

The Effect of Servant Leadership, Job Satisfaction and Organizational Culture on Employee Performance Moderated by Good Governance in Women's Cooperative Institution

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This research aims to examine the effect of servant leadership, job satisfaction and organizational culture on employee performance moderated by good governance in women's cooperative institution. This research is a quantitative study using a purposive sampling method with a total sample of 248 employees or members of 19 credit cooperatives woman in Indonesia (Jakarta, Depok, Bogor, Tangerang and Bekasi-Jabodetabek). The test method that will be used by the author is using Structural Equation Modeling-partial Least Square (SEM-PLS). The results of this research prove that (1) Servant leadership has a negative effect on the performance of Women's cooperative employees (2) Job satisfaction has no effect on the performance of Women's cooperative employee (3) Organizational culture did not affects the performance of women's cooperative employees (4) Governance moderates the relationship of Servant Leadership on employee performance (5) Governance moderates the relationship between job satisfaction and employee performance in women's cooperatives (6) Governance moderates the relationship between organizational culture and employee performance in women's cooperatives. The significant finding in this study is that gender play a vital role in running cooperative institution. This research can make a major contribution in making specific servant leadership, job satisfaction, organizational culture and governance variables to employee performance of women's cooperatives in Jabodetabek area that have not been much researched. Future research can study other variable that after employee performance such as financial performance, work discipline, and personality.

Keyword: Servant leadership, job satisfaction, organizational culture, employee performance, women cooperative

BACKGROUND

Cooperatives are a significant economic and social force that may be found in almost every country and industry throughout the world. Cooperatives provide venues for women to develop their own work possibilities and tackle economic difficulties. Women who works in the informal sector, such as home-based employees, domestic servants, and scavengers, commonly organize cooperatives to improve their livelihoods, obtain accessibility to goods, markets, and services, and participate in lobbying through their collective voice. In this sense, cooperatives have provided a number of pathways for women in the informal market to move to the formal sector by stabilizing their wages and improving their working conditions (copac.coop, 2018). Women's's cooperatives have been proven to contribute to the SDGs by increasing the number of Women's workers (Duygu Kızıldağ, 2019).

Banishree Das et al., (2006), Nkhoma, AA, & Conforte, D., (2011), expose management

board manipulation, weak leadership, bad oversight, mismanagement, financial scandals, and failures in cooperatives Democracy is widespread. It is possible to conclude that the failure of cooperative management is the result of its leader. Cooperatives, as a distinct organizational objective, require strong leaders to lead cooperatives and their members. Furthermore, human resource management has the potential to be a source of competitive advantage since, in the end, human resources are more accountable for significantly contributing to corporate performance and organizational effectiveness (Ferris et al., 2007).

Studies of leaders who serve or commonly called servant leadership on the performance of companies or non-profit institutions such as foundations have been widely carried out and empirically have an influence on organizational performance (Ali Bavik; 2020, Augustine & Muslimah; 2016). Harwiki (2013) revealed that the servant leadership to the organization of cooperatives have an influence to the performance of cooperatives in general and women's cooperatives. Organizational culture is one of the organizational functions that influences the organization's performance in achieving its goals (Robbins, 2003). In cooperative organizations, cooperative culture has an influence on employee performance (Harwiki; 2013; 2016). Build good governance into one of the challenges in making the cooperative's success (Branch & Baker, 1998; Cooperative UK; 2011). Good governance may boost cooperative performance and assist secure an organization's long-term survival (Thomsen, 2008). Considering that the owner of the cooperative is a member of the cooperative, research on cooperative governance on cooperative performance is interesting. The purpose of this study is to look at the influence of governance, servant leadership, employee satisfaction, organizational culture, and the effect on the performance of Women's cooperative employees.

REVIEW OF LITERATURE AND HYPOTHESIS

Agency Theory

The management board employs and transfer power to managers on behalf of the principals (members) (Clarke, 2004). Indeed, two characteristics can influence the predominance of agency theory, according to Daily et al. (2003), to begin, the theory considers the company to have only two participants: managers and owners. Shareholders want their agents to behave and make choices in the best interests of the principle. The agent, across the other hand, do not always make right decisions for the principals (Padilla, 2002). The agent, according to agency theory, may fall to ego and opportunism, along with fall short of the agreement between the principal's interests and the agent's goals.

Contingent Theory

According to the contingency theory, the alignment of contingency variables such as size, environmental conditions, strategy, control, and structure results in firm performance (Donaldson, 2001). In other words, contingency theory is a management theory, specifically a behavioral theory, that asserts that there is no one method to run a corporation or a firm, or to make choices in organizations. Instead, the best course of action is contingent (reliant) on the internal and external circumstances (Mokhamad Anwar, 2014).

Contingency theory, which was developed in the 1960s by Tom Burns and G.M. Stalker in the United Kingdom and Paul Lawrence and Jay Lorsch in the United States, states that "there is no one ideal technique of organizing." It denotes that the organizational structures and control systems adopted by management are impacted or are dependent on the external environment in which the firm operates (Jones, et al., 2003). Daft (2004:32) has expressed his thoughts on the contingency theory. He claims that "there are no universal principles to be established, and one learns about management by experiencing a vast number of case issue scenarios," and that "managers confront the challenge of identifying what approaches will work in every situation." He discloses something crucial about the significance of this notion. That is, managers should discover the best method to accommodate the eventualities or surroundings into their companies. This indicates that in order to effectively manage their companies, managers should prioritize contingencies or settings in their decision-making, and some scenarios will improve their knowledge and help them make critical judgments (Mokhammad Anwar, 2014).

Servant Leadership

"Servant Leadership" for the first time was initiated by Robert K. Greenleaf in 1970. Greenleaf (2002:27) defines servant as;

First and foremost, the servant-leader is a servant. It all begins with a natural desire to assist people. Then, by intentional decision, one aspires to lead. The best litmus test is if those served grow as individuals: do they get healthier, smarter, freer, more independent, and more inclined to become servants while being served? And, what impact will it have on the least fortunate members of society; will they profit or, at the very least, not be more deprived?

Research by Mohamad and Abdul Majid, (2014) reveals that the values of "servant leadership" are in accordance with the values that exist in cooperatives where the role of the leader as a key person in the cooperative is critical in order to offer the best possible service to members and stakeholders.

Job Satisfaction

Robbins (2017) defines job satisfaction as a good attitude about one's job as a result of an evaluation of its qualities. According to Cherrington (1994), job satisfaction will develop if individuals like their work and the surroundings, and dissatisfaction will arise if organizational members do not like their work. Spector (2008) simply defines "job satisfaction" as the extent to which people like their jobs.

Organizational Culture

Hofstede and Hofstede (2005) define Organizational Culture as a system of common meaning maintained by members that distinguishes one organization from another (Robbins and Judge; 2007). It can be concluded that organizational culture leads to certain organizational beliefs and principles which have a profound impact on employee relations with management and other employees and employees (Pakpahan and Augustine, 2019). In cooperatives where members are the owners of the organization so that the cooperative culture will affect the performance of the cooperative itself.

Employee Performance

Cardy (2004) explains that employee performance is basically the achievements and performance in the workplace. The term performance refers to sticking to a plan and seeing it through to completion. The cornerstone to performance management is performance evaluation. High levels of employee performance are attainable when management identifies the degree of labor necessary for each of the nine skills and then ensures that people in those positions have those abilities (S. P. Robbins et al., 2018). Workers are an essential component in supporting organizational performance and effectiveness (Ferris et al; 2007). Luthans (2006) describes satisfaction as a product of employees' perceptions of how their job may give something that is deemed significant.

Good Governance

Good governance in cooperatives is very important for the health and sustainability of organizations, especially those that act as social companies (Co-operatives UK, 2011). Indonesia already has good governance guidelines for profit companies issued by National Committee on Policy Governance (*Komite Nasional Kebijakan Governance-KNKG*). Good corporate governance principles include, among other things, openness, accountability, responsibility, independence, justice, and equality. GCG principles are required in order to accomplish the company's business continuity (sustainability) by paying attention to stakeholders (KNKG, 2006:5).

Cooperatives and Women's Cooperatives

International Cooperative Alliances (ICA) defines cooperatives as:

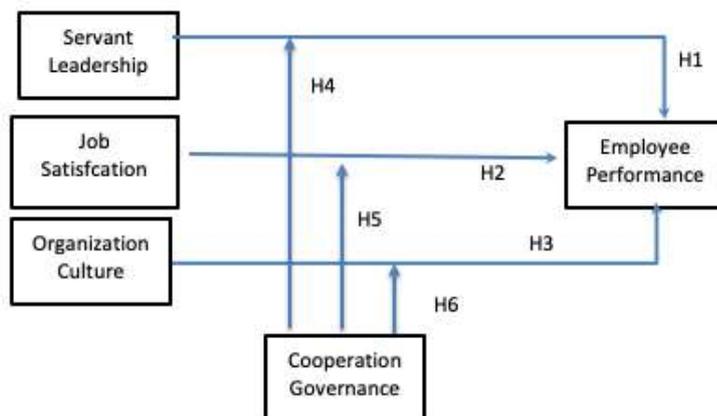
A cooperative is an autonomous collection of individuals who have freely joined together to meet their common economic, social, and cultural needs and goals through a jointly owned and democratically controlled company. (International Co-operative Alliance, 2015)

Self-help, self-responsibility, democracy, fairness, equity, and solidarity are among the core values behind the cooperative organization. The cooperative organizational model is ideally adapted to promoting women's economic participation in three ways: improving labor and job access, permitting economic democracy and institutions, and strengthening leadership and management experiences. Cooperatives provide women a platform to create their own jobs and combat economic disadvantage (COPAC, 2015).

RESEARCH FRAMEWORK

The conceptual framework of this research is described as follows;

Figure 1. Conceptual Framework



HYPOTHESIS DEVELOPMENT

The following hypotheses were generated in this study:

The influence of Servant Leadership on the performance of Women’s cooperative employees

Servant Leadership CEO research has been widely conducted and has been found to have a beneficial impact on the success of commercial and non-profit companies (Saleem et al., 2020, Huang et al., 2016, Augustine & Muslimah, 2019). Servant leadership has a major effect in women's cooperatives, according to Harwiki (2016). Based on prior studies, the theory developed is as follows:

H1. Servant Leadership has a positive effect on the performance of Women’s cooperative employees

The Influence of Job satisfaction Towards women's cooperative employee performance

Ye et al., (2019) revealed that job satisfaction has a significant impact on employee performance. Stephen P. Robbins & Judge, (2017) explains that happy (satisfied) employees become more productive. In accordance with prior research, the hypothesis is used in this study;

H2. Job Satisfaction has a positive effect on the performance of Women’s cooperative employees

The influence of Organizational Culture on the performance of women's cooperative employees

Managers must consider individual characteristics such as experience, personality, and job to enhance employee performance and happiness. Culture should also be taken into account. This total view creates the organizational personality culture, which influences staff performance and happiness, with a strong culture having a bigger impact (S. P. Robbins et al., 2018). According to Harwiki (2016)'s research on women's cooperatives, organizational culture has no substantial influence on employee performance. The hypothesis in this study is that organizational culture has a beneficial influence on cooperative performance.

H3. Organizational culture affects the performance of women's cooperative employees
Governance moderates the relationship of servant leadership, job satisfaction and organizational culture to cooperative performance

Branch and Baker (1998) performed a thorough research of cooperative governance issues and determined that as cooperatives get larger and more complex, they require specialized knowledge and skills to make a range of specialized decisions. Individual proprietors are unlikely to have the necessary qualifications. Labie & Périlleux (2008) revealed that governance tends to be more complex in cooperatives. Conflicts between owners in this case members and managers of cooperatives are frequent. For this reason, good governance can improve the performance of cooperatives and help ensure the long-term viability of an organization (Thomsen, 2008). Cooperative UK (2011) also wrote in a cooperative of good governance is important, especially for the health and sustainability of the trade organization as the company social (social enterprise). Given the importance of the role of governance in the sustainability of an organization, in Indonesia, the principles of governance that are commonly referred to refer to the principles of governance issued by the National Committee on Governance Policy (KNKG). research tries to make hypotheses;

H4. Governance moderates the relationship of Servant Leadership on employee performance

H.5 Governance moderate the relationship between Job Satisfaction and employee performance in women's cooperatives

H.6 Governance moderate the relationship between Organizational Culture and employee performance in women's cooperatives

METHOD

This study is associative research with a quantitative methodology. In terms of duration, this study comes into the cross-sectional category, which comprises research conducted over a certain period of time to collect relevant data in order to discover answers to research questions (Sekaran & Bougie, 2010:178).

VARIABLE OPERATIONAL DEFINITION

The issues in this research are circuted in Servant Leadership, Employee Satisfaction, Organizational Culture, Employee Performance and moderated by Good governance. Here is a table of definitions operational variables as described in the table below this;

Table 1; Variable Operational Definition

No	Research variable	Variable Type	Data Type
1	Servant Leadership	Independent	Interval
2	Job satisfaction	Independent	Interval
3	Organizational culture	Independent	Interval
4	Governance	Moderation	Interval
5	Employee performance	Dependent	Interval

POPULATION AND SAMPLE

Population taken in this research are employees or members of 19 credit cooperatives woman in Jakarta, Depok, Bogor, Tangerang and Bekasi (Jabodetabek) the total members of 21,677 people in the end of 2019 under the guidance of NGOs PPSW. The sample is part of the characteristics and numbers possessed by the population. The researcher used purposive sampling method in this research. The collection of samples using purposive sampling with the following explanation;

Table 2; Sampling and Variable Explanation

Variable	Sampling	Sample Criteria
Servant Leadership	Employee	5 years working
Job satisfaction	Employee	5 years working
Cooperative Culture	Employee	5 years working
Governance	Employee	5 years working
Employee performance	Employee	5 years working

RESULTS AND DISCUSSION

Table 3: Respondent Work Units

Work Units	Amount	Percentage
Accounting	11	4.43%
Cashier	13	5.27%
Manager	10	4%
Administrator	214	86%
Total	248	100%

SEM-PLS Analysis

Kristaung and Augustine, (2018) explained that good measurement must meet three criteria, those are valid, reliable, and practical. Validity test id related to whether we measure what should be measured, and reliability testing is related to consistency, and predictability as a measuring instrument. PLS analysis comprises three stages: testing of the outside model, testing of the goodness of fit model, and testing of the inner model. The following sections go over each level of the PLS analysis:

Test of Outer Model

According to the PLS model estimation results, All indicators have a loading factor value more than 0.70, suggesting that all indicators are valid in assessing the construct, and all

constructs have an AVE value greater than 0.70, indicating that all indicators in each construct have met the required convergent validity criteria..

The discriminant validity test findings reveal that all constructs have AVE square root values greater than the correlation value with other latent constructs, implying that the model has discriminant validity. The construct reliability test results reveal that all constructs have composite reliability values more than 0.70 and alpha Cronbach's alpha values greater than 0.70, indicating that all constructs have met the requisite dependability with the following details:

Table 4: Reliability Test Result

	Cronbach's Alpha	Composite Reliability
Moderation Z over X1	1,000	1,000
Z moderation over X2	1,000	1,000
Z moderation over X3	1,000	1,000
X1 (Servant Leadership)	0,997	0,997
X2 (Job Satisfaction)	0,992	0,993
X3 (Organizational Culture)	0,996	0,997
Y (Employee Performance)	0,997	0,998
Z (Organizational Governance)	0,994	0,995

The Goodness of Fit Models Testing

The findings of the PLS goodness of fit model indicate that the saturated model SRMR value is 0.023 and the estimated model is 0.094 because the saturated PLS model is declared perfect fit and the estimated model is declared moderate fit since the model's feasibility is sufficient. According to this, PLS model employed in this study is appropriate for testing the research hypothesis.

Test of Inner Model

Inner model testing involves determining the significance of a direct impact, testing for indirect effects, and calculating the influence of each exogenous variable on endogenous variables. These tests will all be utilized to put the research hypothesis to the test.

Direct Effect Test Results

Based on the PLS model estimate with the bootstrapping approach, numerous pathways are significant with t-statistic > 1.96 and p-value 0.05. The following table shows the results of direct effect tests:

Table 5: Testing of Direct Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Results
ORGANIZATIONAL CULTURE -> EMPLOYEE PERFORMANCE	0,686	0,876	1,651	0,415	0,678	Rejected
JOB SATISFACTION -> EMPLOYEE PERFORMANCE	-1,848	-1,798	1,856	0,995	0,320	Rejected
Z moderation over X1 -> EMPLOYEE PERFORMANCE	-0,356	-0,242	0,446	0,798	0,426	Rejected
Z moderation over X2 -> EMPLOYEE PERFORMANCE	0,808	0,774	0,792	1,020	0,309	Rejected
Z moderation over X3 -> EMPLOYEE PERFORMANCE	-0,245	-0,336	0,684	0,357	0,721	Rejected
SERVANT LEADERSHIP -> EMPLOYEE PERFORMANCE	0,830	0,557	1,065	0,779	0,436	Rejected
ORGANIZATIONAL GOVERNANCE -> ORGANIZATIONAL CULTURE	0,996	0,996	0,001	753,308	0,000	Accepted
ORGANIZATIONAL GOVERNANCE -> JOB SATISFACTION	0,992	0,992	0,003	356,461	0,000	Accepted
ORGANIZATIONAL GOVERNANCE -> EMPLOYEE PERFORMANCE	-0,557	-0,499	0,242	2,307	0,022	Accepted
ORGANIZATIONAL GOVERNANCE -> SERVANT LEADERSHIP	0,987	0,986	0,005	191,877	0,000	Accepted

DISCUSSION

H1. Servant Leadership has a negative effect on the performance of Women’s cooperative employees

Leadership is a behavioral behavior that combines individual goals to achieve specific goals, the process of persuading others to understand and agree on what actually matters and how the assignment is implemented effectively, and the procedure of facilitating individual and collective efforts to achieve common goals (Marudut, 2014). However, according to the findings of hypothesis testing, servant leadership has a detrimental impact on the performance of Women’s cooperative employees. The amount of servant leadership exhibited by superiors has little impact on the performance of women's cooperative employees since other variables support high employee performance.

According to Njiru (2014) indicated that membership size, education level and training of cooperative leaders influence the performance of cooperative. Meanwhile, according to (Darma, 2020), managerial characteristics, member engagement, support staff, and the environment are examples of elements that influence cooperative performance and success. The findings of this study are consistent with those of Kamanjaya, Supartha, and Dewi (2017) and Dewi and Riana (2019), who discovered that Servant Leadership had no influence on employee performance.

H2. Job Satisfaction has a negative effect on the performance of Women’s cooperative employee

Job Satisfaction is a broad term that encompasses a variety of aspects related to employee job satisfaction. Employees' levels of satisfaction differ. The total Job satisfaction of cooperative society employees is connected with several aspects such as job type, working environment, compensation and incentive-linked job, promotional techniques, interaction with other employees, management, and so on. The findings of this study are consistent with the findings of (Sardjono et al., 2014) research, which found that Job satisfaction had no effect on employee performance. Gender has a substantial effect on employee

performance, according to studies done by Mutiara (2011) and Simbarashe, et al. (2019). It may be inferred that job contentment has a negative impact on Women's cooperative performance since it is influenced by gender, which states that Women's employees are not motivated by job happiness to create a good performance.

H3. Organizational culture did not affect the performance of women's cooperative employees

The findings of this investigation are consistent with previous studies by Chairil Anwar (2015), Yusuf (2016), Maabuat (2016) and Ilma Megantara, Suliyanto Suliyanto and Ratno Purnomo (2019) which shows the results that organizational culture did not affect the performance of employees. This can be caused because in carrying out the performance activities of the company's employees must be able to provide understanding or the impact of the formation of organizational culture to all employees. This can be seen in the consistency of existing regulations in the company from the past until now, the making of regulations that are in accordance with applicable norms and the mission that is in the company also does not experience significant changes, as well as the involvement of employees in making regulations. Because of this situation, corporate culture has no actual influence on employee performance. That is, organizational culture is not a factor that can be used to explain employee performance. Employee performance will suffer as a result of the impact.

H4. Governance moderates the relationship of Servant Leadership on employee performance

According to the corporate governance literature, no empirical research on the link between governance and servant leadership and employee performance has been published. Several research, however, have been conducted on the link between governance and performance or governance and job satisfaction. According to the study, in order to obtain greater employee performance, executives must be motivated to embrace servant leadership, which is moderated by effective governance. Leadership should emerge from an awareness of the needs of people who will be impacted by it (Temiloluwa Ajibade, 2020). Only servant leaders have made a difference in their people's lives and improved their governments through time by vigorously and sacrificially pursuing good change while maintaining a high regard for acceptable social norms.

H.5 Governance moderates the relationship between job satisfaction and employee performance in women's cooperatives

According to the literature on corporate governance, no empirical research on the relationship between governance and job satisfaction and employee performance have been published. There are, however, several studies on the relationship between governance and performance or governance and job satisfaction. Cooperative governance that is not founded on the principles of good cooperative governance has the potential to harm cooperative health and the continuity of growth for cooperatives that should be focused on efforts to prosper members (Budiyono and Indah, 2018).

Job satisfaction on employee performance is closely related to governance. The concept of governance contains the meaning of controlling and regulating as a process. Cooperative governance cannot be separated from a unity that includes the substance, structure, and legal culture of cooperatives and other institutional arrangements in the form of a mechanism based on the concept of cooperative control and the accountability system

of the party in control (Budiyono and Indah, 2018), where in this case is employee of women's cooperatives. So that the better the governance, the better the relationship between job satisfaction and employee performance.

H.6 Governance moderates the relationship between organizational culture and employee performance in women's cooperatives

The vision and mission of the cooperative as the results of the study can be stated that almost all the cooperatives studied have a vision, mission and motto as a reflection of the corporate culture (Faedlulloh, 2016) which in this study was successfully moderated by governance in relation to organizational culture and employee performance. Strong organizational culture promotes goal alignment by ensuring that employees share the organization's fundamental values and basic assumptions (Brown, 1998; Robbins, 2005), which leads to greater employee performance. And this must be created by effective governance by management and leadership styles and methods. This relationship is considered that the better the governance of a cooperative, the better the relationship between organizational culture and performance.

CONCLUSION

The purpose of this study was to investigate the impact of servant leadership, job satisfaction, and organizational culture on employee performance in a women's cooperative institution, as moderated by good governance. This study employs a sample from a women's cooperative organization in Greater Jakarta. Purposive sampling is used to determine this study sample, and the sample is chosen based on such criteria. The following are the study's findings:

1. Servant Leadership has a negative effect on the performance of Women's cooperative employees

It would be incorrect to view servant leadership as entirely good for followers, leaders, and organizations. Each of the above-mentioned perceived good behavioral elements of servant leadership has negative opposites, such as naivete, paternalism, and authoritarian tendencies, that might appear.

2. Job satisfaction has no effect on the performance of Women's cooperative employee

Women tend to expend more effort on their tasks when compared to men (Dang et al., in Kuzey, 2016). It may be inferred that job contentment has a negative impact on Women's cooperative performance since it is influenced by gender, which states that Women's employees are not motivated by job satisfaction to create a good performance.

3. Organizational culture did not affect the performance of women's cooperative employees

This can be seen in the consistency of existing regulations in the company from the past to the present, the creation of regulations that are in accordance with applicable norms, and the mission of the company, which has not changed significantly, as well as the involvement of employees in the creation of regulations. Because of this situation, corporate culture has little influence on employees' performance.

4. Governance moderates the relationship of Servant Leadership on employee performance

Only servant leaders have made a significant difference in their people's lives and improved their governments over time by pursuing positive change passionately and sacrificially while keeping a high regard for accepted social standards. According to the study, in order to obtain greater employee performance, executives must be motivated to embrace servant leadership, which is moderated by effective governance.

5. Governance moderates the relationship between job satisfaction and employee performance in women's cooperatives

For both business and non-profit organizations, a solid governance structure is an advantage, not a problem. Job satisfaction, on the other hand, plays an important role in influencing employee performance and, in the context of performance assessment, delivering effective governance. Employees are essential drivers of corporate success, and a happy employee is a productive employee. As a consequence, the stronger the relationship between job satisfaction and employee performance, the better the governance.

6. Governance moderates the relationship between organizational culture and employee performance in women's cooperatives

Strong organizational culture enables goal alignment by ensuring that individuals share the organization's underlying values and basic assumptions (Brown, 1998; Robbins, 2005), resulting in improved employee performance. And this must be created by effective governance by management and leadership styles and methods. The stronger a cooperative's administration, the stronger the relationship between organizational culture and employee performance in women's cooperatives.

SUGGESTION FOR FURTHER RESEARCH

The current study makes several recommendations for further investigation. First, future research is likely to include additional variables not utilized in this study that may impact dependent variables such as financial success. The second step is to increase the population sample size in order to eliminate bias and enhance the results. Further researches might utilize the Regulation of the State Minister of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia Number 14/Per/M.KUKM/XII/2009 to improve cooperative performance. As a result, it may be used to compare the performance conditions of women's cooperative employees, and it can inspire the cooperatives concerned to find out their health problems so that in the future they can enhance cooperative performance significantly.

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