

## **The Effect of Servant Leadership and Workload on Employee Engagement and the Implications for the Employee Performance of PT PLN (Persero) Sulawesi Development Main Unit**



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**ABSTRACT:** PT PLN (Persero) Sulawesi Development Main Unit has a commitment in a management contract on the Long Term Plan to complete a large work target to develop electricity infrastructure at the right cost, time and quality in supporting the electrification ratio in Indonesia, which currently has not reached 100% . The situation that occurred in the last 3 (three) years was a decrease in employee performance with the exceed requirements category about 14%. The fact that occurred in this condition was accompanied by a decrease in the results of the employee engagement survey which decreased with a decrease rate of 6.73%. The number of workers at PT PLN (Persero) Sulawesi Development Main Unit is still not fulfilled and this causes a high workload with a gap of 10.13%. The role of the leader in this situation is very massive, in this case not only leading the members but also being able to position himself as a servant who has no structural boundaries with his followers. However, the results of the assessment survey of leaders still provide several opportunities for improvement for leaders. This study aims to determine the effect of Servant Leadership (SL) and Workload on Employee Engagement (EE) and their implications for the performance of employees of PT PLN (Persero) Sulawesi Development Main Unit. The method used in this research is quantitative with descriptive research type. Respondents in this study were 237 employees of PT PLN (Persero) Sulawesi Development Main Unit, using non-probability sampling with saturated sampling. The data that has been processed will be analyzed using descriptive analysis techniques using SEM - PLS. The influence of servant leadership and workload on employee engagement and the implications for performance at PT PLN (Persero) Sulawesi Development Main Unit is positive and significant at 46.2%.

**KEYWORDS:** Servant Leadership, Workload, Employee Engagement, Performance

### **INTRODUCTION**

In line with the development of industrial potential in the Sulawesi region, PT PLN (Persero) Sulawesi Development Main Unit seeks to support the development of industrial potential in the Sulawesi region in all existing provinces by seeking the development of electricity infrastructure in the form of generators, transmission networks, and substations so that the availability of electricity for Sulawesi area can be fulfilled and the power distribution process becomes more reliable, more effective and more efficient. PT PLN (Persero) Sulawesi Development Main Unit in the short term focuses on completing the construction of the Power Plant, Transmission, and Substations which are still in the construction process, and accelerating the construction of these projects in strategic positions and having a major impact on the Sulawesi interconnection system. Meanwhile, for long-term development, PT PLN (Persero) Sulawesi Development Main Unit seeks to interconnect the Sulawesi region, namely between Southern Sulawesi and Northern Sulawesi so that electric power can be evenly distributed throughout Sulawesi. This is the goal of the main performance as outlined in a Management Contract containing organizational commitment to achieving the company's vision and mission.

In supporting work targets in carrying out such large project developments, PT PLN (Persero) Sulawesi Development Main Unit is supported by its human resources in contributing to achieving work targets in the organization. This is in line with the opinion of Siagian (2014: 27) who explained that the success of a company is influenced by several factors, the most important factor of which is human resources. The better the performance of human resources in an organization or company, the more effective and efficient the achievement of goals will be. To achieve targets, sometimes companies use various kinds of efforts to maximize the productivity of work carried out by employees, one of which is by giving employees excessive workloads. The division of work tasks and responsibilities can often be excessive, one of which is due to the availability of the number of human resources itself which is still not optimal. Laub (2018: 257) defines servant leadership as knowledge and leadership practices that place good

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guidance on self-interest from leaders. This is following the opinion of Dubrin (2019: 268) who defines servant leadership as a leadership model that places leaders as servants of one unit in a hierarchical structure that works together to help them achieve their goals, not just the goals of the leader himself. Servant leaders always focus on developing other people and also always provide opportunities to acquire new skills so that they can be positioned as future leaders. In carrying out evaluations of leaders, PT PLN (Persero) Sulawesi Development Main Unit uses a survey method, namely Leadership Quality Feedback (Liquid) which is carried out routinely for all employees.

Budiasa (2021: 30) states that workload is the perception of workers regarding an activity that has been determined and must be completed within the specified timeframe and the efforts made in dealing with problems that arise in the work. An employee is said to experience an excessive workload if the employee cannot adjust to the tasks being carried out. Kasmir (2019: 40) states that workload is an entity that is obtained from the comparison between the total standard time after a job to the total standard time set. Hastituningsih in Budiasa (2021: 31) states that the measurement of workload is the time used to complete the work (work time), set working hours, the volume of work, and ability of workers.

According to Dessler (2020: 18), employee engagement refers to the psychological condition that employees are involved, connected, and committed to completing a job. Employees who are bound to the company will have a high level of connectivity with the tasks being carried out and therefore these employees will work hard to achieve company goals. Employee engagement is very important in a company because it can control employee performance. Robbins and Judge (2022: 113) describe employee engagement as a form of involvement, satisfaction, and enthusiasm for the work that employees carry out. Employees who have a high attachment to the company have passion for their jobs and feel a deep bond with their jobs. Conversely, if employees feel low engagement, they have less energy or attention to their work.

Amstrong and Baron in Wibowo (2017: 7) define performance as a result of work that is closely related to a strategic objective of the organization, customer satisfaction, and contributing to the economy. Mengkunegara (2015: 67) states that performance is the result of work both in quality and quantity that has been achieved by employees in carrying out a task at work by the capacity of their responsibilities.

Some of the weaknesses of leaders from the Liquid survey results still need to be evaluated if analyzed with the servant leadership dimension. According to Hughes et al., (2012: 171) quoting from Spears (2010) explaining that several dimensions of servant leadership according to Spears include conceptualization in which this leader has the visionary ability in the form of conceptual to integrate the current reality with the possibilities that will come. happen in the future. This indicates that leaders must be adaptive to see the changes that occur in the organizational situation, both current and potential future events. Apart from being adaptive, servant leadership is also characterized by a community-building dimension which explains that this leadership prioritizes building a supportive community or group where leaders can build a community atmosphere that has a sense of togetherness among their followers. It can be concluded that this leadership strives to be able to create a conducive environment. The next dimension is empathy which explains that leaders with servant leadership styles have an empathetic attitude with the awareness to be able to always place themselves to other individuals. This attitude of empathy shows that leaders can always respect others with full awareness. The next dimension is the commitment to others' growth which is illustrated by the commitment of leaders who strive to make their members grow to be more responsible, caring, and competent. Regarding sensitivity to the future, servant leadership is characterized by leaders who have good abilities in conducting foresight. Leaders have good intuition regarding views of the past with a future that can be connected where this can be a leader's ability to make continuous improvements along with the changes that occur. It can be concluded that the leader always evaluates in the form of improvements to always keep abreast of technological developments which today are things that change rapidly.

Based on the phenomenon that occurred at PT PLN (Persero) Sulawesi Development Main Unit, namely with the graph of employee performance which decreased by 14%, the results of employee engagement surveys decreased by 6.37%, the lack of workforce formation which caused gaps in working hours employees with the results of the workload analysis where there is a gap of 10.13%, as well as some deficiencies in the assessment of the leadership survey at PT PLN (Persero) Sulawesi Development Main Unit. This study aims to determine the effect of servant leadership and workload on employee engagement and performance at PT PLN (Persero) Sulawesi Development Main Unit.

### **METHOD**

This study uses a quantitative type method. The quantitative stage has procedures that have been planned before conducting research (Sujarweni, 2019: 50). Then, it is known that a population is an object or subject that is in an area and fulfills certain requirements related to research problems (Unaradjan, 2019). In this study, the employee population at PT PLN (Persero) Sulawesi Development Main Unit. This study uses two types of data, namely primary data and secondary data. According to Sujarweni (2019: 89), primary data is data that comes from respondents through questionnaires or interviews. The primary data in this study is a questionnaire that has been distributed by the author with questions from each variable and interviews. According to Sekaran and

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Bougie (2017: 37), secondary data is data that comes from other people such as bulletins, government publications, organizational information, and literature. In this study, the authors used data from book literature, organizational information, national journals, and international journals as well as data from government publications. According to Sugiyono (2018) when viewed in terms of data collection methods or techniques, data collection can be carried out by interviews, questionnaires, observation, and combining the three. The author uses descriptive analysis to find out how servant leadership, workload, employee engagement, and performance of PT PLN (Persero) Sulawesi Development Main Unit employees are obtained from the Results of the questionnaire. Each statement has 5 (five) answer choices from respondents. The answer choices are strongly agree, agree, somewhat agree, disagree, and strongly disagree.

In this study, an analytical tool was used in the form of Structural Equation Modeling (SEM) based on Partial Least Square (PLS). According to Gozali and Fuad (2008) in Sarjono and Julianita (2019: 1), Structural Equation Modeling is a multivariate analysis that can analyze the relationship between variables in a more complex manner. This technique allows researchers to examine the relationship between latent variables and manifest variables (measurement equation), the relationship between one latent variable and another latent variable (structural equation), as well as describe measurement errors. Latent variables are variables that cannot be measured directly and require several indicators as proxies, while manifest variables are indicators used in the measurement. According to Ghazali (2009), PLS is an alternative approach that shifts from a covariance-based SEM approach to a variant-based one. SEM which is based on covariance generally tests causality or theory, while PLS is more of a predictive model. However, there is a difference between SEM which is covariance-based, and component-based PLS, namely in the use of structural equation models to test theory or theory development for prediction purposes. Evaluation of the model in Partial Least Square (PLS) consists of two stages, evaluation of the inner model or structural model (structural measurement), and evaluation of the measurement model is grouped into reflective models and formative models. The second stage is evaluating the outer model or measurement model in this model is evaluated to determine its validity and reliability utilizing individual loading, internal composite reliability, average variance extractor, and discriminant validity. If the data meets the requirements in the measurement model, it will then be tested for significance with path coefficient, t-statistic, r-squared value, and goodness of fit (Haryono, 2017).

### RESULT

#### A. Respondents' Responses to Servant Leadership

The servant leadership variable (X1) has several 10 (ten) dimensions, namely listening, empathy, healing, awareness, persuasiveness, conceptualization, foresight, stewardship, commitment to others' growth, and building community. The following will describe the respondents' responses to servant leadership based on each dimension. Respondents' Responses to Servant Leadership

Based on the calculation of respondents' responses to all dimensions, the results of the servant leadership variable recapitulation are as follows:

**Table 1. Results of Servant Leadership Variables**

<b>Dimensions</b>	<b>Percentage</b>	<b>Category</b>
Listening	88.95%	Very Good
Empathy	88.83%	Very Good
Healing	89.58%	Very Good
Awareness	87.72%	Very Good
Persuasiveness	87.76%	Very Good
Conceptualization	88.19%	Very Good
Foresight	89.58%	Very Good
Stewardship	89.32%	Very Good
Commit to Others' Growth	90.32%	Very Good
Building Community	88.02%	Very Good
<b>Variable</b>	<b>Percentage</b>	<b>88.84%</b>
<b>Average</b>		
<b>Variable</b>	<b>Category</b>	<b>Very Good</b>

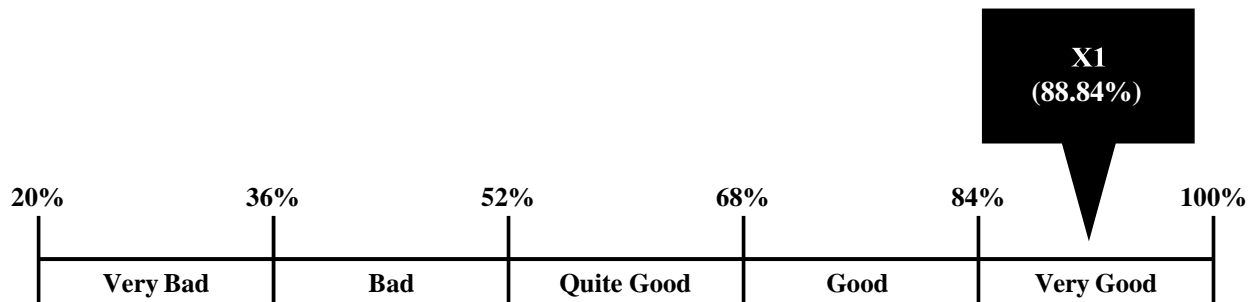
Source: Processed by the author, 2023

The table above illustrates the recapitulation of servant leadership variables in each dimension with a total of 10 (ten) dimensions. Based on the data recapitulation, it is known that the listening dimension obtained a score of 88.95% in the very good category, the empathy dimension obtained a score of 88.83% in the very good category, the healing dimension obtained a score of 89.58% in the

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very good category, the dimension of awareness (awareness) obtained a score of 87.72% in the very good category, the dimension of advice (persuasiveness) obtained a score of 87.76% in the very good category, the conceptual dimension (conceptualization) obtained a score of 88.19% in the very good category, the dimension of foresight (foresight) obtained a score of 89.58% in the very good category, the dimension of stewardship obtained a score of 89.32% in the very good category, the dimension of commitment to others' development (commit to others' growth) obtained a score of 90.42% in the very good category, and finally, the dimension of community building (building community) obtained a score of 88.02% in the very good category.

From the recapitulation, it can be concluded that the dimension of commitment to others' growth (commit to others' growth) has the highest score, with a total of 90.42% in the very good category and the dimension of awareness (awareness) is the dimension with the lowest percentage, namely 87.64% in the category Very good. The results of the overall recapitulation of servant leadership variables are described with a continuum line according to Figure 1 below.



**Figure 1. Servant Leadership Variable Continuum Line Results**

Source: Processed by the author, 2023

Based on the interpretation of the continuum line above, it shows that the level of servant leadership at PT PLN (Persero) Sulawesi Development Main Unit is 88.84% with a very good category. The conclusion from the recapitulation of servant leadership variables is that the application of servant leadership at PT PLN (Persero) Sulawesi Development Main Unit is very good.

### B. Respondents' Responses to Workload

The workload variable (X2) has a number of 3 (three) dimensions, namely time workload, mental effort load and psychological stress load. The following will describe the respondents' responses to workload based on each dimension.

Based on the calculation of respondents' responses to all dimensions, the results of the recapitulation of the workload variable are as follows:

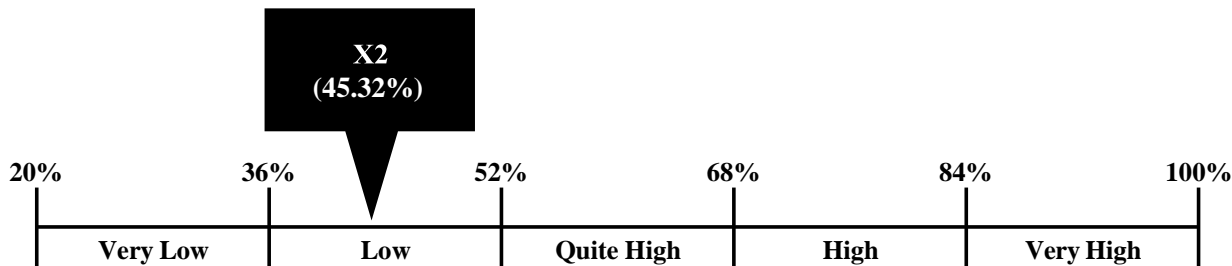
**Table 2. Workload Variable Results**

Dimensions	Percentage	Category
<i>Time Load</i>	39.92%	Low
<i>Mental Effort Load</i>	51.43%	Low
<i>Psychological Stress Load</i>	44.61%	Low
<b>Variable Percentage Average</b>	<b>45.32%</b>	
<b>Variable Category</b>	<b>Low</b>	

Source: Processed by the author, 2023

The table above illustrates the recapitulation of the workload variables in each dimension with a total of 3 (three) dimensions. Based on the data recapitulation, it is known that the dimension of time workload (time load) scores 39.92% in the low category, mental effort load obtains a score of 51.43% in the low category, and psychological stress load obtains a score of 44.61% with low category. From the recapitulation it can be concluded that the mental effort load dimension has the highest acquisition score with a total of 51.43% in the low category and the time load dimension is the dimension with the lowest percentage, namely 39.92% in the low category. The results of the overall recapitulation of workload variables are described with a continuum line according to Figure 2 below.

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**Figure 2. Workload Variable Continuum Line Results**

Source: Processed by the author, 2023

Based on the interpretation of the continuum line above, it shows that the level of workload at PT PLN (Persero) Sulawesi Development Main Unit is 45.32% in the low category. The conclusion from the recapitulation of workload variables is that workload at PT PLN (Persero) Sulawesi Development Main Unit is low.

**C. Respondents' Responses to Employee Engagement**

The Employee Engagement (Y) variable has several 6 (six) dimensions, namely brand, work, company practices, leadership, performance, and the basics. The following will describe the respondents' responses to workload based on each dimension.

Based on the calculation of respondents' responses to all dimensions, the results of employee engagement variable recapitulation are as follows:

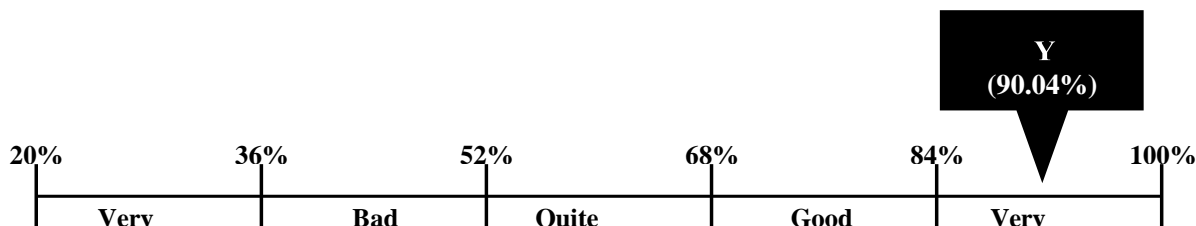
**Table 3. Employee Engagement Variable Results**

	Percentage	Category
<i>Brand</i>	93.88%	Very Good
<i>The Work</i>	90.69%	Very Good
<i>Company Practices</i>	88.56%	Very Good
<i>Leadership</i>	89.91%	Very Good
<i>Performance</i>	87.29%	Very Good
<i>The Basics</i>	89.91%	Very Good
<b>Variable Percentage Average</b>	<b>90.04%</b>	
<b>Variable Category</b>	<b>Very Good</b>	

Source: Processed by the author, 2023

The table above illustrates the recapitulation of employee engagement variables in each dimension with a total of 6 (six) dimensions. Based on the data recapitulation, it is known that the brand dimension obtained a score of 93.88% in the very good category, the work dimension obtained a score of 90.69% in the very good category, the company practices dimension obtained a score of 88.56% in the very good category, the leadership dimension obtained a score of 89.91 % in the very good category, the performance dimension obtained a score of 87.29% in the very good category, and the basics dimension obtained a score of 89.91% in the very good category.

From the recapitulation, it can be concluded that the brand dimension has the highest acquisition score with a total of 93.88% in the very good category and the performance dimension is the dimension with the lowest percentage, namely 87.29% in the very good category. The results of the overall recapitulation of workload variables are depicted with a continuum line according to Figure 3 below.



**Figure 3. Employee Engagement Variable Continuum Line Results**

Source: Processed by the author, 2023



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Based on the interpretation of the continuum line above, it shows that the level of employee engagement at PT PLN (Persero) Sulawesi Main Unit Development is 90.03% with a very good category. The conclusion from the recapitulation of employee engagement variables is that employee engagement at PT PLN (Persero) Sulawesi Main Development Unit is very good.

### D. Respondents' Responses to Performance

The performance variable (Z) has a number of 6 (six) dimensions, namely the quality of work quality, work quantity, punctuality, work effectiveness, independence, and the desire to develop. The following will describe the respondents' responses to workload based on each dimension.

Based on the calculation of respondents' responses to all dimensions, the results of the recapitulation of the performance variables are as follows:

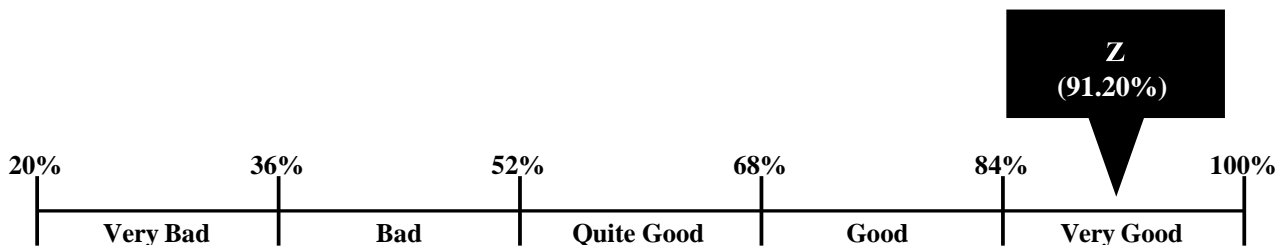
**Table 4. Performance Variable Results**

Dimensions	Percentage Category	
<i>Work Quality</i>	92.03%	Very Good
<i>Work Quantity</i>	91.07%	Very Good
<i>Punctuality</i>	90.37%	Very Good
<i>Work Effectiveness</i>	90.55%	Very Good
<i>Independency</i>	90.06%	Very Good
<i>The Desire to Develop</i>	92.66%	Very Good
<b>Variable Percentage Average</b>	<b>91.20%</b>	
<b>Variable Category</b>	<b>Very Good</b>	

Source: Processed by the author, 2023

The table above illustrates the recapitulation of the performance variables in each dimension with a total of 6 (six) dimensions. Based on the data recapitulation, it is known that the work quality dimension obtained a score of 92.03% in the very good category, the work quantity dimension obtained a score of 91.07% in the very good category, the punctuality dimension obtained a score of 90.37% in the very good category, the work effectiveness dimension obtained a score of 90.55% in the very good category, the independence dimension obtained a score of 90.06% in the very good category, and the desire to develop scored 92.66% in the very good category.

From the recapitulation, it can be concluded that the desire to develop dimension has the highest acquisition score, with a total of 92.66% in the very good category and the punctuality dimension is the dimension with the lowest percentage, namely 90.42% in the very good category. The results of the overall recapitulation of workload variables are depicted with a continuum line according to Figure 4 below.



**Figure 4. Performance Variable Continuum Line Results**

Source: Processed by the author, 2023

Based on the interpretation of the continuum line above, it shows that the level of performance at PT PLN (Persero) Sulawesi Development Main Unit is 91.20% with a very good category. The conclusion from the recapitulation of performance variables is that the performance of PT PLN (Persero) Sulawesi Development Main Unit is very good.

## DISCUSSION

Based on the research results from the respondents' responses to the questionnaire and SEM analysis, several test results were obtained, namely evaluating the outer model, evaluating the inner model, and testing the hypothesis through the path coefficient. The discussion is divided based on the variables used in this study, namely servant leadership, workload, employee engagement, and performance. Based on the results of the research, it is known that there is a significant influence between servant leadership, workload, employee engagement, and performance at PT PLN (Persero) Sulawesi Development Main Unit. The researcher will

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describe each research result according to the variables in this study.

### **A. Servant Leadership at PT PLN (Persero) Sulawesi Development Main Unit**

This study uses the variable servant leadership as an independent variable. The research was conducted at PT PLN (Persero) Sulawesi Development Main Unit with a total of 237 employees as respondents. There are 10 (ten) dimensions of servant leadership, namely listening, empathy, healing, awareness, persuasiveness, conceptualization, foresight, stewardship, commit to others' growth, and community building. The results of respondents' responses to all dimensions produce an average value of 88.84% in the very good category. This means that leadership with servant leadership style PT PLN (Persero) Sulawesi Development Main Unit is in very good condition.

The servant leadership variable has a total of 25 statements. Of all the statements that have been disseminated, the commitment to others' growth dimension has the highest percentage, namely 90.42%, with the statement "my supervisor delegates work fairly to me so I can build a sense of responsibility for my work" having the highest percentage i.e. 91%. This indicates that PT PLN (Persero) Main Unit Development Sulawesi employees have a sense of fairness in delegating a given task and can feel a sense of responsibility for their work. In addition, the leaders at PT PLN (Persero) Sulawesi Development Main Unit strongly encourage their members to develop.

Based on data and observations with the management of PT PLN (Persero) Sulawesi Development Main Unit, it is known that there is a management program that has been implemented in the organization of PT PLN (Persero) Sulawesi Development Main Unit which is summarized in two major programs, namely:

#### **Townhall Meeting**

Townhall meeting is a management program that is implemented with the aim of being a forum for direct meetings between management as leaders and all employees of PT PLN (Persero) Sulawesi Development Main Unit. This program is carried out on a quarterly basis to explore aspirations that exist within the organization regarding matters that are issues that occur within the organization. The implementation of this town hall meeting was attended by all management levels of PT PLN (Persero) Sulawesi Development Main Unit, from the basic supervisor level to top management. The role of the leader in this program shows important values for a leader such as listening and showing empathy, caring for its members, and providing direct persuasive actions to appreciate the involvement of its members in their role for the organization.

#### **Leadership Program: Future Leader**

Leadership program: the future leader is a program that is implemented as a form of system that focuses on managing and developing soft competency that focuses on leadership for talented candidate leaders to prepare employees for the implementation of succession to positions. This program is mentoring between employees and superiors. Leaders are given the task of carrying out assignments and developing their members so that they can make these employees talent ready for implementing a succession of positions. The management of PT PLN (Persero) Sulawesi Development Main Unit provides top-to-bottom support in implementing this program through various series of activities, starting from awareness of program implementation delivered through regular meetings to supporting the final process in the form of a talent committee meeting to determine talent ready from the results of mentoring implementation made between superiors and subordinates.

The two programs are direct support provided by management to establish a process of coaching, mentoring, and counseling with direct communication between superiors and their respective members. This is also an effort by the management of PT PLN (Persero) Main Unit for Sulawesi Development to build relationships among its employees and eliminate silos within an organization and be able to listen to their needs including self-development. This behavior shows the characteristics of this type of leadership with the servant leadership style in that leaders prioritize being able to fulfill the needs of their members including self-development of employees. This is in line with research from Saleem et al., (2020) which states that servant leadership is a leadership style characterized by leaders prioritizing the needs of their followers, empowering them, and promoting their personal growth and development. He emphasizes serving others rather than using power or control.

This communication between superiors and subordinates can build the trust of members to be able to increase their self-confidence and feel valued as human resources. Saleem et al., (2020) revealed that servant leaders tend to build reliable dyadic relationships with their followers and create a safe and psychologically just climate where employees strongly feel that they can be themselves, make their own decisions, and feel connected with others, which naturally leads to the adoption of helpful behavior towards co-workers and conscientious behavior to support the organization. Furthermore, Bouzari and Karatepe in Zeeshan et al., (2022) suggest that employees who work under the supervision of a servant leader develop an individual level of confidence in achieving higher goals because of the nature of serving their leaders which includes empowerment, helping employees to grow and successful, create a positive work environment and behave ethically.

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### **B. Workload at PT PLN (Persero) Sulawesi Development Main Unit**

This study uses workload as an independent variable. The research was conducted at PT PLN (Persero) Sulawesi Development Main Unit with a total of 237 employees as respondents. There are 3 (three) dimensions of workload, namely time load, mental effort load, and psychological stress load. From the results of respondents' responses related to workload, it was obtained that the workload variable had an average score of 45.32% with the category on the continuum line, namely low. This means that the workload on PT PLN (Persero) Sulawesi Development Main Unit is in a low condition.

The workload variable has 8 (eight) statements. Of the 8 (eight) questionnaire statements that have been distributed, the mental effort load dimension has the highest value, namely 51.43% in the low category, with the highest statement being item 30 "I am required to provide a quick response and appropriate" with a fairly high category. This indicates that employees at PT PLN (Persero) Sulawesi Main Development Unit have challenges in completing work. In line with these indications, the results of observations from the author explain that in the strategic map data of PT PLN (Persero) Sulawesi Development Main Unit, in its business processes, the aim is to be able to complete projects in a timely manner, cost, quality and time. This becomes a separate demand mentally that the implementation of work must be carried out with the right distribution. This was explained by Ferguson in Ahmed et al., (2019) that in all distribution jobs, most job reporting roles are said to be very stressful not only mentally but also physically so they tend to reduce employee positive behavior and work results. In the distribution of work, the effect of these elements is higher because the job requires a strong incumbent both mentally and physically. In conclusion, considering that work at PT PLN (Persero) Sulawesi Development Main Unit requires accuracy in its distribution, this has the potential to increase the workload of employees can reduce their performance.

Based on observational data, it is known that the workload that occurs at PT PLN (Persero) Sulawesi Development Main Unit depends on the working conditions which are the priority targets for a certain period of time. Cumulatively in 2021 and 2022, PT PLN (Persero) Sulawesi Development Main Unit has more priority projects due to the merger of targets as a result of the merging of units. Whereas in 2023 the number of priority projects has been successfully completed according to the targets set in the previous year so in 2023 the amount of work that is the workload of employees has decreased.

### **C. Employee Engagement at PT PLN (Persero) Main Unit for Sulawesi Development**

This study uses employee engagement as an intervening variable. The research was conducted at PT PLN (Persero) Sulawesi Development Main Unit with a total of 237 employees as respondents. There are six dimensions to this variable, namely brand, the work, company practices, leadership, performance, and the basics. From the results of respondents' responses regarding employee engagement, it has an average score of 90.04% with the category on the continuum line results, which is very good. This means that the condition of employee engagement at PT PLN (Persero) Sulawesi Development Main Unit is very good.

The employee engagement variable has 22 statements. Of the 22 statements that have been disseminated, the brand dimension has the highest percentage, namely 93.88%, with the highest statement in item 34 "the reputation and good name of the company makes me want to continue to have a career at this company" of 94%. This shows that employees at PT PLN (Persero) Sulawesi Development Main Unit have a good sense of trust in the company.

The management of PT PLN (Persero) Sulawesi Main Development Unit always makes comprehensive improvements to the conditions that occur in its organization. In implementing the Employee Engagement Survey (EES) which is conducted periodically, management follows up on opportunities for improvement in EES results through the implementation of the Bipartite Cooperation Institution (LKS Bipartit) forum.

LKS Bipartit is a forum formed with membership from management representatives and trade union representatives whose job is to discuss issues that occur in the organization to create a conducive working atmosphere and harmonious industrial relations. The management strategy of PT PLN (Persero) Sulawesi Development Main Unit is increasing employee engagement with the organization, one of which is supported by the implementation of LKS Bipartit. The LKS Bipartite Forum is a very effective forum for bridging communication between management and employees so that management is very responsive to problems that occur in the organization. One measure of the success of this program in supporting employee engagement rates is that in the last period, the level of employee engagement with PT PLN (Persero) Sulawesi Development Main Unit has increased significantly.

The existence of this communication forum shows that there are serious efforts at PT PLN (Persero) Sulawesi Development Main Unit in responding to the results of the employee engagement survey conducted on all employees so as to build employee confidence in the company's sustainability. When an employee feels that the company's reputation is good, then he will get a good engagement so that he can carry out work with good productivity results. This is in line with Kruse's opinion in Hastuti and Setiawan (2022) which reveals that the main thing that organizations demand from their employees is work effectiveness and productivity, this can also be achieved by employee involvement with the company. When employees feel engaged or employees already have engagement with the company, employees will try to give their best effort and results to help the company succeed in achieving the goals planned by the company. Employees will give more time, effort, and initiative to be able to contribute to the success of the company. Employee engagement or employee engagement is that they or employees do not work only for salary, or only for



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promotion, but employees work on behalf of the organization and its goals.

In addition, good communication management and responsive responses from management to employee needs can provide employees with a sense of confidence that they feel cared for, thereby giving employees a sense of responsibility. This is in line with research by Azizz (2022) which states that employees feel needed by the company. The company gives equal responsibility for every job it does. Employees also mean those who are part of the company. Employees with the company feel that respect and a relationship will be a family who can communicate with each other and give reviews or dedications. This can increase employee engagement with the organization.

### **D. Performance at PT PLN (Persero) Sulawesi Development Main Unit**

This study uses performance variables as the dependent variable. This research was conducted at PT PLN (Persero) Sulawesi Development Main Unit with a total of 237 employees as respondents. There are 6 (six) dimensions to this variable, namely work quality, work quantity, punctuality, work effectiveness, independence, and the desire to develop. From the results of respondents' responses related to performance, it was obtained that the performance variable had an average score of 91.20% with the category on the continuum line, namely very good. This means that the condition of employee performance at PT PLN (Persero) Sulawesi Development Main Unit is very good.

The performance variable has 12 statements. From the statement that has been distributed, the dimension of the desire to develop (the desire to develop) has the highest score of 92.66%, with the highest statement being item 67 "I can improve better work performance in the future" of 93 % with very good category. This indicates that employees at PT PLN (Persero) Sulawesi Development Main Unit have the motivation in improving performance through self-development. Motivation in self-development is one of the factors in a person's personality to be able to improve the ability to be able to provide the best performance. This is in line with research by Ma'ruf et al., (2019) which states that work motivation is a set of positive work behaviors with a willingness to make high efforts to achieve organizational goals, conditioned by the ability of these efforts to meet individual needs, encouragement to developing and advancing in the workplace, the level of relationship with superiors, and the level of relationship with fellow co-workers as well as the level of opportunity to channel or utilize one's own abilities.

Management of PT PLN (Persero) Sulawesi Development Main Unit conducts employee performance improvements by implementing a performance management review program on a regular basis. This activity involves a process of focus group discussion which consists of management and employees. The program implemented in this performance management review is also a medium for identifying employee development needs. The existence of full support from management for employee self-development is what makes employee performance at PT PLN (Persero) Sulawesi Development Main Unit increase. This is inline with research by Kuswati (2020) which states that employee performance is very closely related to the work results of someone in an organization or company. The results of the work may involve quality, quantity, and timeliness, but performance evaluation in a corporate organization is the key to employee self-development. Performance evaluation is in principle a form of performance appraisal of an employee.

### **E. The Relationship between Servant Leadership and Workload on Employee Engagement and the Implications for the Performance of PT PLN (Persero) Sulawesi Development Main Unit**

Based on the results of calculations using SEM PLS, it can be seen that the variable servant leadership and workload on employee engagement and performance on the R-square data is 0.462. This means that the magnitude of the influence of servant leadership and workload on employee engagement and its implications for performance at PT PLN (Persero) Sulawesi Development Main Unit is 46.2%. The value of  $100\% - 46.2\% = 53.8\%$  and the rest is influenced by variables not discussed in this study. Several studies have used other variables, such as the example from Dwiyanti (2020), which explains the variables of appreciation for employee engagement and performance with the results of the research that financial and non-financial awards have a partial and simultaneous effect on employee engagement and employee engagement has an effect on employee performance at PT. Sanbe Farma Sterile Preparation Plant partially and simultaneously.

Furthermore, Pardi et al., (2019) explained that there is a direct influence of servant leadership on employee performance, servant leadership has a direct effect on employee engagement, employee engagement has a direct effect on employee performance, servant leadership has a direct effect on Organization Citizenship Behavior, there is a direct influence on Organization Citizenship Behavior on employee performance, there is no indirect effect of servant leadership on employee performance through mediation of employee engagement, there is an indirect effect of servant leadership on employee performance through mediation of Organization Citizenship Behavior.

## **CONCLUSIONS**

Based on the description of the background, theory, research results, and discussion that has been carried out using descriptive analysis and multiple linear regression regarding the influence of servant leadership and workload on employee engagement and

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their implications for performance (case study at PT PLN (Persero) Sulawesi Development Main Unit then it can be concluded from the research questions that the application of servant leadership at PT PLN (Persero) Sulawesi Development Main Unit is in very good condition. Employee engagement at PT PLN (Persero) Sulawesi Development Main Unit is in very good condition. Performance at PT PLN (Persero) Sulawesi Development Main Unit is very good. The influence of servant leadership and workload on employee engagement and the implications for performance at PT PLN (Persero) Sulawesi Development Main Unit is positive and significant at 46.2%.

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