

Research Article

## The Effect of Servant Leadership, Organizational Culture and Social Capital on Employee Performance at the Social Services Office of North Toraja Regency

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**Abstract:** This study aims to analyze the influence of servant leadership, organizational culture, and social capital on employee performance at the Social Services Office of North Toraja Regency. The research employed a quantitative approach using a survey method. The population consisted of all 37 employees of the Social Services Office, and the entire population was selected as the sample through a saturated sampling technique. Data were collected using questionnaires as the primary instrument, supported by interviews and observations to strengthen the validity of the findings. The collected data were analyzed using multiple linear regression analysis with the assistance of SPSS software. The results revealed that servant leadership did not have a positive and significant effect on employee performance, as indicated by the calculated t-value of 0.965, which was lower than the t-table value, and a significance level above 0.05. Organizational culture also showed no positive and significant effect on employee performance, with a calculated t-value of 0.929, suggesting that existing values, norms, and work habits had not significantly contributed to performance improvement. In contrast, social capital demonstrated a positive and significant influence on employee performance, as indicated by a calculated t-value of 4.415, showing that trust, cooperation, and harmonious relationships among employees supported better performance. Simultaneously, servant leadership, organizational culture, and social capital collectively had a significant effect on employee performance. Therefore, strengthening service-oriented leadership, building a supportive organizational culture, and enhancing social capital are important strategies for improving employee performance and public service quality.

**Keywords:** Employee Performance; Organizational Culture; Public Service Quality; Servant Leadership; Social Capital.

### 1. Introduction

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Human resources (HR) are a key element in all organizational processes because they act as the primary driver determining the achievement of shared goals. In public sector organizations, the role of HR becomes even more crucial because the success of public service delivery depends on the quality of the employees involved (Zerlina, 2023). HR is not only viewed as a pool of workers, but also as a strategic asset that carries the potential of knowledge, skills, and work attitudes. Without competent and highly motivated employees, government organizations' goals of providing services to the public will not be optimally achieved (Zerlina, 2023). Based on the researcher's observations at the North Toraja Regency Social Services Office, it was found that employee performance was suboptimal. Some employees still tended to work individually, communication between employees was not smooth, and team coordination was often suboptimal. Employee performance is a crucial indicator for assessing an organization's effectiveness in carrying out its duties. In the public sector, employee performance is closely related to the quality of service to the public. Servant leadership differs from traditional leadership styles, which tend to be power-oriented, because it emphasizes the leader's role as a facilitator and role model who supports the needs of subordinates. Leaders who prioritize service will foster employee loyalty, increase motivation, and strengthen commitment to organizational goals. In addition to servant leadership, organizational culture also plays a crucial role in employee performance. Organizational

culture reflects shared values, norms, and practices, thus serving as a guide for employees in carrying out their duties. A strong and positive organizational culture can improve employee performance by creating a conducive work environment. A study by Mawardi & Mukrodi (2025) confirmed that a positive organizational culture plays a crucial role in improving employee performance at the South Tangerang City Education and Culture Office. This suggests that organizational values aligned with employee goals and expectations can drive better performance.

Furthermore, social capital is also a crucial variable in supporting employee performance. Social capital encompasses trust, norms, and networks that enable effective collaboration within the organization. Strong social capital facilitates coordination, accelerates the flow of information, and enhances solidarity among employees (Lumbantobing (2020)).

A high level of trust among employees reduces the potential for conflict, while extensive networks enable employees to collaborate better in completing tasks. Thus, social capital can be viewed as the glue that strengthens the relationship between leadership, organizational culture, and employee performance. Meanwhile, according to Amba (2025), servant leadership has a positive effect on employee performance at the North Toraja Regency Investment and One-Stop Integrated Services Office. This suggests that servant leaders can increase employee motivation and productivity through an empathetic and supportive approach.

Social capital refers to the network of relationships, trust, and norms that facilitate coordination and cooperation within an organization. Based on the above background, regarding the importance of serving and providing a positive organizational culture to the community, the researcher was interested in conducting a study entitled "The Influence of Servant Leadership, Organizational Culture, and Social Capital on the Performance of the North Toraja Regency Social Services Office.

## 2. Literature Review

### Servant Leadership Indicators

According to Rifqoh, Farozin & Astuti (2024), servant leadership has several elements, including:

a) Build Community: Servant leaders understand that community success cannot be achieved individually. They create a strong culture of collaboration, with an equitable division of tasks. Leaders and organizational members share a common goal: to grow collectively and create an environment that supports productivity and innovation.

b) Display Authenticity: Servant leadership requires leaders to be authentic. Personality, integrity, and alignment between words and actions are key characteristics of this leadership style. Leaders must be role models for organizational members, demonstrating honesty, openness, and a consistent attitude. This authenticity creates deep trust between leaders and organizational members, enabling healthy and productive working relationships.

c) Provide Leadership: Leaders with a servant leadership style are required not only to possess a positive and sincere personality but also to lead effectively. Leaders must be able to systematically plan, organize, implement, and oversee organizational activities. Furthermore, they must possess conceptualization skills, namely the ability to identify problems and opportunities that the organization may face in the future. This enables the organization to remain responsive to challenges while strategically exploiting opportunities.

d) Value People (valuing people): Servant leadership prioritizes deep concern for people as valuable individuals. Leaders must prioritize humanitarian aspects, such as truth, virtue, peace, harmony, and compassion. In decision-making and establishing organizational policies, the humanitarian values of Pancasila, such as respect for human rights and the rejection of violence, serve as the primary foundation.

Robbins & Judge (2015) argue that organizational culture is a system of shared meaning held by its members that distinguishes the organization from other organizations.

According to Torang (2013), organizational culture is a habit that is repeatedly repeated and becomes a value and lifestyle for a group of individuals within the organization, followed by subsequent individuals. According to Replita et al. (2024), social capital can be defined as a set of informal values and norms shared among members of a community group that enable cooperation among them. According to Putnam in Nashar et al. (2023), social capital consists of "social networks, the resulting reciprocity, and the values necessary to achieve common goals. According to Putra et al. (2021), performance is a function of passion and quality to

perfect one's workload, along with willingness, ability, and specific performance characteristics, such as quality and competence in carrying out tasks, whether individually, collaboratively, or collectively. To overcome a workload, a person must possess a certain level of desire and ability.

Meanwhile, according to Ardianti et al. (2018), the concept of performance as a consequence or achievement of work is the origin of performance. However, in reality, performance encompasses more than just labor output; it also refers to the manner in which work is carried out. Performance is the end result of work that is closely related to strategic business objectives, customer satisfaction, and economic contribution.

And based on performance, according to (Bernadin and Russel in Priansa, 2017), performance is the result of activities within a specific job function or job over a predetermined time period. Work results are the result of competence, the realization of ideals, and expertise.

Based on the above definition, it can be concluded that performance is the result of work carried out by an individual or group in carrying out their duties in an organization, which can be seen through the quantity and quality of their work.

### 3. Materials and Method

The type of research used in this study is a quantitative research method. The data used were both primary and secondary data. The population in this study was conducted at the North Toraja Regency Social Service, consisting of all civil servants (PNS) and contract workers. Based on the data obtained, the total population was 37 people, consisting of 23 PNS and 14 PPPK (Regional Employment Employee Assistance). The sample in this study was 37 respondents, consisting of all PNS and PPPK at the North Toraja Social Service. Data analysis techniques for the variables in this data study used SPSS 22 software by entering the results of the operationalization of the variables to be tested.

### 4. Results and Discussion

**Tabel 1.** Based on Respondent's Gender.

| No | Jenis Kelamin | Jumlah | Presentase (%) |
|----|---------------|--------|----------------|
| 1. | Laki-laki     | 19     | 51,35%         |
| 2. | Perempuan     | 18     | 48,65%         |
|    | Total         | 37     | 100%           |

Source: Processed Data (2025)

Based on the data above, it can be seen that the majority of respondents who participated in the study were male, 19 people, representing 51.35%.

**Tabel 2.** Based on Employment Status.

| No | Employment | Number | Percentase |
|----|------------|--------|------------|
| 1. | PNS        | 23     | 62,16%     |
| 2. | PPPK       | 17     | 37,83%     |
|    | Number     | 37     | 100%       |

Source Processed Data (2025)

Based on the data above, it is known that the majority of respondents who participated in the study were civil servants, namely 62.16%.

**Tabel 3.** Validity Test Results.

| Variabel           | Questionnaire | r-calcultaed | r-tabel | Note  |
|--------------------|---------------|--------------|---------|-------|
| Servant Leadership | 1             | 0,639        | 0,316   | Valid |
|                    | 2             | 0,708        | 0,316   | Valid |
|                    | 3             | 0,839        | 0,316   | Valid |
|                    | 4             | 0,848        | 0,316   | Valid |
|                    | 5             | 0,749        | 0,316   | Valid |
|                    | 6             | 0,720        | 0,316   | Valid |
|                    | 7             | 0,761        | 0,316   | Valid |
|                    | 8             | 0,720        | 0,316   | Valid |

|                        |    |       |       |       |
|------------------------|----|-------|-------|-------|
|                        | 9  | 0,771 | 0,316 | Valid |
|                        | 10 | 0,664 | 0,316 | Valid |
|                        | 1  | 0,584 | 0,316 | Valid |
|                        | 2  | 0,749 | 0,316 | Valid |
|                        | 3  | 0,709 | 0,316 | Valid |
| Organizational Culture | 4  | 0,795 | 0,316 | Valid |
|                        | 5  | 0,793 | 0,316 | Valid |
|                        | 6  | 0,740 | 0,316 | Valid |
|                        | 7  | 0,662 | 0,316 | Valid |
|                        | 8  | 0,726 | 0,316 | Valid |
|                        | 1  | 0,698 | 0,316 | Valid |
|                        | 2  | 0,740 | 0,316 | Valid |
|                        | 3  | 0,804 | 0,316 | Valid |
|                        | 4  | 0,646 | 0,316 | Valid |
|                        | 5  | 0,696 | 0,316 | Valid |
| Social Capital         | 6  | 0,745 | 0,316 | Valid |
|                        | 7  | 0,879 | 0,316 | Valid |
|                        | 8  | 0,815 | 0,316 | Valid |
|                        | 9  | 0,625 | 0,316 | Valid |
|                        | 10 | 0,535 | 0,316 | Valid |
|                        | 11 | 0,715 | 0,316 | Valid |
|                        | 12 | 0,442 | 0,316 | Valid |
|                        | 1  | 0,672 | 0,316 | Valid |
| Performance            | 2  | 0,778 | 0,316 | Valid |
|                        | 3  | 0,730 | 0,316 | Valid |

Based on Table 3.8 above, it is known that all statement items for each variable used in this study are valid, as the calculated  $r$  value is greater than the table  $r$  value of 0.316.

### Reliability Test

The reliability test was conducted to measure the level of consistency or reliability of the questionnaire using the Cronbach's Alpha method.

The criterion used is if  $\alpha > 0.60$ , then the instrument is declared reliable.

Based on the test results, all statement items had Cronbach's Alpha values greater than 0.60. Thus, the research instrument is declared reliable, meaning the questionnaire produces consistent and reliable results.

**Tabel 4.** Reliability Test Results.

| Variabel               | Croanch Alpha | Note     |
|------------------------|---------------|----------|
| Servant Leadership     | 0,909         | Realibel |
| Organizational Culture | 0,865         | Realibel |
| Social Capital         | 0,898         | Realibel |
| Performance            | 0,903         | Realibel |

Source: Processed Data (2025)

Based on Table 4.4 above, it can be concluded that all of these variables are reliable, as they have a Croanch Alpha value  $>0.60$ . Therefore, it can be concluded that all statement items can be used as instruments for further research.

### Normality Test

The normality test was conducted to determine whether the regression model, involving the dependent and independent variables, has a normal distribution. This test uses the One-Sample Kolmogorov-Smirnov test, with a significance level  $>0.05$  indicating a normal distribution.

Based on the results of the normality test using the one-sample Kolmogorov-Smirnov test, a significance value of 0.018 was found, which is greater than 0.05. This indicates that the research data is normally distributed, allowing for multiple linear regression analysis in this study, as the normality test has been met.

**Tabel 5.** Normality Test Results.**One-Sample Kolmogorov-Smirnov Test**

|                                  |                | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|
| N                                |                | 37                      |
| Normal Parameters <sup>a,b</sup> | Mean           | 0.0000000               |
|                                  | Std. Deviation | 2.39020189              |
| Most Extreme Differences         | Absolute       | 0.160                   |
|                                  | Positive       | 0.111                   |
|                                  | Negative       | -0.160                  |
| Test Statistic                   |                | 0.160                   |
| Asymp. Sig. (2-tailed)           |                | .018 <sup>c</sup>       |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

**Multicollinearity Test**

The multicollinearity test aims to determine whether there is a significant relationship (correlation) between the independent variables. A good regression model is one in which there is no correlation between the independent variables. This test is performed using the Variance Inflation Factor (VIF) value. It can be concluded that if the VIF value is not greater than 10 or  $<10$ , multicollinearity does not occur.

The multicollinearity test in the table above shows that the tolerance value for servant leadership (X1) is 0.323, for organizational culture (X2) is 0.404, and for social capital (X3) is 0.232. The variance inflation factor (VIF) for X1 is 3.096, for X2 is 2.476, and for X3 is 4.310. Based on these assumptions, the obtained values do not exceed 10. Therefore, it can be concluded that there are no symptoms of multicollinearity among the independent variables.

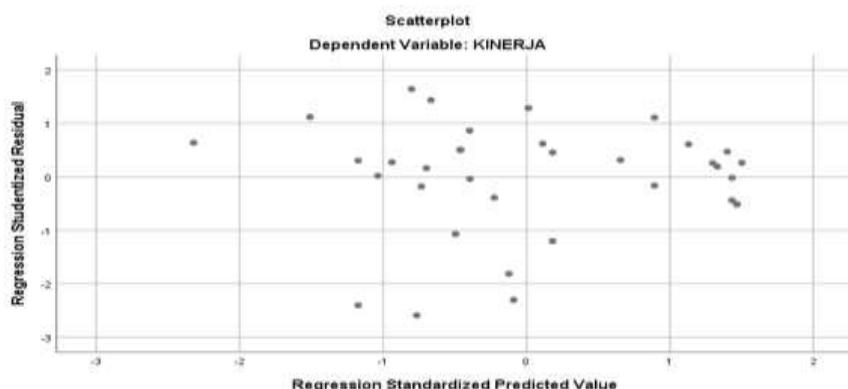
**Tabel 6.** Multicollinearity Test Results.

| Model                  | Collinearity Statistics |       |
|------------------------|-------------------------|-------|
|                        | Tolerance               | VIF   |
| 1 Servant leadership   | 0.323                   | 3.096 |
| Organizational Culture | 0.404                   | 2.476 |
| Social Capital         | 0.232                   | 4.310 |

a. Dependent Variable: KINERJA

**Heteroscedasticity Test**

The heteroscedasticity test in this study was conducted using a scatterplot between the predicted and residual values. The purpose of this graph is to determine whether there is a specific pattern in the residual distribution that could indicate unequal varia



**Figure 1.** Heteroscedasticity Test Results.

Based on the scatterplot above, the residual points appear randomly distributed throughout the graph. No specific patterns, such as tapering, widening, or repeating, are observed. This random distribution indicates that the residual variance is stable at each level of the predicted values. Given that the distribution does not form a specific pattern, it can be concluded that the regression model does not experience heteroscedasticity. This means that the assumption of homoscedasticity is met, and the regression model is suitable for further analysis.

### Multiple Linear Regression Test

In this study, the statistical analysis applied to test the hypotheses was a multiple linear regression model. This is because the study aimed to investigate the influence of two independent variables and one dependent variable. The results of the multiple linear regression test are presented below:

**Tabel 7.** Multiple Linear Regression Test Results.

**Coefficients<sup>a</sup>**

| Model                  | Unstandardized Coefficients |            | Beta  | t      | Sig.  |
|------------------------|-----------------------------|------------|-------|--------|-------|
|                        | B                           | Std. Error |       |        |       |
| 1 (Constant)           | -4.962                      | 4.406      |       | -1.126 | 0.268 |
| Servant Leadership I   | 0.164                       | 0.170      | 0.130 | 0.965  | 0.342 |
| Organizational Culutre | 0.166                       | 0.179      | 0.112 | 0.929  | 0.360 |
| Social Capital         | 0.664                       | 0.150      | 0.700 | 4.415  | 0.000 |

**a. Dependent Variable: Performance**

The formula for multiple linear regression analysis is as follows:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y: Dependent Variable

X: Independent Variable

$\alpha$ : Constant

b: Regression Coefficient (increase or decrease)

e: Error

$$Y = -4.962 + 0.164X_1 + 0.166X_2 + 0.664X_3 + e$$

From the calculation results, it can be concluded that:

- 1) The constant value  $\alpha$  is -4.962, meaning that if there is no change in the independent variable ( $X_1, X_2$ , and  $X_3 = 0$ ), then the value of the dependent variable (Y) is -4.962.
- 2) The regression coefficient value for the knowledge variable ( $X_1$ ) is 0.965, which is positive. Therefore, if knowledge increases by 1 point, road repairs will increase by 0.965.
- 3) The regression coefficient value of the knowledge variable ( $X_2$ ) is 0.929, which is positive. Therefore, if trust/concern increases by 1 value, road repair handling will increase by 0.929.

The regression coefficient value of the knowledge variable (X3) is 4.415, which is positive. Therefore, if action/participation increases by 1 value, road repair handling will increase by 4.415. The t-test is used to partially measure the influence of the independent variable on the dependent variable. This process is performed by comparing the calculated t-value with the calculated t-value at a 5% significance level ( $\alpha = 0.05$ ). Decision-making in this analysis follows the following criteria:

- a)  $H_0$  is accepted and  $H_a$  is rejected if the calculated  $t < t$  table or the sig value  $> 0.05$ .
- b)  $H_0$  is rejected and  $H_a$  is accepted if the calculated  $t > t$  table or the sig value  $< 0.05$ .

Before calculating the calculated  $t$ , first determine the degrees of freedom using the degrees of freedom (df) equation:

$$df = n - k - 1$$

Where:  $n$  = Number of Samples

$k$  = Number of Independent Variables

$$df = 37 - 3 - 1$$

$$df = 33$$

**Tabel 8.** T-test Results.

**Coefficients<sup>a</sup>**

| Model                  | Unstandardized Coefficients |            | Beta  | t      | Sig.  |
|------------------------|-----------------------------|------------|-------|--------|-------|
|                        | B                           | Std. Error |       |        |       |
| 1 (Constant)           | -4.962                      | 4.406      |       | -1.126 | 0.268 |
| Servant Leadership     | 0.164                       | 0.170      | 0.130 | 0.965  | 0.342 |
| Organizational Culture | 0.166                       | 0.179      | 0.112 | 0.929  | 0.360 |
| Social Capital         | 0.664                       | 0.150      | 0.700 | 4.415  | 0.000 |

a. Dependent Variable: KINERJA

The results of the t-test are as follows:

Based on the t-test results above, from the equation  $(df) = n - k - 1 = 37 - 3 - 1 = 33$ , the t-table value in this study is 1.692. The results of partial hypothesis testing using the t-test yielded a calculated t-value, as shown in Table 4.12 above, indicating that:

a. The servant leadership variable X1 shows a calculated t-value of 0.965  $< t$ -table of 2.034, and a sig. value of 0.342  $> 0.05$ . Therefore, it can be concluded that  $H_0$  is accepted and  $H_1$  is rejected, meaning that the servant leadership variable does not have a positive and significant effect on performance.

b. The Organizational Culture variable X2 shows a calculated t of 0.929  $< t$  table of 2.034, and a sig value of 0.360  $> 0.05$ . It can be concluded that  $H_0$  is accepted and  $H_2$  is rejected, meaning that the organizational culture variable does not have a positive and significant effect on performance.

c. The Social Capital variable X3 shows a calculated t value of 4.415  $> t$  table of 2.034, and a sig value of 0.000  $< 0.05$ . It can be concluded that  $H_0$  is rejected and  $H_3$  is accepted, meaning that the social capital variable has a positive and significant effect on performance.

The F-test aims to simultaneously test independent variables against the dependent variable. This testing process is carried out by calculating and comparing the calculated F with the F-table according to the following conditions:

a. If the calculated  $F > F$ -table or the sig value  $< 0.05$ , then  $H_0$  is rejected and  $H_1$  or  $H_2$  is accepted, indicating a simultaneous significant effect between the variables and the dependent variable.

b. If the calculated  $F < F$ -table or the sig value  $> 0.05$ , then  $H_0$  is accepted and  $H_1$  and  $H_2$  are rejected, indicating there is no simultaneous significant effect between the independent variable and the dependent variable.

Before calculating the calculated F-value, first determine the F-table value using the formula  $F = (k - 1; n - k)$ .  $F = (4 - 1; 37 - 4)$ . Thus,  $F = (2; 33)$ . With a significance value of 0.05, the F-table value is 3.28. The following are the results of the F-test in this study:

The table above shows the results of the simultaneous test or F-test, where the calculated f-value is 46.173 and the table f-value is 3.28. Therefore, it can be stated that the calculated f-value  $>$  f-table ( $45.270 > 3.28$ ) and the significance value (p-value) is 0.000 ( $0.000 < 0.05$ ), thus  $H_0$  is rejected and  $H_a$  is accepted. Therefore, it can be concluded that there is a significant influence of servant leadership (X1), organizational culture (X2), and social capital (X3) on the performance of Toraja Regency Social Service employees (Y).

### Coefficient of Determination Test

This study used a coefficient of determination to determine changes in the dependent variable, namely employee performance (Y), caused by the independent variables, namely servant leadership (X1), organizational culture (X2), and social capital (X3). The coefficient of determination measures the extent to which the model can explain the dependent variable, as explained in the following table:

**Tabel 9.** Results of the Determination Coefficient Test.

#### Model Summary<sup>b</sup>

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .899 <sup>a</sup> | 0.808    | 0.790             | 2.496                      |

a. Predictors: (Constant), Social Capital, Organizational Culture, Servant Leadership

b. Dependent Variable: KINERJA

Based on the results of the coefficient of determination test in the table above, the Adjusted R-Square value in this study was 0.790. Therefore, it can be concluded that the variables of servant leadership, organizational culture, and social capital influence employee performance (Y) by 79.0%, while the remaining 21.0% is influenced by other variables not discussed in this study.

## Discussion

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

Based on the results of the partial t-test, the servant leadership variable (X1) has a calculated t-value of 0.965, while the t-table value is 2.034. Therefore, the calculated t-value is smaller than the t-table ( $0.965 < 2.034$ ) and is supported by a significance value of  $0.342 > 0.05$ . These results indicate that the alternative hypothesis ( $H_0$ ) is accepted and ( $H_1$ ) is rejected, meaning that servant leadership does not have a positive and significant effect on employee performance at the North Toraja Regency Social Services Office.

This finding indicates that servant leadership does not have a positive and significant effect on employee performance at the North Toraja Regency Social Services Office. The t-test results indicate that the significance value of servant leadership is above the established significance limit, so statistically, the servant leadership variable is unable to partially explain changes in employee performance.

This situation indicates that although conceptually, servant leadership emphasizes service, empathy, and employee empowerment, in practice, this leadership style has not been a determining factor in improving employee performance. This may be due to the characteristics of public sector organizations, which have bureaucratic work systems and standardized division of tasks, so employees continue to carry out their work based on formal rules and procedures without being directly influenced by the leadership style. Furthermore, employees at the North Toraja Regency Social Services Office tend to work based on individual responsibilities and established administrative provisions. Therefore, the existence of servant leadership has not been able to significantly improve performance. This finding supports previous research that stated that leadership does not always have a significant effect on performance if it is not supported by other factors such as a supervisory system, work motivation, and a clear performance appraisal system.

### *The Influence of Organizational Culture on Employee Performance*

Based on the results of the partial test (t-test), the organizational culture variable (X2) has a calculated t-value of 0.929, while the tabulated t-value is 2.034. Thus, the calculated t-value is smaller than the t-table ( $0.929 < 2.034$ ) and is supported by a significance value of  $0.360 > 0.05$ . These results indicate that the alternative hypothesis ( $H_0$ ) is accepted and ( $H_2$ )

is rejected, meaning that organizational culture does not have a positive and significant effect on employee performance at the North Toraja Regency Social Service Office.

The results of this study confirm that organizational culture does not have a positive and significant effect on employee performance at the North Toraja Regency Social Service Office. Based on the t-test results, the organizational culture variable shows a significance value greater than 0.05, indicating that statistically, organizational culture does not have a partial effect on employee performance.

These findings indicate that the values, norms, and work habits prevailing within the organization have not been able to significantly improve employee performance. The existing organizational culture tends to be formal and administrative, so it has not been fully internalized by employees as a guideline for improving work quality and productivity. Furthermore, employees focus more on completing tasks in accordance with applicable rules and procedures than on implementing organizational cultural values in their daily work activities. As a result, organizational culture has not yet become a dominant factor influencing employee performance. Therefore, the results of this study indicate that improving employee performance depends not only on organizational culture but also requires the support of other factors such as work motivation, technical leadership, and a clear reward and punishment system.

#### ***The Influence of Social Capital on Employee Performance***

Based on the results of the partial t-test, the Social Capital variable (X3) has a calculated t-value of 4.415, while the t-table value is 2.034. Therefore, the calculated t-value is greater than the t-table ( $4.415 > 2.034$ ) and is supported by a significance value of  $0.000 < 0.05$ . These results indicate that the alternative hypothesis ( $H_0$ ) is rejected and ( $H_3$ ) is accepted, meaning that Social Capital has a positive and significant effect on employee performance at the North Toraja Regency Social Service.

These results indicate that employee performance is not influenced by a single factor alone, but rather results from the interaction and synergy between servant leadership, a strong organizational culture, and well-developed social capital in the workplace. Servant leadership plays a role in creating a supportive and development-oriented work environment, while organizational culture serves as a guideline for work behavior that encourages discipline, responsibility, and commitment. On the other hand, social capital strengthens relationships between employees through trust, cooperation, and effective communication, thus supporting smooth task execution.

In addition to simultaneous testing, the research model's ability to explain employee performance variables can also be seen through the coefficient of determination (Adjusted R Square). Based on the analysis, the Adjusted R Square value was 0.790, indicating that 79.0% of the variation in employee performance can be explained by servant leadership, organizational culture, and social capital. Meanwhile, the remaining 21.0% is influenced by factors outside this research model, such as work motivation, individual competence, workload, and reward systems that were not examined further. The high coefficient of determination indicates that the research model has strong explanatory power. This confirms that the three independent variables used are important factors in improving employee performance in public organizations, particularly at the North Toraja Regency Social Service. With servant leadership, a positive work culture, and solid social capital, employees will be more motivated, have a strong sense of responsibility, and are able to work collaboratively to achieve organizational goals. These findings align with various previous studies, which have shown that the combination of effective leadership, a strong organizational culture, and harmonious social relationships can drive sustainable employee performance improvements. Therefore, strengthening these three aspects should be a primary focus for agency leaders in efforts to improve the quality of performance and public service.

## **5. Conclusion**

The study of Servant Leadership, Organizational Culture, and Social Capital on Employee Performance at the North Toraja Regency Social Services Office concludes: (1) Data analysis shows that servant leadership and organizational culture have no effect on employee performance at the North Toraja Regency Social Services Office. This indicates that a service-oriented leadership style and existing organizational cultural values have not been able to directly improve employee performance. Meanwhile, social capital has been shown to influence employee performance, indicating that trust, cooperation, and social

relationships between employees play a significant role in driving performance improvement. (2) Based on the coefficient of determination ( $R^2$ ) test of 0.790, it can be concluded that servant leadership, organizational culture, and social capital together explain 79% of the variation in employee performance, while the remaining 21% is influenced by factors outside the variables examined in this study.

### Research Limitations

This research faces several limitations in terms of space and time during the data collection process that need to be considered, namely: (1) Limited Research Scope, This research was conducted only at one government agency, namely the North Toraja Regency Social Services Office. Therefore, the results cannot be generalized to other agencies with different characteristics and organizational cultures. (2) Limited Variables Studied, This research only focused on three independent variables: servant leadership, organizational culture, and social capital, whereas other factors such as motivation, job satisfaction, compensation, and the work environment also have the potential to influence employee performance. (3) Quantitative Research Method, The use of a quantitative method with a questionnaire limited the researcher's ability to gather in-depth information about employee perceptions and experiences. A qualitative or mixed methods approach in the future could provide a more comprehensive understanding. (4) Potential Bias in Questionnaire Completion, Data were obtained from respondents' subjective perceptions through questionnaires, so there is a possibility of social bias or answers that do not fully reflect the actual conditions in the work environment. (5) Limited Time and Research Resources, This research was conducted with limited time and resources, so the scope of the research area and in-depth data analysis were not maximized. Future research is expected to be conducted over a longer period and with a more in-depth design to achieve more representative and accurate results.

### Recommendations

After conducting research at the North Toraja Social Services Office in North Toraja Regency, the researcher offers several recommendations for the office. These are as follows:

#### For the Office

- 1) Improve the implementation of servant leadership. The leadership of the North Toraja Social Services Office needs to strengthen the application of servant leadership principles by prioritizing service to subordinates, setting an example, and listening to employee aspirations. This will create a harmonious work environment, increase employee motivation, and encourage a collective work spirit in providing social services to the community.
- 2) Strengthen a positive and integrated organizational culture. The social services office needs to instill and reinforce these values. This can be fostered through regular coaching, work ethics training, and leadership role models. A strong organizational culture will foster a sense of belonging and employee commitment to the agency's vision and mission.
- 3) Increase cooperation and trust among employees (social capital). It is important for the Social Services Agency to strengthen social capital in the workplace through open communication, collaborative activities, and the development of a strong team. Trust and solidarity among employees will facilitate coordination, strengthen a sense of togetherness, and increase the effectiveness of organizational performance in providing optimal social services.

#### For Future Researchers

It is hoped that future researchers will conduct quantitative research on servant leadership, organizational culture, social capital, and employee performance to obtain more accurate data at the North Toraja Social Services Agency office in North Toraja Regency.

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