental in human resource management, especially in the public sector (Tuan, 2016). According to Subagyo (2007) Knowledge sharing, among others, is a method in knowledge management that is useful for providing opportunities for members of groups, organizations, agencies, or companies to share their knowledge, techniques, experiences, ideas, and ideas with other members. In a company knowledge sharing is very important because it can be useful for the organization and outside the organization, knowledge sharing will increase the capacity of the workforce in finding creative solutions to the organizational problems they find, and make it easier for them to innovate to develop new platforms, products, and services (Carmeli et al., 2013)

### **Employee Performance**

Performance can be interpreted as the result of work in quality and quantity achieved by employees when doing their work by the responsibilities given to them (Safitri, 2018). Employee performance is also usually referred to as work role performance shown to complete their work for the purposes and interests of the company. Performance can be seen from the standard of work carried out by employees, technical or non-technical skills which are the standard for assessing employee contributions to the company. (Mark et al., 2021).

## **METHODOLOGY**

This research is classified as quantitative research. The variables studied and analyzed in this study consisted of independent variables, namely servant leadership (X), mediator variables, namely knowledge sharing (M), and dependent variables, namely performance (Y). The technique used for this study was purposive sampling, a technique in which data collection uses certain considerations and is suitable for quantitative research. The sample collection in this study used an ordinal scale, using a Likert scale type using a questionnaire. Determination of the sample in this study were employees of PT POS Indonesia Surabaya branch center as many as 55 respondents consisting of 48 staff, 4 drivers, and 3 counter officers who were searched using the Slovin formula. The data analysis method used in this study was the SmartPLS application as an analytical tool in this study, and data analysis was carried out

using a component-based SEM (Structural Equation Modeling) approach. PLS is a method for configuring complex causal-predictive models and includes techniques that are suitable for use in predictive applications and theory development as in this study.

## RESEARCH RESULT

### Uji Validitas

Table 1. Average Variance Extracted (AVE)

	<b>Average Variance Extracted (AVE)</b>
<b>Kinerja Karyawan</b>	<b>0.701</b>
<b>Knowledge Sharing</b>	<b>0.713</b>
<b>Servant Leadership</b>	<b>0.746</b>

The AVE value (Average Variance Extracted) is a value that indicates the magnitude of the indicator variance contained in the latent variable. If the AVE value for each configuration is greater than 0.5, we need a good model. AVE test results with a Servant Leadership Variable of 0.746, Knowledge Sharing of 0.713, and an Employee Performance Variable of AVE value of 0.701 all had an AVE value greater than 0.5, or 65. This resulting variable can be concluded as follows: Studying is good.

### Uji Realibilitas

Table 2. Composite Reliability

	<b>Composite Reliability</b>
<b>Kinerja Karyawan</b>	<b>0.921</b>
<b>Knowledge Sharing</b>	<b>0.925</b>
<b>Servant Leadership</b>	<b>0.936</b>

Structural reliability is measured by a composite reliability score. A configuration is trustworthy if its composite confidence score is greater than 0.70. In this case, the indicator is said to be consistent in its latent variable measurements. The combined reliability test results show that the variable servant Leadership is 0.936, the variable knowledge Sharing is 0.925, and the variable employee Performance is 0.921. All three variables showed a combined reliability result greater than 0.70, so all variables in this study can be said to be reliable.

Table 3. Latent Variable Correlation

	<b>Kinerja Karyawan</b>	<b>Knowledge Sharing</b>	<b>Servant Leadership</b>
<b>Knowledge Sharing</b>	0.931	1.000	0.933
<b>Kinerja Karyawan</b>	1.000	0.931	0.943
<b>Servant Leadership</b>	0.943	0.933	1.000

From the table above, the mean correlation values between one variable and another are for the variables Servant Leadership and Employee Performance, for Knowledge Sharing and Employee Performance, and for Servant Leadership and Employee Performance. Leadership and the average value between variables: Employee performance variable with a mean greater than 0.5. The highest correlation value is for the variable servant Leadership, with employee performance at 0.943. It can be said that there is a strong relationship between all the variables in the research model.

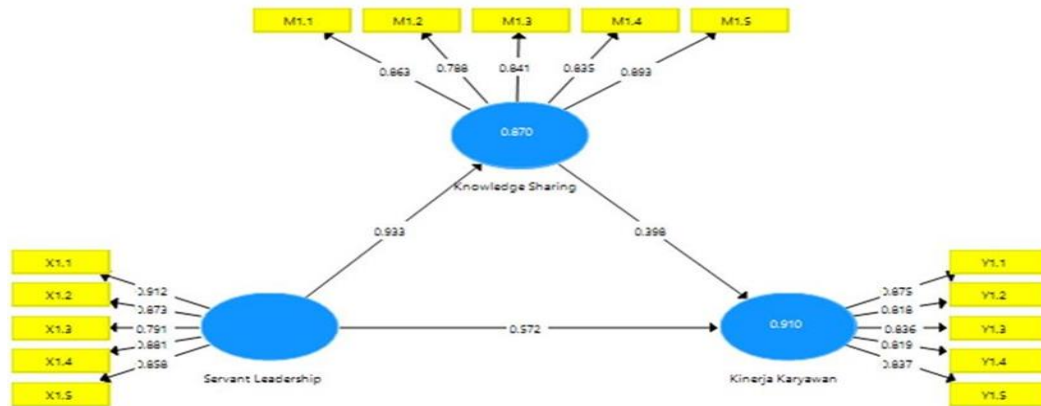


Figure 2. Outer Model with Factor Loading, Path Coefficient and R-Square

From the image above you can see that there is output from PLS. You can see that each indicator has a factor loading value. From this figure we can also see that the number of path coefficients is at the top of the arrow between the independent and dependent variables. Similarly, the right R square within the circles for the intermediate and dependent variables. This tells us that the variable Servant Leadership has an Empowerment Index value of 0.973. This means that the empowerment metric is that of the variable 'servant leadership' that has the greatest impact on the variable 'employee performance'. The knowledge sharing variable metric has a value of 0.993, meaning that this metric is the most effective metric. Impact of knowledge-sharing variables on employee performance.

### Evaluation of Structural Model Testing (Inner Model)

Structural models are checked against the R-squared value, which is the model suitability test. A test of the inner model can be seen from the R-squared value of the equation between the latent variables. The R2 value describes the ability of the exogenous (independent/free) variables in the model to explain the endogenous (dependent/bound) variables.

Table 4. R Square

	<i>R Square</i>	<i>R Square Adjusted</i>
<i>Kinerja Karyawan</i>	0.910	0.906
<i>Knowledge Sharing</i>	0.870	0.868

The R-squared value of employee performance = 0.919 can be interpreted as the model that can explain the phenomenon of employee performance. Employee performance is influenced by independent and intervening variables, including variations in servant leadership and knowledge management for 91%, while the remaining variables are 9%. 9% were influenced by variables outside of this study, including Knowledge Management Score = 0.870. This can be interpreted in such a way that the model can explain the phenomenon of knowledge sharing. 87% are affected by variable servant leadership, and the remaining 13% can be interpreted to explain the knowledge-sharing phenomenon. It is influenced by other variables outside this study.

### Hypothesis Testing

Tabel 5. Path Coefficients (Mean, STDEV, T-Value, P-Value)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics ( O/STDEV )	P-Value
Servant Leadership -> Kinerja Karyawan	0.572	0.572	0.119	0.119	4.787	0.000
Knowledge Sharing -> Kinerja Karyawan	0.398	0.398	0.118	0.118	3.365	0.001
Servant Leadership -> Knowledge Sharing	0.933	0.933	0.015	0.015	63.692	0.000
Servant Leadership -> Knowledge Sharing -> Kinerja Karyawan	0.371	0.371	0.111	0.111	3.340	0.001

From the table above it can be concluded that the hypothesis stated:

- a) Servant Leadership has a significant positive effect on Employee Performance, acceptable with Path Coefficients of 0.572, and a T-Statistic value of 4.787, greater than the value of  $Z \alpha = 0.05 (5\%) = 1.96$ , then it is significant (positive).
- b) Knowledge Sharing has a significant positive effect on Employee Performance, acceptable with Path Coefficients of 0.398, and a T-Statistic value of 3.365 greater than the value of  $Z \alpha = 0.05 (5\%) = 1.96$ , then it is significant (positive).
- c) Servant Leadership has a significant positive effect on Knowledge Sharing, acceptable with Path Coefficients of 0.933, and a T-Statistic value of 63.692 greater than the value of  $Z \alpha = 0.05 (5\%) = 1.96$ , then it is significant (positive).

- d) Servant Leadership has a significant positive effect on Employee Performance through Knowledge Sharing, acceptable with Path Coefficients of 0.371, and a T-Statistic value of 3.340 greater than the value of  $Z_{\alpha = 0.05} (5\%) = 1.96$ , then it is significant (positive).

## DISCUSSION

### **The Effect of Servant Leadership on Employee Performance**

Based on the study's findings, it can be concluded that servant leadership significantly improves employee performance at PT POS Indonesia Kebonrojo Surabaya. This relationship between servant leadership and employee performance suggests that the higher the quality of the servant leader, the higher the employee performance at PT POS Indonesia Kebonrojo Surabaya. The second indicator, Empowerment or Empowerment, is the one that has the greatest impact on employee performance at PT POS Indonesia Kebonrojo Surabaya, according to the results of the descriptive analysis of the Servant Leadership variable. If all the suggestions, resources, and feedback are taken into account when making management decisions for the organization, staff members will genuinely feel helpful. Meanwhile, the indicator of Servant Leadership that has the lowest percentage is Vision, in this case it means that employees are not too concerned with the company's vision at work, because employees are more concerned with the empowerment provided by their leaders. This result is in line with research conducted by Rahayu (2019) which concluded that Servant Leadership has an influence of 84.4% on Employee Performance which makes the Servant Leadership Variable have a significant positive effect on Employee Performance.

### **The Effect of Knowledge Sharing on Employee Performance**

Based on the results of the research conducted, the researchers obtained that Knowledge Sharing had a significant positive effect on Employee Performance at PT POS Indonesia Kebonrojo Surabaya, which was acceptable, this effect indicated a relationship between Knowledge Sharing on Employee Performance, the better the quality of Knowledge Sharing, the better PT POS Employee Performance Indonesia Kebonrojo Surabaya. The results of the descriptive analysis of the Knowledge Sharing variable show that the indicator that has the most influence on Employee Performance at PT POS Indonesia Kebonrojo Surabaya is the 5th indicator, namely Trust. Employees will feel safe because all opinions, input and criticism are trusted and taken into consideration for making company management decisions. Meanwhile, the Knowledge Sharing indicator that has the lowest percentage is Social Interaction, in this case it means that Employees do not place too much importance on Social Interaction between employees in the company at work. Because employees are more concerned with the trust given by leaders and other employee members. These results are in accordance with research conducted by Andra (2018) with the conclusion that Knowledge Sharing has a significant positive effect on Employee Performance with a significance value of 0.036.

### **The Effect of Servant Leadership on Knowledge Sharing**

Based on the findings of the research, the researcher concluded that Servant Leadership had an acceptable, significant positive impact on Knowledge Sharing at PT POS Indonesia Kebonrojo Surabaya. This influence suggested that there was a relationship between Servant Leadership and Knowledge Sharing—the more substantial the quality of Servant Leadership, the higher the level of Knowledge Sharing at PT POS Indonesia Kebonrojo Surabaya. The second indicator, Empowerment or Empowerment, has the greatest impact on the knowledge sharing of PT POS Indonesia Kebonrojo Surabaya, according to the results of the descriptive analysis of the Servant Leadership variable. If all perspectives, resources, and input are taken into account while making business management choices, staff members will feel valued. Meanwhile, the indicator of Servant Leadership that has the lowest percentage is Vision, in this case, it means that employees are not too concerned with the company's vision at work, because employees are more concerned with the empowerment provided by their leaders. The above results are by the results of research conducted by Zulfiqar (2014) entitled "Impact of Servant Leadership on Knowledge Sharing Intentions Among Employees (study of Higher Education Commission of Pakistan)" which states that Servant leadership style directly and indirectly influences Knowledge Sharing.

### **The Effect of Servant Leadership on Employee Performance Through Knowledge Sharing**

The results of the fourth hypothesis test which refers to the Ordinal sample value is positive 0.371 with a P-Value of 0.001 ( $<0.05$ ), it can be concluded that Servant Leadership (X) on Employee Performance (Y) through Knowledge Sharing (M), has a significant positive effect, thus the 4th hypothesis is accepted. Based on the test results in this study, the Servant Leadership variable can influence directly Employee Performance or indirectly through a mediating variable, namely Knowledge Sharing. The results of this study indicate that the quality of Servant Leadership at PT POS Indonesia Kebonrojo Surabaya can improve employee performance at PT POS Indonesia Kebonrojo Surabaya. Knowledge Sharing can be a link between Servant Leadership and Employee Performance. The quality of good servant leadership will affect Knowledge Sharing, and if Knowledge Sharing is high, then Employee Performance will also increase. The results that the researchers found are in line with research from Song & Park (2015) entitled "Servant Leadership and Team Performance: The Mediating Role of Knowledge Sharing Climate" which states that Servant leadership can provide facilities for the development of knowledge-sharing within the organization so that it can be a positive influence on organizational performance.

## CONCLUSIONS AND RECOMMENDATIONS

Based on the results of data analysis and previous discussion related to Servant Leadership on Employee Performance through Knowledge Sharing at PT POS Indonesia Kebonrojo Surabaya, it can be concluded that the results of this test indicate that Servant Leadership contributes to Employee Performance at PT POS Indonesia Kebonrojo Surabaya. This shows that the better the quality of the servant leadership, the higher the purchase decision. Secondly, Knowledge Sharing contributes to improving Employee Performance at PT POS Indonesia Kebonrojo Surabaya. This shows that the higher intensity of Knowledge Sharing will affect Employee Performance. Third, Servant Leadership contributes to improving the Knowledge Sharing Quality of PT POS Indonesia Kebonrojo Surabaya. This shows that the better the quality of Servant Leadership, the Knowledge Sharing of PT POS Indonesia Kebonrojo Surabaya will be better. And finally, Servant Leadership contributes to Employee Performance at PT POS Indonesia Kebonrojo Surabaya through Knowledge Sharing. This shows that Servant Leadership has a direct or indirect contribution to Employee Performance. As for the suggestions submitted by the author regarding the results of research conducted, among others, namely For companies, this study can be used as a benchmark to improve the quality of their human resources and business operations. And for further research, this study can be used as a reference for research related to profitability and as a reference for further research to use different variables to find out the variables that can affect employee performance.

The suggestions made by the authors regarding the results of the research conducted include: (1) For companies, this study can be used as a benchmark for improving the quality of their human resources and business operations. (2) For employees, this study can be used as a reference to find out the factors that can cause an increase or decrease in performance, performance improvement can be seen through the available outer loading, there is the most influential indicator of each existing variable, such as the Servant Leadership variable, namely affection, that the greater the leader's attention and concern, the better the employee's performance, as for knowledge sharing the most influential indicator is trust, the more employees trust their superiors, the better their performance.

### **ADVANCED RESEARCH**

For further research, this study can be used as a reference for research related to employee performance and as a reference for further research to use different variables to find out the variables that can affect employee performance.

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