

The Role of Servant Leadership and Affective Commitment Towards Human Resource Performance at the Hr Bureau of the Central Kalimantan Regional Police

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Abstract. *This study is explanatory research aimed at analyzing the relationships among the variables of servant leadership, affective commitment, and personnel performance, as well as testing the hypotheses regarding their interrelated effects. This approach was chosen to produce findings that can be directly applied within the organization where the researcher works. The population of this study consisted of all 70 personnel of the Human Resources Bureau of the Central Kalimantan Regional Police, and due to the relatively small population size, a census sampling technique was used so that all members of the population were included as respondents. Primary data were collected through a questionnaire containing both open- and closed-ended questions, distributed online via Google Forms to efficiently reach all respondents. To address potential low response rates, follow-up actions were carried out through direct communication to ensure data completeness. In addition, secondary data from the Human Resources Bureau of the Central Kalimantan Regional Police were used to complement respondent characteristics. All questionnaire items were measured using a five-point interval scale ranging from strongly disagree to strongly agree. Data analysis was conducted using the Partial Least Square (PLS) approach to examine the structural relationships among the research variables. The findings indicate that servant leadership has a positive and significant effect on affective commitment, servant leadership has a positive and significant effect on personnel performance, and affective commitment also has a positive and significant effect on personnel performance. These results highlight the crucial role of servant leadership and emotional commitment in enhancing personnel performance within police organizations.*

Keywords: *Affective; Commitment; Leadership; Performance; Servant.*

1. Introduction

The Republic of Indonesia National Police (Polri) is a state institution that has an important role in maintaining public security and order, enforcing the law, and providing protection, patronage and services to the public in order to create domestic stability. (Marjon, 2015) As a law enforcement agency, the Indonesian National Police (Polri) faces various complex

challenges, such as counter-terrorism, narcotics eradication, crime, and the implementation of internal institutional reform.

The Indonesian National Police recruitment process consists of a series of rigorous selection stages, including administrative examinations, medical tests, academic exams, psychological tests, and physical fitness tests. The main selection pathways include the Police Academy (Akpil), non-commissioned officers (Bintara), and privates (Tamtama). Information regarding positions, requirements, and application documents is usually announced through official job opening channels. This selection process is designed to identify prospective Polri members with high quality and integrity.(Setiyono, 2017).

The 2025 National Police recruitment process is currently underway, covering registration for the Police Academy (Akpil), non-commissioned officers (Bintara), and privates (Tamtama). This process is being conducted openly and transparently, applying the BETAH principles: Clean, Transparent, Accountable, and Humane. It is free of charge.(Setiyono, 2017). Successful recruitment of new personnel is expected to be a factor in improving the performance of the Indonesian National Police (Polri), which includes law enforcement, maintaining security, and providing public services. This is a key focus, as new personnel are expected to strengthen service quality and increase public trust. The Indonesian National Police (Polri) continuously encourages increased professionalism, accountability, and transparency in carrying out its duties, and emphasizes the importance of a humanistic approach in providing services to citizens.(Azis et al., 2021).

HR performance is the results or work achievements of employees which are assessed based on quality and quantity based on organizational standards.(Munadil et al., 2024). Optimal performance is performance that meets standards and supports the achievement of organizational goals.(Swasti et al., 2022). Improving HR performance will bring progress to the organization, helping it survive in an unstable business environment. According toZulkifli (2022)Performance is a manifestation of work done by employees and is used to evaluate them in the organization.

Leadership is also a key topic of study for researchers and practitioners. This is because leadership directly influences individual and organizational performance.(RKT Greenleaf, 1998)Especially in the public sector, where service-related activities are significant, leadership is needed that can accommodate business with a service core. Service is at the heart of servant leadership and has important moral teachings.(Khan et al., 2022).

Servant leadership plays an important role in improving employee performance through a leadership approach that prioritizes service and concern for the needs and development of individuals in the organization.(Mahon, 2021). By focusing on empowerment, empathy, and support, servant leadership creates a work environment that encourages employees to feel valued and motivated, ultimately increasing their productivity and commitment.(Waddell, 2020). Leaders who act as servant leaders not only serve as role models in the ethics and values of the organization, but also build trust and close relationships with the team, which

has an impact on improving overall performance through active involvement, innovation, and higher initiative from employees.(Eva et al., 2019).

Research on servant leadership and performance still leaves interesting controversy to analyze. Not all dimensions of servant leadership have a significant influence on HR performance.(Sarwar et al., 2021)The results of the study show that servant leadership has a positive and significant influence on employee performance.(Ekhsan & Aziz, 2021)Through regression analysis, it was found that servant leadership is a proactive predictor of employee performance.(Abbas et al., 2020a)However, other studies state otherwise that servant leadership does not have a significant influence on employee performance.(Sihombing et al., 2018)The differences in the results of this study indicate that there are still interesting research gaps to explore. Therefore, in this study, affective commitment is proposed as a mediator.

2. Research Methods

In conducting this research study, the type of research used is explanatory research. According to Widodo (2010), explanatory research is research that is explanatory in nature, meaning this research emphasizes the relationship between variables by testing hypotheses. The description contains descriptions but the focus lies on the relationship between variables, namely servant leadership, affective commitment and personnel performance. The researcher chose this method with the aim of ensuring that the results of this study can be directly applied to the organization where the researcher works.

3. Results and Discussion

3.1. Respondent Description

Description of the characteristics of the research respondents presented with statistical data obtained through the distribution of questionnaires. This research used respondents from all over the world. Central Kalimantan Regional Police Human Resources Bureau Personnel as many as 70 personnel. The research was conducted by distributing questionnaires to all personnel on October 2-10, 2025. In the field implementation, all respondents were willing to fill out the questionnaire, so that the research results obtained 70 research questionnaires that were completely filled out and could be used in the data analysis of this research. Respondent descriptions will be presented based on the following established characteristics:

1) Gender

The description of the characteristics of the respondents involved in this study can be explained based on gender factors as follows.

Table Respondent Characteristics Data by Gender

Gender	Frequency	Percentage
Man	62	88.6

Woman	8	11.4
Total	70	100.0

Source: Data processing results, 2025.

Table shows that the majority of respondents in this study were male, 62 (88.6%), while 8 (11.4%) were female. This composition reflects the general characteristics of the police institution, which is still dominated by male personnel. The male dominance in the Human Resources Bureau of the Central Kalimantan Regional Police indicates that roles and responsibilities in the managerial, administrative, and technical aspects of human resources are still predominantly carried out by men. This can impact leadership styles and work dynamics, which tend to be more structure- and hierarchy-oriented, in line with the characteristics of police organizations that demand discipline and firmness in carrying out duties.

2) Age

The description of the profile of respondents who contributed to this study can be explained based on age level factors as follows.

Table Respondent Characteristics Data by Age

Age	Frequency	Percentage
21 - 30 years old	19	27.1
31 - 40 years old	24	34.3
41 - 50 years old	15	21.4
>50 years	12	17.1
Total	70	100.0

Source: Data processing results, 2025.

The data presented in Table shows the age distribution, indicating that the 31–40 age group constitutes the largest proportion, with 24 people (34.3%), followed by 19 people aged 21–30 (27.1%), 15 people aged 41–50 (21.4%), and 12 people over 50 (17.1%). This finding indicates that the majority of personnel are of productive age and professionally mature. This composition has positive implications for organizational performance, as personnel in this age range generally have good adaptability to policy innovations and the use of information technology in HR management. In addition, the presence of senior personnel over 50 years of age also strengthens the coaching and mentoring aspects, so that the balance between youthful energy and work experience is an important factor in increasing the effectiveness of the HR bureau's performance.

3) Last education

The characteristics of respondents who participated in this study can be described based on the most recent educational factor as follows.

Table Respondent Characteristics Data According to Last Education

Education	Frequency	Percentage
High School/Vocational School	25	35.7

Diploma	8	11.4
Bachelor	32	45.7
Postgraduate	5	7.1
Total	70	100.0

Source: Results of data processing, 2025.

Table shows that based on educational level, respondents with a Bachelor's degree (S1) dominated, with 32 respondents (45.7%), followed by 25 respondents with a high school/vocational high school (35.7%), 8 respondents with a diploma (11.4%), and 5 respondents with a postgraduate degree (7.1%). This composition indicates that the majority of personnel have a higher educational background relevant to the demands of professionalism in human resource management. The high proportion of S1 graduates demonstrates the HR bureau's readiness to face the complexities of modern management policies and systems. Meanwhile, the presence of high school/vocational high school and diploma graduates is also important as administrative implementers who understand technical personnel procedures. Thus, this educational variation creates a balanced competency structure between strategic and operational personnel, which ultimately strengthens the collective performance of the unit. Central Kalimantan Regional Police Human Resources Bureau.

4) Years of service

The profile of respondents who participated in this study can be explained based on the length of service factor as follows.

Table Respondent Characteristics Data According to Length of Service

Years of service	Frequency	Percentage
0 - 10 years	11	15.7
11 - 20 years	19	27.1
21 - 30 years old	24	34.3
> 30 years	16	22.9
Total	70	100.0

Source: Primary Data Processing Results, 2025.

Table shows that in terms of length of service, the group with 21–30 years of service dominates with 24 people (34.3%), followed by 11–20 years with 19 people (27.1%), more than 30 years with 16 people (22.9%), and 0–10 years with 11 people (15.7%). This composition indicates that most personnel have extensive work experience and a deep understanding of the police bureaucratic system. High work experience has the potential to increase organizational stability and accuracy in strategic decision-making related to human resource management. However, the presence of a group with less than 10 years of service is an indicator of healthy regeneration within the bureau. This balance between experience and regeneration contributes to strengthening an adaptive and collaborative work culture, which in turn has a positive impact on improving overall human resource performance.

Descriptive analysis, in this case, aims to provide an overview of respondents' assessments of the variables being studied. Using descriptive analysis, we can obtain information about respondents' tendencies in responding to the indicators used to measure the research variables. The data explanation process is carried out by assigning weights to each statement in the questionnaire.

The respondent response criteria follow the following assessment scale: Strongly Agree (SS) with a score of 5, Agree (S) with a score of 4, Quite Agree (CS) with a score of 3, Disagree (TS) with a score of 2, and Strongly Disagree (STS) with a score of 1. Furthermore, from this scale, the data will be grouped into three categories. To determine the scoring criteria for each group, it can be calculated as follows:(Sugiyono, 2017):

Highest score = 5

Lowest score = 1

Range = Score highest – lowest score = 5 - 1 = 4

Class interval = Range / number of categories = 4/3 = 1.33

Based on the size of the class interval, the criteria for the three categories are: low category, score = 1.00 – 2.33, medium category, score = 2.34 – 3.66 and high/good category, with a score of 3.67 – 5.00.

The final analysis in PLS is the structural model analysis, or inner model analysis. In structural model analysis, hypotheses can be tested using t-statistics. In this case, data processing was performed using SmartPLS v4.1.0 software. The results of this data processing are shown in the following figure:

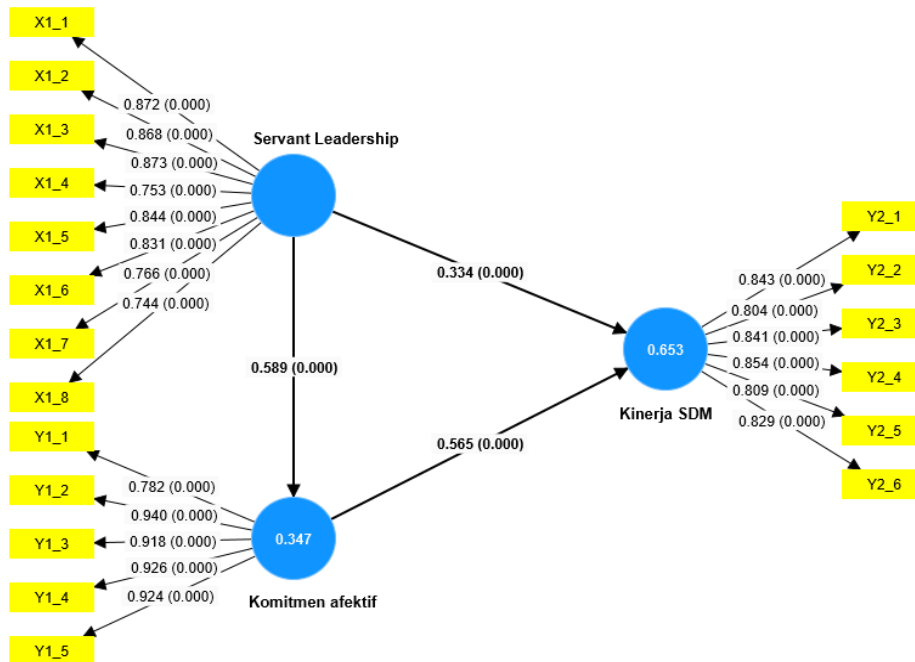


Figure Inner Model SEM-PLS

Source: Results of data processing with Smart PLS 4.0 (2025)

The test results can be seen from the output of the structural model on the significance of the loading factor which explains the influence of the Servant Leadership construct on personnel performance through the mediation of affective commitment as an intervening variable.

1) Direct Influence Analysis

Research hypothesis testing was conducted to determine whether the hypothesis was accepted or not. The testing procedure was carried out by comparing the calculated t-test with the t-table, assuming that the calculated t-test is greater than the t-table. The t-table value for a 5% significance level is 1.96. The following table shows the results of the test of influence between variables using Partial Least Squares analysis.

Table Path Coefficients Direct Influence

			Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Affective Commitment	->	Personnel Performance	0.565	0.564	0.079	7,118	0.000
Servant Leadership	->	Personnel Performance	0.334	0.339	0.082	4,075	0.000
Servant Leadership	->	Affective Commitment	0.589	0.590	0.078	7,546	0.000

Source: Results of data processing with Smart PLS 4.1.0 (2025)

Based on the results of the data processing presented above, the testing for each research hypothesis can be explained further, namely:

1) Hypothesis Testing 1:

H1: Servant Leadership has an influence on organizational commitment

The first hypothesis test was conducted by looking at the estimated coefficient value (original sample estimate) of the influence of Servant Leadership on Affective Commitment, namely 0.589. The results provide evidence that Servant Leadership has a positive influence on personnel's affective commitment. The results of the t-test confirm these findings, where the magnitude of the t-test (7,546) is greater than the t-table (1.96) with p (0.000) less than 0.05. This indicates that Servant Leadership positively and significantly influences personnel affective commitment. This means that the better the Servant Leadership, the more personnel affective commitment tends to increase. Based on this, the second hypothesis proposed in this study is "*Servant Leadership has an influence on organizational commitment*" acceptable.

2) Hypothesis Testing 2:

H2: Servant Leadership has an influence on personnel performance

The second hypothesis test was conducted by examining the estimated coefficient value (original sample) of the influence of Servant Leadership on personnel performance, which was 0.334. This result provides evidence that Servant Leadership has a positive influence on personnel performance. The t-test results confirmed this finding, as the calculated t-value (4,075) is more than t-table (1.96) with p (0.000) less than 0.05. These results indicate that Servant Leadership positively and significantly influences Personnel performance. This means that the better the servant leadership, the better the personnel performance will tend to be. Based on this, the first hypothesis proposed in this study, namely "Servant leadership has an influence on personnel performance," can be accepted.

3) Hypothesis Testing 3:

H3: Affective commitment has an influence on personnel performance.

The third hypothesis test was conducted by looking at the estimated coefficient value (original sample estimate) of the influence of affective commitment on personnel performance, namely 0.565. The results provide evidence that affective commitment has a positive influence on personnel performance. The results of the t-test confirm these findings, where the magnitude of the t-test (7) is known, 118 is more than t-table (1.96) with p (0.000) less than 0.05. The test results prove that affective commitment positively and significantly influences personnel performance. This means that if affective commitment is better, then personnel performance will tend to increase. On this basis, the third hypothesis proposed in

this study, namely "Affective commitment has an influence on personnel performance" can be accepted.

A summary of the results of the hypothesis testing in this study is presented in full in table.

Table Summary of Hypothesis Test Results

	Hypothesis	t value	p-value	Conclusion
H1	The more effective the implementation of professional training, the more personnel performance will improve.	3,843	0.000	Accepted
H2	The more effective the implementation of professional training, the more professional competence will increase.	5,582	0.000	Accepted
H3	The higher the affective commitment of personnel, the higher the performance of personnel.	4,595	0.000	Accepted

Note: The hypothesis is accepted if $t > 1.96$ and $p \text{ value} < 0.05$

Source: Results of data processing with Smart PLS 4.1.0 (2025)

2) Analysis of the Indirect Influence of Servant Leadership on Personnel Performance through the Mediation of Affective Commitment

The indirect effect test was conducted to see the influence given by an exogenous variable (Servant Leadership) on the endogenous variable (Personnel Performance) through an intervening variable, namely the Affective Commitment variable. The indirect effect of Servant Leadership on Personnel Performance through the mediation of Affective Commitment is depicted in the following path diagram:

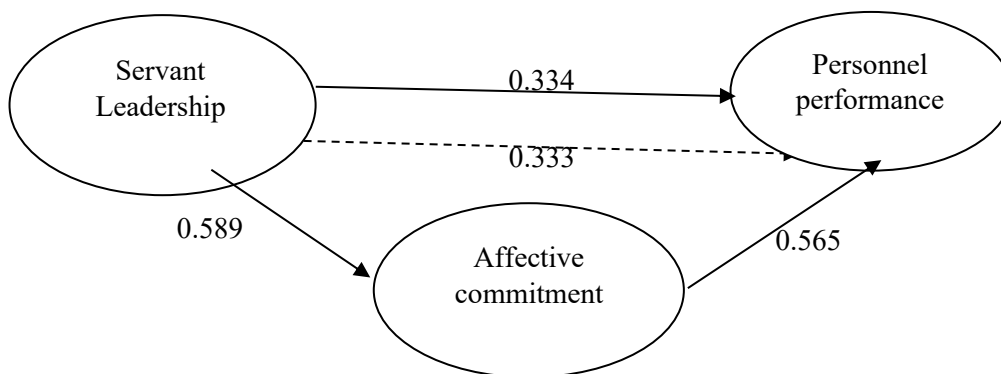


Figure Path Coefficient of the Influence of Servant Leadership on Personnel Performance through Affective Commitment

Information:

→ : Direct influence

----- : Indirect influence

The results of the indirect influence test from the calculation results with smartPLS can be presented in the following table.

Table Indirect Effect Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Servant Leadership -> Affective Commitment -> Personnel Performance	0.333	0.332	0.059	5,671	0.000

Source: Results of data processing with Smart PLS 4.1.0 (2025)

The mediating effect of Affective Commitment in relation to Servant Leadership variable on Personnel Performance is known to be 0.333. The results of the indirect effect test obtained a t-value of 5.671 ($t > 1.96$) with $p = 0.000 < 0.05$. The test results indicate that Affective Commitment significantly mediates the effect of Servant Leadership on Personnel Performance.

These findings indicate that in a police environment with a strong hierarchical structure, the Servant Leadership approach can soften bureaucratic aspects by adding dimensions of empathy and service. Servant leaders serve as moral role models and motivators of collective spirit, thus forming emotional loyalty that leads to improved performance. Servant leaders create a positive psychological climate, where personnel feel a sense of shared purpose, are loyal to organizational values, and are encouraged to contribute more. High affective commitment encourages police personnel to demonstrate optimal performance, both in carrying out operational tasks, community service, and administrative discipline. Thus, it can be concluded that the indirect effect of Servant Leadership on police personnel performance through affective commitment is positive and significant, indicating that the higher the implementation of Servant Leadership, the stronger the personnel's affective commitment, which ultimately has an impact on improving overall performance.

3.2. Discussion

1) The influence of servant leadership on organizational commitment

Servant leadership has been shown to have a positive and significant influence on affective commitment. Previous research has shown that servant leadership has a positive and significant influence on organizational commitment. (Ekhsan & Aziz, 2021).

Servant Leadership in this study it was measured from the reflection of eight indicators namely indicators Altruistic calling, emotional healing, wisdom, persuasive mapping, organizational stewardship, humility, vision, and service. These eight indicators have been proven to contribute positively to increasing affective commitment. In this study it was measured from

five indicators namely indicators Loyalty; Pride; Participation; Considering one's organization to be the best, and Emotionally attached to the organization where one works.

The Servant Leadership variable with the highest outer loading value is the Wisdom indicator, while the Affective Commitment variable has the highest outer loading value in the Pride indicator. These findings indicate that the stronger the wisdom aspect in leadership, the higher the sense of pride felt by organizational members.

This means that leaders who possess wisdom—who are able to make mature decisions, consider long-term impacts, and empathetically understand the needs of their members—will create a work environment that makes employees feel valued, respected, and a vital part of the organization. When employees perceive their leaders as wise and fair, a sense of pride arises because they feel they belong to an institution with strong direction and values. This sense of pride then strengthens their emotional bond with the organization.

The Servant Leadership variable with the lowest outer loading value is the Service indicator, while the Affective Commitment variable has the lowest outer loading value for the Loyalty indicator. These findings indicate that improving service quality in leadership will impact employee loyalty.

This means that even though the leader's service to members contributes the least compared to other indicators, its improvement can still drive loyalty. When leaders consistently demonstrate a sense of service—for example, by helping overcome work obstacles, providing tangible support, or facilitating members' needs—employees feel cared for and cared for. This attention fosters a sense of comfort and engagement, making employees more willing to stay, support the organization's goals, and demonstrate long-term loyalty.

2) The influence of servant leadership on personnel performance

Servant leadership has been shown to have a positive and significant influence on personnel performance. This finding is supported by research findings.(Alviani et al., 2021)which states that servant leadership has a significant influence on HR performance.

Servant Leadership in this study it was measured from the reflection of eight indicatorsnamely indicators Altruistic calling, emotional healing, wisdom, persuasive mapping; organizational stewardship; humility; vision; and service. These eight indicators have been proven to contribute positively to improving the measurement of variables. Personnel performancein this study it was measured from the reflection of six indicators namely indicators Quality, Quantity, Timeliness, Cost-effectiveness, Level of supervision required, and Interpersonal relationships.

The Servant Leadership variable shows that the indicator with the highest outer loading value is wisdom, while the Professional Competence variable has the highest indicator is cost effectiveness. This finding indicates that the higher the level of wisdom a leader possesses, the greater their contribution to improving cost effectiveness within the organization.

This means that wise leaders are able to make sound decisions, weigh risks and benefits proportionally, and optimize existing resources. Wisdom encourages leaders to consider the organization's overall needs, reduce waste, increase work process efficiency, and ensure that budget allocations are truly used for value-added activities. Thus, wisdom serves as a strategic foundation for creating effective and sustainable cost management practices.

The indicator with the lowest outer loading value for the Servant Leadership variable is service, and the lowest for the Professional Competence variable is quantity. Despite these low values, these results still indicate that the better the quality of service provided by leaders, the greater the quantity of work output produced by personnel.

This means that sincere and supportive service from a leader can create a conducive work environment, increase employee motivation, and encourage them to work more productively. When leaders help and facilitate staff needs, work barriers are reduced and employees' capacity to produce greater output increases. Thus, service-oriented leadership still plays a role in boosting productivity, even if its contribution is relatively lower compared to other indicators.

3) The influence of affective commitment on personnel performance

Affective commitment It has been proven to have a positive and significant influence on personnel performance. According to several researchers, commitment directly influences employee work performance. (Alqudah et al., 2022; Che Rose et al., 2009; Gita Friolina et al., 2017; Hye Kyoung Kim, 2019; Koo et al., 2020; Kuhal et al., 2020; Shao et al., 2022; Uddin et al., 2019).

Affective commitment in this study it was measured from five indicators namely indicators Loyalty; Pride; Participation; Considering one's organization to be the best; and Emotionally attached to the organization where one works. These five indicators have been proven to contribute positively to improving the measurement of variables. Personnel performance in this study it was measured from the reflection of six indicators namely indicators Quality, Quantity, Timeliness, Cost-effectiveness, Level of supervision required, and Interpersonal relationships.

The Affective Commitment variable had the highest outer loading value for the pride indicator, while the Professional Competence variable had the highest outer loading value for cost-effectiveness. These findings suggest that increased employee pride in the organization positively impacts their ability to work efficiently, particularly in optimally utilizing resources.

This means that the stronger a person's sense of pride in their institution, the greater their drive to demonstrate superior performance, including effective cost management, waste avoidance, and more careful decision-making. Pride fosters a sense of ownership, thus encouraging more responsible work behavior and a focus on budget effectiveness. On the other hand, the indicator with the lowest outer loading value in Affective Commitment is

loyalty, while in Professional Competence the lowest indicator is quantity. These results indicate that as personnel loyalty increases, their ability to produce a greater volume of work tends to increase as well.

This means that good loyalty encourages individuals to be more consistent, persistent, and willing to put in extra effort to complete tasks. While its contribution isn't as significant as other key indicators, loyalty still plays a role in increasing the quantity of work output. The higher an employee's loyalty and commitment to the organization, the greater their willingness to work harder to meet the demands of work output.

4. Conclusion

Based on data processing and hypothesis testing, several main findings were obtained regarding the influence between variables as follows. *Servant Leadership* has been shown to have a positive and significant influence on affective commitment. In other words, the more a leader implements servant leadership values such as altruistic calling, emotional healing, wisdom, persuasive mapping, organizational stewardship, humility, vision, and service, the higher the level of affective commitment felt by employees. Employees tend to feel more proud, valued, and have a greater emotional bond with the organization. *Servant Leadership* It has also been shown to have a positive and significant impact on personnel performance. This demonstrates that consistent application of servant leadership principles can improve performance aspects such as work quality and quantity, timeliness, cost-effectiveness, required level of supervision, and interpersonal relationships. A supportive and empowering work environment also encourages personnel to perform optimally.

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