

The Role of Servant Leadership and Self-Efficacy in Adaptive Performance

*Servant Leadership,
Self Efficacy and
Performance*

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ABSTRACT

Technological change is an opportunity to develop yourself and work better. The aim of this research is to determine the role of Servant Leadership and Self Efficacy on Adaptive Performance. It is hoped that this research can provide valuable insight for organizations in managing employee adaptation to technology and changes in their work in this ever-evolving era. The sampling method was purposive sampling by distributing questionnaires online to 105 respondents and using the Partial Least Square-Structural Equation Modeling (PLS-SEM) analysis method. The research results prove that Servant Leadership has a positive and significant effect on Adaptive Performance, Self Efficacy has a positive and significant effect on Adaptive Performance, Servant Leadership has a positive and significant effect on Self Efficacy and there is a positive and significant effect between Self Efficacy moderating the relationship between Servant Leadership and Adaptive Performance.

Keywords: Servant Leadership, Self Efficacy and Adaptive Performance

INTRODUCTION

In the context of adapting to technological changes, employees with proactive personalities tend to be more open to change and have intrinsic motivation to learn and master new technologies (Diatmono et al., 2020). They view technological changes as opportunities for self-development and improved performance. Previous research shows that adaptive performance is associated with positive outcomes in the workplace and strong adaptability in facing environmental changes (Imran, Mariam, et al., 2020; S. Park & Park, 2019; Rumaidlany et al., 2022). Proactive characteristics in employees also have a positive influence on their adaptive performance (Chandra et al., 2019; Imran, Arvian, et al., 2020; Jiang, 2017; Sukarno et al., 2020). Employees with adaptive performance can effectively adapt to environmental changes, including technological changes, and possess a high level of adaptability (Kuo et al., 2019; K. Kurniawati et al., 2024; Mariam et al., 2021; Nurdiansyah et al., 2020). It further explains that this adaptive ability enables them to face challenges, implement changes, and achieve positive outcomes in the workplace (Ghazmahadi et al., 2020; Meidiyanty et al., 2023; Sinurat et al., 2024). Therefore, adaptive performance is a crucial aspect of creating a work environment that is responsive to change and allows organizations to remain relevant and competitive in an ever-evolving technological era (Amalia et al., 2024; Nurcahyani et al., 2023; M. P. Pratama et al., 2023).

Adaptive performance plays an important role in organizational development and employee productivity enhancement, as it helps organizations manage change effectively (Kalim et al., 2024; Khasanah et al., 2021; S. Park & Park, 2019; Yunus et al., 2023). Adaptive performance has also been found to be related to servant leadership and self-

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efficacy, with a connection between individuals' readiness for new technological changes, their understanding of the perceived meaning of work, and their proactive attitude in facing changing tasks and work environment changes (Cerit, 2017; Fu et al., 2020; Hamid, 2022). Thus, significant engagement in work has the potential to act as an intermediary between these two relevant constructs (Febriani et al., 2023; Steven et al., 2023; Sutriani et al., 2024).

According to Jufrizen & Rahmadhani (2020), an important factor that determines employee performance and the organization's ability to adapt to environmental changes is leadership (Jufrizen & Rahmadhani, 2020; Mariam et al., 2023; Megawaty et al., 2024; R. A. Pratama et al., 2023). Leadership may vary in its effectiveness in helping employees feel valued and recognized. As a result, there is debate over which type of leadership is more suitable, and the strength of leadership has become a major area of research (Sutawijaya et al., 2019). Servant leadership, as a form of people-oriented leadership, is implemented through individual interactions with followers with the goal of shifting focus from oneself to others, which will have a significant positive impact on employee innovation and productivity (Lemoine et al., 2019; Ramli & Rinaldi, 2023). It also has a positive impact on organizational performance (Sutawijaya et al., 2019).

The next factor driving adaptive performance is self-efficacy. Self-efficacy can encourage employees to develop adaptive abilities in facing changes and demands in the work environment (Abdul Hamid, 2022; Bachtiar et al., 2023; Febriani et al., 2023; Mariam et al., 2022). When employees have a positive perception of their work, they are more motivated to learn and develop the skills needed to tackle new tasks and emerging challenges (Mensah et al., 2023; Mulyadi et al., 2020; Situmorang et al., 2023; Utama et al., 2020). They are more likely to approach change with an open and flexible attitude, and to seek creative and innovative solutions to the problems they encounter (Hamid, 2022; Fachridian et al., 2024; Rizky et al., 2023; Takaya et al., 2019). That employees who perceive deep meaning in their work have a greater appreciation for corporate social responsibility (Mariam et al., 2020; Miaty et al., 2024; Supiati et al., 2021; Yang & Kim, 2018). This suggests that self-efficacy can motivate employees to perform at a high level and produce better adaptive performance in dealing with changes and demands (Hamid, 2022; Ramli et al., 2020; Takaya et al., 2020). Understanding the influence of self-efficacy on adaptive performance is crucial in developing effective human resource management strategies in an era characterized by rapid and complex changes .

Based on the aforementioned studies, it can be concluded that adaptive performance is related to servant leadership and self-efficacy, which influence individuals' readiness for technological changes and proactive attitudes towards changing tasks (Cerit, 2017; Fu et al., 2020; Hamid, 2022). Therefore, this research extends the study conducted by Ren & Shen (2024) by replacing the dependent variable, previously team innovation, with adaptive performance and by using companies in the printing industry as the research sample, which has not been done in previous studies.

Perusahaan Umum Percetakan Uang Republik Indonesia, commonly abbreviated as Peruri or Perum Peruri, is an Indonesian state-owned enterprise (BUMN) engaged in the printing of currency and security documents. Amid the rapid technological advancements, Perum Peruri is not only affected but also actively involved, creating a more dynamic and comfortable work environment (Dönmez et al., 2020). At Perum Peruri, the emergence of digitally-based jobs has transformed work processes, encouraging employees to shift their mindset from using analog systems to high-tech systems, such as transitioning from manual currency printing procedures to digital systems. Peruri employees must adapt to rapid technological changes and understand how these changes impact their performance. Therefore, strategies and skills are needed that can enhance productivity and efficiency in an increasingly dynamic work environment.

The purpose of this study is to examine the Role of Servant Leadership and Self-Efficacy in Adaptive Performance, with the expectation that this research will provide valuable insights for organizations in managing employee adaptation to technology and

changes in their work in this ever-evolving era. Therefore, based on the issues discussed above, the author conducts this research with the title "The Role of Servant Leadership and Self-Efficacy in Adaptive Performance."

LITERATURE REVIEW

Adaptive Performance

Li et al. (2020) define adaptive performance as an individual's ability to adjust to environmental changes, including technological changes in the workplace. This theory emphasizes the importance of adaptability in overcoming challenges and changes in the work environment to achieve organizational goals. According to Park & Park (2019), adaptive performance is flexible work behavior that enables employees to adapt to changes through excellence in problem-solving, managing uncertainty, stress, crises, new learning, and adaptability to people, culture, and the environment. Fu et al. (2020) add that adaptive performance encompasses all types of behaviors that employees employ to cope with both anticipated and unexpected transformations in the workplace, playing a crucial role in organizational development and productivity enhancement. Additionally, adaptive performance can also be defined as an individual's ability to adapt to changes in the work environment and meet new and different demands (Ramli, 2017; Ramli & Novariani, 2020; Hamid, 2022). Thus, adaptive performance can be summarized as an individual's or employee's ability to adjust and function effectively in facing unexpected changes and demands in the work environment.

Servant Leadership

Servant leadership is a leadership concept that emerges from a sincere and deep desire to serve, placing the needs of followers as a top priority, working alongside others to achieve common goals, and helping them in the process. Greenleaf (2024) states that a servant leader is someone who first becomes a servant. This leadership begins with a natural impulse to serve, and then, through a conscious choice, one decides to lead. Servant leadership as a form of leadership where the leader prioritizes the needs, aspirations, and interests of others above their own, with a strong commitment to serving (Mariam & Ramli, 2021, 2023; Sendjaya & Sarros, 2002).

Servant leadership as a form of leadership focused on service, which originates from a person's natural drive to serve and places service as the top priority (Dewi & Ramli, 2023; Hutahaean, 2021; Sylvia & Ramli, 2023). This conscious choice then becomes the foundation of the leader's aspirations and motivation in leading others. Therefore, it can be said that servant leadership is a form of leadership based on a sincere desire to serve others (Eki & Ramli, 2024; Gunawan & Ramli, 2023; Sari & Ramli, 2023). Leaders who apply this concept prioritize the needs and aspirations of their followers, put the interests of others above their own, and work together with them to achieve common goals.

Self Efficacy

According to Yada et al. (2021), the concept of self-efficacy describes how a person evaluates their ability to achieve the desired level of performance to obtain ideal outcomes. Self-efficacy influences the extent to which an individual can control their actions, motivation, thought processes, as well as their affective and psychological conditions. Meanwhile, Siswati & Hadiyati (2017) state that self-efficacy is an individual's assessment of their ability to perform a task, achieve goals, or overcome obstacles. Based on the self-efficacy theory proposed by the experts above, it can be concluded that self-efficacy is an individual's belief in their personal ability to control themselves and achieve set goals. Individuals with high levels of self-efficacy tend to find it easier to accomplish or complete the tasks they face.

RELATIONSHIP BETWEEN VARIABLES

Relationship Between Servant Leadership and Adaptive Performance

Servant leadership can influence employees' adaptive performance in several key ways. Servant leadership has a greater impact on shaping adaptive work behavior (Nurbaety & Rojuaniah, 2022). It can motivate employees to develop adaptive skills and adjust to

changes in the work environment. Lemoine et al. (2019) indicate that servant leadership can enhance intrinsic motivation and employee engagement, which supports the improvement of adaptive performance. Jufrizen & Rahmadhani (2020) note that service-oriented leadership can enhance employees' adaptive abilities by providing guidance and constructive feedback. There is also a significant influence of leadership style on employees' adaptive performance (Mulya & Ramli, 2023; Priarso et al., 2018; Ramli & Mariam, 2020). H1. Servant Leadership has a positive effect on Adaptive Performance

Relationship Between Self Efficacy and Adaptive Performance

When employees have self-efficacy regarding innovation, employee productivity increases when there is greater confidence in these three areas (Schar et al., 2017). Positive self-efficacy is associated not only with perseverance but also with increased employee productivity through the influence of innovation. Employees with high innovation self-efficacy are more likely to engage in creative efforts and display innovation-oriented behavior. When employees strive to make improvements, they will seek various alternative solutions to ensure they do not fall behind. The component of self-efficacy has a very strong relationship with adaptive work behaviour (Chandra et al., 2019; Imran & Ramli, 2019; Rulevy & Parahyanti, 2018). Research by Wihuda et al. (2021), Ramli (2020), Thamanda et al., (2024), shows that self-efficacy plays a crucial role in the company's success in enhancing employee performance and productivity, and innovation self-efficacy has a significant impact on innovation performance. Innovation self-efficacy improves innovation performance by motivating and helping employees to engage and have a positive relationship with adaptive performance. H2. Self Efficacy has a positive effect on Adaptive Performance

Relationship Between Servant Leadership and Self Efficacy

Gupta et al. (2017) argue that one of the key roles in maintaining the existence and determining the success of an organization or business is human resources with a competitive role. The success of an organization or company in achieving its goals is not only influenced by the quality of human resources but also heavily depends on the capabilities and attitudes of its leaders. One of the leadership styles that has been widely developed today is servant leadership. This leadership model is characterized by prioritizing the desire to serve before the desire to lead (Purba & Fawzi, 2019). According to Ji & Yoon (2021), self-efficacy is a belief about one's chances of achieving success in specific tasks. Every employee needs to have self-efficacy to enhance and improve their ability to perform assigned tasks, thereby contributing positively to the achievement of the company's goals. Self-efficacy significantly influences an individual's choice, goals, emotional responses, effort, problem-solving, and perseverance. Research by Ji & Yoon (2021) shows a significant impact of servant leadership on self-efficacy among employees. H3. Servant Leadership has a positive effect on Self Efficacy

Relationship Between Self-Efficacy as a Moderator of Servant Leadership and Adaptive Performance

Park & Park (2019) have discussed that adaptive performance plays an important role in organizational development and employee productivity enhancement, as it helps organizations manage change effectively. Some articles refer to adaptive performance as behavior, while others describe it as the willingness or ability to adapt (Jundt et al., 2014). Park et al. (2020), show that employees who feel committed to their jobs also have the enthusiasm and motivation to succeed in facing changes in a dynamic environment. Some researchers (Sweet et al., 2015; Heinze & Heinze, 2020) tend to define adaptive performance as the capacity of individual employees or groups to change their mindset and behavior in order to adapt to environmental changes. Employees who pay extra attention to their work have a higher level of readiness to face external challenges (Breevaart et al., 2014).

Research conducted by Vedamanikam et al. (2020) states that employees view it as an opportunity for growth, development, and productivity enhancement, which increases their level of engagement. Conversely, another study by Zacher & Winter (2021) found a negative or non-significant correlation between servant leadership and self-efficacy. In

such situations, employees may experience excessive burden, leading to disengagement and burnout. Additionally, the complexity of leadership characteristics can reduce employees' decision-making abilities, thereby having a negative impact on their self-efficacy (Priarso et al., 2018).

Christian et al. (2021) conducted a comprehensive analysis of previous research and found that self-efficacy serves as a mediator between critical elements and their consequences, particularly concerning job performance. This clearly indicates that engagement in meaningful work has the potential to act as a mediator between two relevant constructs. Although the consequences are highly significant, there are still some specific issues that remain unresolved. Self-efficacy, which provides support and encourages a growth mindset and continuous learning, can enhance employees' adaptability (Dennis, 2016). H4. Self-Efficacy Moderates the Relationship Between Servant Leadership and Adaptive Performance

Based on the development of the hypotheses above, the research model is as follows:

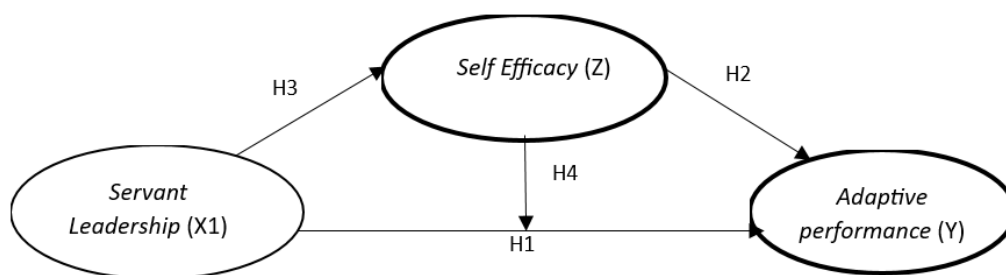


Figure 1. Research Model

RESEARCH METHOD

Research Design

Using a quantitative approach, this research design aims to demonstrate the relationships influenced by the variables under investigation. The variables defined in this study are the independent variable, which is servant leadership; the mediating variable, which is self-efficacy; and the dependent variable, which is adaptive performance.

Data collection is carried out using a survey method, which involves distributing an online questionnaire. Measurement is conducted using a Likert scale ranging from 1 to 5 (where 1 is strongly disagree and 5 is strongly agree). We adopted Robbins & Judge (2019) theory to measure the servant leadership variable with 7 statements. For the self-efficacy variable, we adopted Phillips & Gully (2023) theory with 9 statements, and for the adaptive performance variable, we adopted Li et al. (2020) theory with 5 statements. Therefore, the total number of statements is 21.

Population and Sample

The population in this study consists of employees working at Perum Peruri in Jakarta and Karawang. The sample size determination in this study is based on the requirement of 5 times the number of questionnaire items (Hair et al., 2019), which is (21x5) 105 people. This study uses a non-probability sampling technique with purposive sampling method. The sample criteria include male and female employees who have been working for more than one year, permanent employees, and those holding positions such as cashier, marketing, administrative staff, and other operational staff.

Data Analysis Method

The researcher uses Google Forms as a tool to distribute the previously prepared questionnaire. For the validity and reliability testing of the questionnaire, we use factor analysis in SPSS, examining the values in Kaiser-Meyer-Olkin (KMO), Measure of Sampling Adequacy (MSA), and Cronbach's Alpha, with a minimum threshold of 0.5 (Hair et al., 2019).

In this study, the proposed hypotheses are empirically tested using Partial Least Squares-Structural Equation Modeling (PLS-SEM). The research hypotheses are tested

empirically using SmartPLS. The reason for using SmartPLS 4.0 is that it provides better and simpler results, and it accommodates complex or large research models without requiring normality tests (Bamgbade et al., 2020; Henseler et al., 2014).

Subsequently, data analysis techniques use 2 measurement models (Hair et al., 2019). The Outer Model Analysis involves 5 parameters: Convergent Validity (>0.70), Average Variance Extracted (AVE) (0.50), Discriminant Validity, Reliability Analysis (>0.70), and Cronbach's Alpha (>0.70). Meanwhile, the Evaluation of the Structural Model (Inner Model Analysis) uses 4 parameters: Path Coefficients, R Square (R^2) Value, Stone-Geisser Value (Q^2), and Partial Effect Size (f^2). Hypothesis testing is then conducted with a significance level using the critical T value (T value) for one-tailed tests being >1.65 and a significance level of P value at 5% (0.05), meaning it is considered significant if the P value <0.05 . Therefore, to conclude that the tested hypothesis is significant at the 5% level (<0.05), the critical T value must be >1.65 .

RESULTS AND DISCUSSION

Demographic Test

The respondents of this study are employees at Perum Peruri Jakarta and Karawang, totaling 105 respondents. Among the 105 respondents, 61 are male (58.1%) and 44 are female (41.9%). In terms of length of service, 20 respondents (15.8%) have worked for 1-3 years, 35 respondents (26.3%) have worked for 3-5 years, and 50 respondents (57.9%) have worked for over 5 years. Regarding age, 10 respondents (9.5%) are under 25 years old, 35 respondents (33.3%) are between 26 and 30 years old, 20 respondents (19%) are between 31 and 35 years old, 15 respondents (14.3%) are between 36 and 40 years old, and 25 respondents (23.8%) are over 40 years old. In terms of highest education level, 38 respondents (36.19%) have a high school/vocational education, 32 respondents (30.48%) have a diploma, 33 respondents (31.43%) have a bachelor's degree, and 2 respondents (1.90%) have a postgraduate degree. Regarding job positions, 20 respondents (19.05%) are cashiers, 25 respondents (23.81%) are marketers, 22 respondents (20.95%) are administrative staff, and 43 respondents (40.95%) are operational staff. Based on the presented data, it can be concluded that the majority of respondents are male, have worked for 3-5 years, are between 26 and 30 years old, have a high school/vocational education, and predominantly hold positions as administrative staff.

Validity and Reliability Test

Before proceeding with extensive data collection, this study conducted a pretest with approximately 30 respondents who have similar characteristics to the main respondents to assess the validity and reliability of the research instruments and understand how respondents interpret the questions provided. Validity testing was conducted through confirmatory factor analysis using the Kaiser-Meyer-Olkin (KMO) measure and Measure of Sampling Adequacy (MSA), with an ideal KMO value being above 0.5. The validity test results showed that all variables Servant Leadership (X1) with a KMO value of 0.745, Self Efficacy (Z) with a KMO value of 0.830, and Adaptive Performance (Y) with a KMO value of 0.802—exceeded the minimum threshold of 0.50, and thus were considered valid. Reliability testing was performed using the Cronbach's Alpha method, where the ideal value is above 0.60, and the results indicated that all tested variables had Cronbach's Alpha values that met the criteria, confirming that the items within each variable are reliable.

Hypothesis Test (t-Test)

Testing of H1, the effect of Servant Leadership on adaptive performance, resulted in a T-statistic of $2.633 > 1.656$ with a p-value of $0.000 < 0.05$, indicating that Servant Leadership has a positive and significant effect on adaptive performance; thus, H1 is accepted. Testing of H2, the effect of Self Efficacy on adaptive performance, resulted in a T-statistic of $5.691 > 1.656$ with a p-value of $0.008 < 0.05$, indicating that Self Efficacy has a positive and significant effect on adaptive performance; thus, H2 is accepted. Testing of H3, the effect of Servant Leadership on Self Efficacy, resulted in a T-statistic of $10.880 > 1.656$ with a p-value of $0.000 < 0.05$, indicating that Servant Leadership has a positive

and significant effect on Self Efficacy; thus, H3 is accepted. Testing of H4, Self Efficacy moderating the relationship between Servant Leadership and adaptive performance, resulted in a T-statistic of 5.035 > 1.656 with a p-value of 0.000 < 0.05, indicating a positive and significant effect of Self Efficacy as a moderator in the relationship between Servant Leadership and adaptive performance; thus, H4 is accepted.

Table 1. t-test

Hypothesis		Original sample (O)	T statistics (O/STDEV)	P values	Explanation
H1	Servant Leadership has a positive effect on Adaptive Performance	0,259	2,633	0,000	Accepted
H2	Self Efficacy has a positive effect on Adaptive Performance	0,592	5,691	0,008	Accepted
H3	Servant Leadership has a positive effect on Self Efficacy	0,721	10,880	0,000	Accepted
H4	Self-Efficacy Moderates the Relationship Between Servant Leadership and Adaptive Performance	0,427	5,035	0,000	Accepted

Based on the table above, it is found that all 4 hypotheses (H1, H2, H3, and H4) are accepted with T-statistic values > 1.65 and P-values < 0.05. The Original Sample indicates the positive influence present in the relationship of a hypothesis, while the T-statistic reflects the significance of the relationship between variables.

Determination Coefficient Test (r²)

The coefficient of determination (Adjusted R²) explains the extent to which exogenous variables can explain endogenous variables. Based on the calculations, it is known that the Servant Leadership variable can explain 63% of the Adaptive Performance variable, and the Servant Leadership variable can explain 51% of the Self Efficacy variable.

Table 2. Coefficient Oof Determination

	R-square	R-square adjusted
Adaptive Performance	0,639	0,632
Self Efficacy	0,520	0,515

DISCUSSION

The first result indicates that servant leadership has a positive and significant effect on adaptive performance. This means that servant leadership can influence adaptive performance among employees working at Perum Peruri in the Jakarta and Karawang regions. Based on the characteristics of the respondents, it is noted that the majority of employees have been working for 3-5 years, suggesting that these employees have a better understanding of their jobs and how to handle changes in the work environment. They may also have been with the organization long enough to experience the impact of various leadership styles. This finding is consistent with research conducted by Jufrizen & Rahmadhani (2020), Rahmawati & Ramli (2024), Novianti & Ramli (2023), Sari & Ramli (2023), which notes that service-oriented leadership can enhance employees' adaptive abilities by providing constructive guidance and feedback.

The second result indicates that self-efficacy has a positive and significant effect on adaptive performance. This means that employees with high self-efficacy tend to be more confident in facing and adapting to changes or challenges. They believe that they can learn new skills or solve emerging problems. This confidence motivates them to take initiative, seek solutions, and persist in the face of change, which, in turn, enhances their adaptive

performance. Notably, the majority of respondents are employees aged 26-30, suggesting that individuals in this age range may be better equipped to adapt to changes, either due to their high energy and motivation or the experience they have gained. They might be quicker to respond to technological changes or new processes at work. This finding aligns with research by Wihuda et al. (2021), Harahap & Ramli (2023) and Ramli (2017), which shows that self-efficacy plays a crucial role in the success of a company in improving employee performance and productivity, and that innovation self-efficacy has a significant impact on innovation performance. Innovation self-efficacy boosts innovation performance by motivating and assisting employees to engage and maintain a positive relationship with adaptive performance.

The third result shows that servant leadership has a positive and significant effect on self-efficacy. This means that servant leadership can create a supportive work environment that enhances employees' self-efficacy by providing them with a sense of security and confidence in their ability to face challenges. Notably, the majority of respondents have a high school or equivalent education, suggesting that employees with this educational background may have high motivation to learn and grow in their jobs, especially if they believe that further education will open up better career opportunities. Leaders and managers can play a crucial role in providing support and opportunities for employees to pursue additional education or relevant training. This finding aligns with research by Vedamanikam et al. (2020), Indriani & Ramli (2024), Kurniawati & Ramli (2024), Maharani & Ramli (2024), Samuel & Ramli (2024), which states that servant leadership positively and significantly impacts self-efficacy.

Fourth, there is a positive and significant effect of self-efficacy moderating the relationship between servant leadership and adaptive performance. This study found that self-efficacy affects the strength or direction of the relationship between servant leadership and adaptive performance. This means that self-efficacy can strengthen or influence how servant leadership impacts employees' adaptive performance. Given the characteristics of the respondents, the majority work as administrative staff. This suggests that employees with high self-efficacy will respond to servant leadership in a more positive manner, ultimately enhancing their adaptive performance. This finding aligns with research by Christian *et al.* (2021), Mariam & Ramli (2020), Novarian & Ramli (2020), Salma & Ramli (2023), which states that self-efficacy can moderate the relationship between servant leadership and adaptive performance.

CONCLUSION

Based on the results of this study, it can be concluded that servant leadership has a positive and significant effect on adaptive performance, indicating that Perum Peruri has effectively implemented servant leadership, leading to improved adaptive performance among employees. Self-efficacy also has a positive and significant effect on adaptive performance, meaning that employees are effectively applying self-efficacy, which enhances their adaptive performance. Furthermore, servant leadership positively and significantly affects self-efficacy, suggesting that the implementation of servant leadership is effective in fostering self-efficacy among employees. Additionally, there is a significant effect of self-efficacy moderating the relationship between servant leadership and adaptive performance, meaning that the higher employees' self-confidence in their abilities, the stronger the relationship between servant leadership and adaptive performance.

Research Limitations

In conducting this research, several limitations were identified. Firstly, the study's respondents are from Perum Peruri in the Jakarta and Karawang regions. As a result, the findings may not represent the entire employee population of Perum Peruri. Therefore, for future research, it is recommended to expand the geographical scope of the study.

Suggestions

Based on the research findings, the recommendations for enhancing servant leadership are as follows. Leaders should strive to be more effective as servant leaders within the

organization, Leaders should work on revitalizing employee morale and motivation, Leaders should make efforts to meet and address employees' needs and desires.

To enhance self-efficacy, employees should Continuously seek to develop their work knowledge through skill development, such as training and other learning opportunities, Have greater confidence in their abilities, Aim to be maximally productive in their roles.

To improve adaptive performance, employees should Easily adapt to changes occurring in their work environment and Work diligently to enhance their skills and stay aligned with developments.

Managerial Implications

There are several important implications from this study. To enhance servant leadership, supervisors should be able to guide all members of the organization by providing the necessary guidance and support for the development of skills and abilities. This will help team members become better prepared to face challenges and changes.

To enhance self-efficacy, employees should minimize potential risks that may arise in their work. To improve adaptive performance, they should be able to find creative solutions to address new problems. Employees need to conduct systematic risk analysis to identify potential issues that might occur in their work. With a clear understanding of the risks, they can develop strategies to mitigate negative impacts.

By understanding and implementing these measures, it is possible to create a work environment that is not only secure in terms of information but also fosters creativity, adaptability, and employee engagement to face future challenges. By integrating the principles of servant leadership, managers will build stronger relationships and provide better support for employee development. Effective risk management strategies will reduce uncertainty and enhance employees' confidence, enabling them to be more proactive in addressing challenges.

Additionally, fostering a culture of innovation and rewarding creative solutions will enhance motivation and engagement, making employees feel more involved and valued. An environment that supports creativity and adaptability will facilitate quicker responses to changes and new opportunities, ensuring that the organization remains competitive and relevant in the future. With this approach, the company not only prepares employees to face challenges but also promotes sustainable growth and progress that aligns with the organization's long-term vision.

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VARIABLE OPERATIONAL APPENDIX

<i>SERVANT LEADERSHIP</i>	
1	My supervisor strives to meet the employees' needs
2	My supervisor is able to restore employee motivation
3	My supervisor has a good understanding
4	My supervisor is able to conceptualize the potential risks with the highest likelihood of occurring
5	My supervisor is able to instill social moral values within the organization
6	My supervisor is able to guide all members of the organization
7	My supervisor acts as a servant leader within the organization
<i>SELF EFFICACY</i>	
8	I believe in my abilities
9	I feel more productive at work
10	I believe my abilities can yield optimal results
11	I am enthusiastic about my work
12	I am inspired by my work
13	I am proud of the work I do
14	I feel happy when I work to my full potential
15	I am able to minimize work-related risks
16	I feel a positive atmosphere at work
<i>ADAPTIVE PERFORMANCE</i>	
17	I strive to continually develop my job knowledge to stay relevant
18	I work hard to enhance my skills to stay aligned with developments
19	I generate creative solutions to address new problem
20	I can handle unexpected situations in the workplace effectively
21	I easily adapt to changes in my job