

The Effect of Servant Leadership and Work Culture on Account Officer Performance With Reward as A Moderating Variable (A Study At PT Permodalan Nasional Madani Mekaar Yogyakarta Branch)

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Abstract

Variations in the performance of Account Officers (AOs) at PT Permodalan Nasional Madani (PNM) Mekaar Yogyakarta Branch, as reflected in differences in lending distribution across operational areas, indicate challenges in human resource management. This condition highlights the need for organizations to not only focus on achieving performance targets but also to strengthen leadership practices and organizational work culture to ensure sustainability. This study aims to empirically examine the effect of servant leadership and work culture on the performance of Account Officers (AOs), as well as to analyze the moderating role of the reward system in these relationships. This research employs a quantitative approach with a correlational research design. Primary data were collected through a structured survey using closed-ended questionnaires with a five-point Likert scale, distributed to active Account Officers at PT PNM Mekaar Yogyakarta Branch. Respondents were selected using a purposive sampling technique based on predefined criteria. Data analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 3 Professional software to test the relationships between variables simultaneously and to identify moderating effects. The findings of this study are as follows: the better the work culture, the better the performance; the better the servant leadership, the better the performance; the better the rewards, the better the performance; moderation of rewards strengthens the relationship between servant leadership and performance; moderation of rewards strengthens the relationship between work culture and performance.

Keywords: Servant Leadership; work culture; reward; employee performance.

INTRODUCTION

PT Permodalan Nasional Madani (PNM) launched the Mekaar (Fostering a Prosperous Family Economy) program in 2015 as a microfinance initiative aimed at women ultra-micro business actors from weak economic groups. This program is designed to improve household welfare through an unsecured group financing scheme accompanied by business assistance and strengthening collective responsibility (Arrizqi et al., 2015). Until now, Mekaar has grown rapidly and has reached all provinces and most districts/cities in Indonesia, showing significant growth both in terms of the number of customers and operational scale (PNM Annual Report, 2023). The program is specifically designed to improve household well-being by providing financial access to

low-income female micro-entrepreneurs, defined as those with a per capita income below Rp 800,000 per month – a threshold that is in line with Indonesia's near-poverty indicator (BPS, 2023).

In its operations, the success of the Mekaar program is highly dependent on the role of the Account Officer (AO) as the spearhead of program implementation at the field level. The AO is not only responsible for achieving financing targets and credit repayment but also carries out the functions of coaching, mentoring, and managing group dynamics through Weekly Group Meetings (PKM) (Khoiriyah, 2024; Mangkunegara, 2019). Thus, the performance of the AO is a strategic factor that determines the sustainability of the program, group stability, and the effectiveness of the joint responsibility mechanism that is the hallmark of Mekaar financing (A'yun & Supriono, 2020; Denison et al., 2014; Hartnell et al., 2011).

The unsecured group financing scheme carried out in this program makes the Weekly Group Meeting (PKM) mechanism the main foundation that supports the sustainability of the program (Cascio, 2015). Through PKM, group members not only deposit installments collectively but also receive business coaching, strengthen social attachment, and maintain the principle of joint responsibility. However, since the COVID-19 pandemic and the transition to the new normal order, the effectiveness of PKM has experienced significant disruption. The attendance rate of group members, which was previously above 70%, has now decreased drastically, even in some units recording a figure below 40% (Canavesi & Minelli, 2022; Ilham Gandasacita et al., 2024; Saleem et al., 2020). This decrease in participation not only hinders the effectiveness of program implementation but also impacts the workload of Account Officers (AO), which increases significantly because they have to do direct billing (door to door), as well as triggering a high turnover rate of AO (Göktaş Kulualp, 2022; Hasibuan et al., 2021; Pratama, 2016).

This tendency is caused by changes in social interaction patterns, digital habits, and limited mobility of members. In response to these conditions, PT Permodalan Nasional Madani (PNM) innovated through the implementation of the Face Detection (FD) system as an instrument for monitoring the presence of PKM members. The use of FD serves not only as an attendance technology but also as an objective indicator to measure member participation rates quantitatively and in real-time.

Based on the attendance data of members of the Weekly Group Meeting (PKM) obtained through the Face Detection (FD) system at PT PNM Yogyakarta Branch, the participation rate of members shows fluctuations with a tendency to decline after the pandemic.

One of the relevant contextual factors in an organizational performance management system is reward. The reward system is understood as an organizational instrument in providing rewards for performance achievements, both in financial and non-financial forms, which aims to increase employee motivation and commitment. Various studies show that rewards designed in a fair, transparent, and consistent manner can increase work motivation and encourage better performance achievement (Elfina et al.,

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2023; Kamran et al., 2024). In the context of high-target jobs such as AO Mekaar, rewards act as a signal of organizational recognition for individual contributions.

Although proven effective in directing work behaviors to align with organizational goals, reward approaches tend to have limitations in building long-term emotional attachment and psychological affiliation between individuals and organizations. In the post-pandemic context, when the demands on empathy, interpersonal relationships, and psychological support are getting stronger, servant leadership is seen as a more adaptive and relevant leadership approach because it emphasizes the dimensions of humanity, relationships, and empowerment (Gotsis & Grimani, 2017).

Thus, the performance of the Account Officer at PT PNM Mekaar Yogyakarta Branch can be understood as the result of a complex interaction between servant leadership, organizational work culture, and the institutionally implemented reward system. Based on this frame of thought, this study positions servant leadership and work culture as independent variables that shape AO's attitudes, motivations, and work behaviors, while rewards are positioned as independent variables as well as moderation variables that have the potential to strengthen the influence of these two variables on AO's performance.

In practice, the reward system within PT Permodalan Nasional Madani (PNM) includes providing performance incentives, salary increases, and promotions for AOs who are able to achieve or exceed the set targets. Thus, the performance of the Account Officer at PT PNM Yogyakarta Branch can be understood as the result of a complex interaction between the servant leadership style, the organization's work culture, and the institutionally implemented reward system.

Based on this frame of thought, this study positions servant leadership and work culture as independent variables that shape AO's attitudes, motivations, and work behaviors, while the reward system is positioned as a moderation variable that has the potential to strengthen or weaken the influence of these two variables on AO's performance. Therefore, this study is directed to empirically examine the influence of servant leadership and work culture on the performance of Account Officers, as well as test the role of reward system moderation in these relationships.

Theoretically, this research is expected to enrich the treasure of the study of organizational behavior and leadership, especially in the context of microfinance institutions. Practically, the results of this research are expected to be the basis for the formulation of human resource management policies, especially for Account Officers, which are more balanced between achieving performance targets, humanistic leadership support, and strengthening organizational work culture to support the sustainability of the Mekaar program. The research data was collected through the distribution of questionnaires to active Account Officers in the Mekaar unit and supported by the analysis of internal organizational documents. Furthermore, to test the relationship between variables simultaneously and identify the effect of moderation, data analysis was carried out using the Structural Equation Modeling (SEM) method.

Based on the background of the importance of servant leadership, work culture, and reward system in improving the performance of Account Officers (AO) at PT Permodalan Nasional Madani Mekaar Yogyakarta Branch, this study aims to empirically analyze the influence of servant leadership and work culture on the performance of Account Officers (AO), both partially and simultaneously, and examine the role of rewards as a moderation variable in strengthening relationships. In this study, there are several problem formulations that will be answered: first, does servant leadership affect the performance of the Account Officer at PT Permodalan Nasional Madani Mekaar Yogyakarta Branch? Second, does work culture affect the performance of the Account Officer at PT Permodalan Nasional Madani Mekaar Yogyakarta Branch? Third, does the reward affect the performance of the Account Officer at PT Permodalan Nasional Madani Mekaar Yogyakarta Branch? Fourth, is the reward able to moderate the influence of servant leadership on the performance of the Account Officer at PT Permodalan Nasional Madani Mekaar Yogyakarta Branch? Fifth, is the reward able to moderate the influence of work culture on the performance of the Account Officer at PT Permodalan Nasional Madani Mekaar Yogyakarta Branch? This study has a general purpose to analyze the influence of servant leadership and work culture on the performance of the Account Officer (AO) at PT Permodalan Nasional Madani Mekaar Yogyakarta Branch and test the role of reward as a moderation variable. In addition, the special purpose of this study is to analyze the influence of servant leadership, work culture, and rewards on Account Officer performance, as well as to test the role of reward in moderating the influence of servant leadership and work culture on Account Officer performance at PT Permodalan Nasional Madani Mekaar Yogyakarta Branch.

RESEARCH METHOD

This study is designed as quantitative research with a correlational approach, which aims to examine the relationship and influence between independent variables of servant leadership and work culture on the dependent variable of Account Officer (AO) performance, as well as examine the role of the reward and punishment systems as moderation variables in strengthening or weakening the relationship between these variables. The quantitative approach was chosen because it allows researchers to objectively test hypotheses through numerical data processing and statistical analysis to obtain generalizable empirical conclusions.

According to Sugiyono (2017), quantitative research methods are based on the philosophy of positivism, which is used to research certain populations or samples by collecting data using research instruments, where the data analysis is statistical. In line with that, Setyadi (2022) explained that quantitative research design refers to the process of collecting and analyzing numerical data, which aims to find patterns of relationships, tendencies, and cause-and-effect relationships between variables. Therefore, the design of this study is considered appropriate to empirically test the influence of servant leadership and work culture on AO performance by considering the reward and punishment system as moderation variables.

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The design of this study uses a survey method, where primary data is collected through the distribution of a structured questionnaire to the Account Officer (AO) of PT Permodalan Nasional Madani (PNM) Yogyakarta Branch. The survey method was chosen because it was able to describe the empirical condition of the respondents at the time of the study and was effective in collecting a relatively large amount of perception data in an efficient time. The questionnaire was prepared based on theoretical constructs and indicators that have been developed in previous studies and adjusted to the organizational context of PT PNM.

The research instrument used a five-point Likert scale, which is used to measure the level of respondents' approval of each statement representing the research variable. This scale was chosen because it is able to capture variations in respondents' perceptions in more detail and facilitate the process of processing statistical data. Before further analysis is carried out, the research instrument will be tested for validity and reliability to ensure that the measuring tool used meets the quantitative research feasibility criteria.

The data that has been collected is then analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the help of SmartPLS software version 3. The PLS-SEM method was chosen because it has the advantage of testing research models with complex structures, being able to accommodate data that is not normally distributed, and being effective in testing the direct and simultaneous effects of moderation. By using PLS-SEM, this study is expected to be able to provide a comprehensive picture of the causal relationship between the variables studied.

In this study, the performance of the Account Officer (Y) was determined as a dependent variable. According to Sugiyono (2017), dependent variables are variables that are influenced or are the result of the existence of independent variables. In line with that, Leon et al. (2023) stated that dependent variables are the main focus of research because they are the main target to explain, predict, and analyze their changes. AO performance was chosen as a dependent variable because it is the main indicator of individual success in achieving PT PNM's organizational goals.

The independent variables in this study consisted of servant leadership (X1) and work culture (X2). According to Sugiyono (2017), independent variables are variables that affect or cause the emergence of dependent variables. Servant leadership is positioned as an independent variable because a service-oriented leadership style is believed to be able to shape work behavior and improve AO performance. Meanwhile, work culture is established as an independent variable because the values, norms, and work habits that develop in the organization play an important role in shaping employee attitudes and work behaviors.

The reward (Z) in this study was positioned as a moderation variable. The moderation variable is a variable that affects the strength or direction of the relationship between independent variables and dependent variables (Sugiyono, 2017). The reward and punishment system was chosen as the moderation variable because it theoretically and empirically has the potential to strengthen or weaken the influence of servant leadership and work culture on AO's performance. Thus, the existence of rewards and

punishments is expected to provide a deeper understanding of the dynamics of the relationship between variables in the context of the performance of AO PT PNM.

Through the design of this study, it is hoped that strong empirical evidence can be obtained regarding the influence of servant leadership and work culture on the performance of Account Officers, as well as the strategic role of the reward and punishment system in strengthening these relationships, so that the results of the research can make a theoretical and practical contribution to the development of human resource management at PT Permodalan Nasional Madani.

Unit Analysis and Research Time

The unit of analysis in a study is a certain entity or object that is used as the main focus of the study to obtain a comprehensive understanding of the phenomenon being studied. According to Morrigan (2017), the unit of analysis includes all aspects or units that are examined to explain the overall research problem, so the unit of analysis is often also referred to as the observation unit. Meanwhile, observation units refer to units that serve as sources of empirical data that will be collected by researchers.

In the context of quantitative research, the determination of the unit of analysis is important because it is directly related to the variables being studied and the methods of data collection and analysis used. The unit of analysis must be relevant to the research objectives, problem formulation, and hypotheses that have been formulated, so that the data obtained truly represent the empirical conditions to be explained.

Based on this framework, the unit of analysis in this study is an employee of PT Permodalan Nasional Madani (PNM) Yogyakarta Branch, with a special focus on the Account Officer (AO). The selection of the Account Officer as an analysis unit is based on the consideration that the AO is the spearhead of the company's operations which has a strategic role in achieving performance targets, implementing managerial policies, and implementing the values of work culture and leadership style in the organizational environment. The research time is planned for approximately 3 months, which includes the stage of instrument preparation, data collection, data processing, and preparation of research reports.

Population and Sample

The population in this study is all Account Officers (AO) who work at PT Permodalan Nasional Madani (PNM) Mekaar Yogyakarta Branch. Population is understood as a whole of objects or subjects that have certain qualities and characteristics that are set by researchers to be studied and then drawn conclusions (Sugiyono, 2017). Thus, population is a generalization area of the results of the research conducted.

The selection of Account Officer as a research population is based on the strategic role of AO as the main implementer of the operational activities of the Mekaar program, especially in financing distribution, group coaching, risk control, and achievement of organizational performance targets. Therefore, AO is considered the most relevant subject to provide empirical information related to the influence of servant leadership, work

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culture, and rewards on employee performance within PT PNM Mekaar Yogyakarta Branch.

3.4.2 Sample

Samples are part of the number and characteristics possessed by the population (Sugiyono, 2019). The determination of the sample in this study was carried out to obtain representative data so that the results of the study can be generalized to the population studied. According to Sugiyono (2019), samples are part of the number and characteristics possessed by the population. Therefore, the selection of sampling techniques must be carried out appropriately in order to be able to accurately reflect population conditions.

The sampling method used in this study is probability sampling with a random sampling approach, which is a sampling technique that provides an equal opportunity for each member of the population to be selected as a respondent. Operationally, this study applies accidental random sampling, which is a technique of determining random samples based on respondents who are coincidentally encountered by the researcher and meet the characteristics of the population that have been determined (Sugiyono, 2012).

The use of accidental random sampling techniques was chosen by considering the conditions of the research field, where Account Officers (AO) are spread across various operational units and have high work mobility. With this technique, the researcher does not assign respondents rigidly from the beginning, but still ensures that each selected respondent is an active and relevant AO as a source of research data. This approach is considered effective for efficiently obtaining data without compromising the principle of randomness in sampling.

In determining the number of samples, this study uses the Slovin formula, with the aim that the number of samples taken is representative and allows the results of the study to be generalized. In addition, the use of the Slovin formula is considered practical because it does not require a sample determination table and can be calculated with simple calculations.

The Slovin formula for determining a sample is as follows:

$$n = \frac{N}{N(e)^2 + 1}$$

Description:

n = Sample size/number of respondents

N = Population size

E = Percentage of allowability for sampling error accuracy that can still be tolerated; e=0.1

In the Slovin formula there are the following provisions: Value e = 0.1 (10%) for a large population Value e = 0.2 (20%) for a small population So the range of samples that can be taken from the Solvin technique is between 10-20% of the study population.

Based on the company's internal data, the total population of Account Officers (AO) of PT PNM Mekaar Yogyakarta Branch as of October 31, 2025 is 338 AO. In this study, a margin of error of 5% (e = 0.05) was used, which is commonly used in social research to obtain an adequate level of accuracy.

Thus, the calculation of the number of samples is as follows:

$$\begin{aligned}n &= \frac{338}{338(0,05)^2+1} \\n &= \frac{338}{338(0,0025)+1} \\n &= \frac{338}{0,845+1} \\n &= 180 \frac{338}{1,845}\end{aligned}$$

Based on the results of the calculation, the number of samples in this study was 180 Account Officers as research respondents. The selection of this sample number is considered to have met the principle of population representation and the sufficiency of data to be analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method. Thus, the results of the study are expected to have an adequate level of validity and reliability and be able to describe the performance conditions of the Account Officer of PT PNM Mekaar Yogyakarta Branch objectively.

Data Collection Techniques

The data collection technique in this study is directed to obtain empirical data that is accurate, objective, and relevant to the research objectives. The data used is primary data, which is obtained directly from respondents through a survey method using a structured questionnaire instrument. Primary data was chosen because it was able to represent the actual perceptions, attitudes, and experiences of respondents related to the variables studied, namely servant leadership, work culture, reward system, and employee performance.

According to Sugiyono (2017), a survey or questionnaire is a method of data collection that is carried out by giving a set of questions or written statements to respondents to be answered. This method is seen as effective in quantitative research because it allows researchers to collect large amounts of data in a systematic and standardized manner, thus facilitating the process of statistical analysis. In line with that, Unaradjan (2019) classifies questionnaires based on how they are answered into open-ended questionnaires and closed-ended questionnaires.

In this study, the researcher used a closed questionnaire, which is a questionnaire that has been prepared with a predetermined choice of answers. Unaradjan (2019) explained that the closed questionnaire is designed for respondents to choose the answer that best suits their conditions or perceptions by giving a certain mark to the available alternative answers. The selection of a closed questionnaire aims to increase the consistency of respondents' answers, minimize interpretation ambiguity, and simplify the quantitative data processing process.

The questionnaire instrument in this study was developed based on a literature review and theoretical foundations relevant to each research variable. The statements in the questionnaire were compiled to measure respondents' perception of the servant leadership style, the characteristics of the organization's work culture, the implementation

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of the reward and punishment system, and the level of employee performance. All statement items were measured using a five-point Likert scale, which ranges from strongly disagree to strongly agree, to capture variations in respondents' approval rates in more detail.

The questionnaire was distributed to active Account Officers (AO) of PT Permodalan Nasional Madani (PNM) Mekaar Yogyakarta Branch who met the criteria of the research respondents. The questionnaire distribution process is carried out directly (offline) and online (online). The use of online methods is carried out by utilizing digital platforms such as Google Forms, which was chosen because it is considered efficient, time-saving, and cost-effective, and able to reach respondents spread across various work units. In addition, filling out questionnaires online provides time flexibility for respondents and minimizes errors in the data entry process.

The questionnaire structure in this study consists of three main parts. The first part contains an introduction and a brief explanation of the purpose of the research and the guarantee of confidentiality of respondent data. The second part contains demographic information of respondents, such as age, gender, working period, and work unit. The third part contains statements that represent the indicators of each research variable measured by the Likert scale. In addition, to strengthen the substance of related research, the researcher uses literature studies conducted by studying textbooks, national and international journals, and reports relevant to the research topic.

Data Types and Sources

In this study, the data used consisted of primary data and secondary data. The use of both types of data is intended to obtain a comprehensive picture and strengthen the validity of research findings.

1. Primary Data

Primary data is the main source of data obtained directly from the research respondents. In this study, primary data was collected through the distribution of a structured questionnaire to the Account Officer (AO) of PT Permodalan Nasional Madani (PNM) Mekaar Yogyakarta Branch. The questionnaire was compiled based on the theoretical construct of each research variable, namely servant leadership, work culture, rewards, and Account Officer performance. Each statement in the questionnaire is designed to measure the respondents' perception of the real conditions they experience in the performance of daily tasks. The measurement scale used is a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5), which aims to quantitatively capture the intensity of respondents' attitudes and perceptions. The use of questionnaires as primary data collection instruments is considered appropriate because it allows researchers to obtain empirical data objectively, standardized, and efficiently, as well as supporting statistical analysis in testing research hypotheses.

2. Secondary Data

Secondary data is supporting data obtained indirectly from available sources. In this study, secondary data is used to strengthen the theoretical foundation, enrich the analysis, and provide an empirical context to the research results. The secondary data used includes internal company documents, such as performance reports, human resource policies, operational guidelines, and general data related to the Mekaar program at PT PNM Yogyakarta Branch, books or texts of scientific literature, and scientific journals both national and international.

Variable Operations

The operational definition of the variables in this study is prepared to provide clear boundaries regarding the meaning of the variables being studied, as well as to explain how each variable is measured empirically. According to Sugiyono (2017), research variables are everything that is determined by researchers to be studied so that relevant information is obtained and conclusions can be drawn. In order for variables to be measured quantitatively, an operationalization process is needed through the determination of indicators and the right measurement scale.

Leon et al. (2023) explain that the operational definition of a variable is an elaboration of the concept of variables into a form that can be measured and calculated empirically. Thus, the operationalization of variables serves as a bridge between theoretical concepts and statistical measurements in research. In this study, there are four variables, namely servant leadership (X1), work culture (X2), reward (Z) as a moderation variable, and Account Officer performance (Y). All variables were measured using a five-point Likert scale, with a rating range from 1 = strongly disagree to 5 = strongly agree.

Data Analysis Methods

The data analysis method in this study uses the Structural Equation Modeling approach based on Partial Least Square (SEM-PLS) with the help of SmartPLS software version 3 Professional. The selection of this method is based on the characteristics of the research model involving several latent variables measured through reflective indicators, as well as the existence of a direct relationship and a moderation relationship between variables.

According to Musyaffi et al. (2021:4), Partial Least Square is a variant-based statistical analysis technique designed to solve multiple regression problems, especially in research models that are complex and involve latent constructs. This method has the advantage of being able to explain the relationship between variables simultaneously in a single test model, both at the measurement model level and at the structural model.

SEM-PLS was chosen because it can be used on relatively limited sample sizes, does not require strict assumptions of multivariate normal distributions, and is flexible in testing models with complex structures, including testing of moderation variables such as reward and punishment systems in this study. In addition, PLS also allows researchers to test the predictive power of the model and confirm the theoretical relationships between pre-formulated constructs.

RESULTS AND DISCUSSION

Respondent Characteristics

In this study, the respondents were the Account Officer of PT Permodalan Nasional Madani (PNM) Mekaar Yogyakarta Branch which amounted to 180 people. The characteristics of the respondents described include gender, age, last level of education, and working period. This information is important to see the general profile of employees in the field and describe real conditions that can be related to performance, leadership style, work culture, and reward systems implemented in the company.

Table 1. Respondent Characteristics

Respondent Characteristics	Quantity	Percentage
Gender	Male	5 2,78%
	Women	175 97,22%
	Quantity	180 100,00%
Age	< 20 years old	21 11,67%
	21 - 25 years old	114 63,33%
	26 - 30 years old	44 24,44%
	31 - 35 years old	1 0,56%
	Quantity	180 100,00%
Final Education	High School Equivalent	151 83,89%
	D3	4 2,22%
	S1	25 13,89%
	Quantity	180 100,00%
Tenure	1 - 3 years	147 81,67%
	4 - 6 years	27 15,00%
	7 - 10 years	6 3,33%
	Quantity	180 100,00%

Source : Olah Questionnaire (2026)

Based on the data in table 1, it can be seen that the Account Officer of PNM Mekaar Yogyakarta Branch is almost entirely female, with the number reaching 97.22%. This condition is indeed very much in line with the reality on the ground. The Mekaar program, which targets underprivileged women's groups, makes the work approach more effective if carried out by fellow women. In practice, communication becomes more fluid, relationships are easier to build, and trust from customers is formed faster (Darmawan & Salim, 2023; Mendonca et al., 2024).

In terms of age, the majority of respondents were in the range of 21-25 years. This means that most Account Officers are still young and productive. In the field, this age is synonymous with strong energy, high mobility, and great work spirit. The job as an Account Officer requires quite dense field activities ranging from group visits, billing, to business assistance so that it is suitable for an energetic workforce.

But on the other hand, a relatively young age also means that the work experience is not too long. This can be seen from the data on the working period which is dominated by the range of 1-3 years. This condition illustrates that most employees are still in the

early stages of their careers. They are still in the process of learning, adapting to targets, and adjusting to the company's work culture. In situations like this, the role of the boss and a clear work system are very important to maintain enthusiasm and consistency of performance.

In terms of education, the majority of respondents are high school graduates/equivalent. This is also in line with the needs of work in the field. The position of Account Officer emphasizes more on communication skills, discipline, honesty, and resilience in achieving targets, compared to academic abilities that are too technical. The most important thing is the ability to build relationships with customers and maintain the quality of the financing portfolio.

In general, the respondents in this study were women, young and productive, with secondary education, and had a relatively short working period. This characteristic shows that PNM Mekaar's Account Officer is a dynamic, energetic, and still in the stage of career development. They need clear direction, support from leaders, and a reward system that is able to maintain work motivation. This condition is very realistic and in accordance with the operational picture of microfinance companies that move quickly and are target-based.

Questionnaire Data Analysis

This section presents the results of questionnaire data processing that has been distributed to 180 Account Officers of PT Permodalan Nasional Madani (PNM) Mekaar Yogyakarta Branch. The presentation of these results aims to provide a comprehensive picture of respondents' perception of servant leadership variables, work culture, rewards, and performance.

Table 1. Serving Leadership

	STS	TS	KS	S	SS	Quantity	
x1.1	4	9	30	123	14	180	3,74
x1.2	3	6	24	131	16	180	3,84
x1.3	3	15	29	118	15	180	3,71
x1.4	1	6	21	141	11	180	3,86
x1.5	2	7	21	128	22	180	3,89
x1.6	4	8	20	132	16	180	3,82
x1.7	4	10	22	133	11	180	3,76
x1.8	1	8	26	135	10	180	3,81
x1.9	0	3	23	151	3	180	3,86
x1.10	1	5	21	147	6	180	3,84
Quantity	23	77	237	1339	124	1800	3,81
	1,28%	4,28%	13,17%	74,39%	6,89%	100,00%	

Source : Olah Questionnaire (2026)

On the variable *Serving Leadership* (X1), average score of 3.81 (good category), this result shows that the leadership at PNM Mekaar Yogyakarta Branch has shown leadership behavior that sufficiently reflects the principle of service. Leaders are

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considered to be able to provide direction, motivation, moral support, and understand the working conditions of subordinates.

The highest indicator is found in (X1.5) wisdom in decision-making (3.89). The highest score in this aspect shows that employees feel that the leader is able to make decisions fairly and rationally. In field practice, leadership decisions often involve evaluating target achievements, handling problematic financing, adjusting work strategies, dividing areas or responsibilities. In a target- and risk-based work environment, discretion becomes very important. If leaders are too rigid, work pressure can increase and have an impact on motivation. Conversely, if it is too loose, discipline and performance can decrease. A high score on this indicator shows that the leader is able to maintain this balance.

Table 2. Work Culture

	STS	TS	KS	S	SS	Quantity	
x2.1	0	1	7	163	9	180	4,00
x2.2	0	0	6	163	11	180	4,03
x2.3	0	2	11	153	14	180	3,99
x2.4	0	0	5	155	20	180	4,08
x2.5	0	0	7	153	20	180	4,07
x2.6	0	0	2	158	20	180	4,10
x2.7	0	0	4	160	16	180	4,07
x2.8	0	0	6	156	18	180	4,07
Quantity	0	3	48	1261	128	1440	4,05
	0,00%	0,21%	3,33%	87,57%	8,89%	100,00%	

Source : Olah Questionnaire (2026)

In the work culture variable, the average score was 4.05 (very good). Work culture is the variable with the highest score. This shows that values, norms, and work rules have been firmly embedded in employees' daily behavior. The majority of respondents stated that they understand the company's core values, comply with SOPs, are target-oriented, and are responsible for their work.

The highest indicator is found in (X2.6) willingness to help colleagues (4.10). The high level of team solidarity reflects a strong collective work culture. In the work of an Account Officer, cooperation is very important because the target is often team, credit risk can have an impact on the work unit, customer problems often require coordination. The culture of mutual aid becomes an informal mechanism that maintains work stability. This shows that the relationship between co-workers is well established and creates a supportive work environment.

Table 4. Reward

	STS	TS	KS	S	SS	Quantity	
z1	3	18	24	121	14	180	3,69
z2	3	12	25	122	18	180	3,78
z3	2	5	38	124	11	180	3,76

z4	0	14	29	125	12	180	3,75
z5	1	9	39	122	9	180	3,72
z6	2	7	26	129	16	180	3,83
Quantity	11	65	181	743	80	1080	3,76
	1,02%	6,02%	16,76%	68,80%	7,41%	100,00%	

Source : Olah Questionnaire (2026)

On the variable *Reward*, average score of 3.76 (good). *Reward* be the variable with the lowest score, although it remains in the good category. This shows that the reward system has worked, but it is not fully optimal in forming maximum motivation.

The highest indicator is found in (Z6) conformity *Reward* with contributions (3.83). Employees generally feel that *Reward* received is quite in accordance with the work contribution. This shows the perception of justice in the organization. The perception of fairness is very important because it is directly related to motivation and job satisfaction.

Table 3. Performance

	STS	TS	KS	S	SS	Quantity	
y1	0	3	15	154	8	180	3,93
y2	0	6	15	147	12	180	3,92
y3	0	1	17	150	12	180	3,96
y4	0	0	20	148	12	180	3,96
y5	0	1	11	153	15	180	4,01
y6	0	1	4	156	19	180	4,07
y7	0	2	16	148	14	180	3,97
y8	0	0	10	150	20	180	4,06
Quantity	0	14	108	1206	112	1440	3,98
	0,00%	0,97%	7,50%	83,75%	7,78%	100,00%	

Source : Olah Questionnaire (2026)

In the performance variable, the average score was 3.98 (good). These results show that in general Account Officers have high and stable work performance.

The highest indicator is found in (Y6) reporting timeliness (4.07). This shows a good level of discipline. In microfinance institutions, timely reporting is essential for risk monitoring and control. A high score on this indicator indicates that the control system is running effectively.

Mean Data Per Dimension

In this section, the analysis of the mean value of each dimension of each variable is reviewed based on the characteristics of the respondents. Through this analysis, it is hoped that it will be known which groups provide the highest and lowest assessments on each dimension, as well as how these conditions reflect the work situation of the Account Officer at PT PNM Mekaar Yogyakarta Branch.

Overall, the servant leadership variable had an average value of 3.81 which indicates a good category. This means that the majority of Account Officers consider that

the leader has carried out the leadership function with a sufficiently serving approach. However, if analyzed more deeply based on the dimensions and characteristics of the respondents, it can be seen that the dynamics reflect the reality of work in the field.

The dimension with the highest value is Wisdom (3.86). This shows that the main strength of the leader lies in his ability to make decisions wisely. In the context of PNM Mekaar's Account Officer's work, the wisdom of leaders is very important because their work is not only related to numbers and targets, but also to the socio-economic conditions of the customers. Decisions related to billing, restructuring, or payment tolerance require careful consideration so as not to harm the company or customers. The high value in this dimension shows that employees feel that there is rational consideration and fairness in every policy.

In contrast, the Emotional Healing dimension had a relatively lower value (3.78). This indicates that the leader's attention to the emotional aspects and personal problems of employees is not fully optimal. If it is associated with real conditions on the ground, this is quite reasonable. The work of an Account Officer is operational and based on daily targets. Interactions between leaders and subordinates are often more about achieving targets, portfolio quality, and solving customer problems than personal problems. With a high workload and consistent pressure to achieve, the space for emotional mentoring has indeed become more limited.

SmartPLS Analysis Results

In this study, data analysis was carried out using the PLS-SEM method with the help of the SmartPLS application. PLS-SEM is a multivariate analysis technique used to test the relationship between latent variables simultaneously, both direct relationships and moderation relationships. According to Hair et al. (2021), PLS-SEM is very suitable for use in predictive studies, has complex models with moderation variables, and is not too large in sample numbers. This method is able to analyze two things at once, namely:

- 1) Quality of the measurement model
- 2) Structural model quality .

In SmartPLS, the analysis is carried out in stages through two main evaluations, namely the Outer Model and the Inner Model. These two stages are important to ensure that the research model is not only statistically significant, but also valid and methodologically reliable.

Direct Influence of Servant Leadership on Performance

The coefficient value of 0.215 indicates that every one unit increase in servant leadership will increase performance by 0.215 units in a positive direction. A T-value of 2.237 which is greater than 1.96 and a P-value of 0.013 which is smaller than 0.05 indicate that the effect is statistically significant. Thus, servant leadership has a positive and significant effect on performance. H1 accepted

The Direct Influence of Work Culture on Performance

A coefficient value of 0.696 indicates that every one unit increase in work culture will increase performance by 0.696 units in a positive direction. A T-value of 10.372 which is much greater than 1.96 and a P-value of 0.000 which is smaller than 0.05 indicate that this influence is very statistically significant. Thus, work culture has a positive and significant effect on performance. H2 accepted

The Direct Effect of Rewards on Performance

A coefficient value of 0.225 indicates that every one unit increase in the reward will increase performance by 0.225 units in a positive direction. A T-statistic value of 2.620 which is greater than 1.96 and a P-value of 0.010 which is smaller than 0.05 indicate that the effect is statistically significant. Thus, rewards have a positive and significant effect on performance. H3 accepted

Servant Leadership Moderation Test - Reward for Performance

A coefficient value of 0.134 shows that the interaction between servant leadership and reward increases performance by 0.134 units in a positive direction. A T-value of 1.974 that is close to and slightly above 1.96 and a P-value of 0.050 which is at the significance limit of 0.05 indicates that the influence of moderation is significant at a minimal level. Thus, rewards strengthen the influence of servant leadership on performance. H4 accepted

Work Culture Moderation Test - Reward for Performance

A coefficient value of 0.767 shows that the interaction between work culture and reward increases performance by 0.767 units in a positive direction. A T-value of 11.097 which is much greater than 1.96 and a P-value of 0.000 which is smaller than 0.05 indicate that the influence of moderation is very statistically significant. Thus, rewards reinforce the influence of work culture on performance. H5 accepted

Comparison of Research Results

Silvia Amareta (2024); Wardiana (2020) and Fatimah Pohan (2021) show that servant leadership has a positive and significant effect on performance.

CONCLUSION

Based on the results of structural model testing using SmartPLS, all variables in this study were proven to have a positive influence on the performance of the Account Officer of PT PNM Mekaar Yogyakarta Branch, although the level of influence varied. Work culture shows the most dominant influence, with work discipline, teamwork, and target achievement orientation as the main factors. Servant leadership has also been shown to have a positive effect on performance, although it has less effect than a well-structured work culture. Rewards have a positive influence, but they are smaller than work culture, and serve as a supporting factor that strengthens motivation. Although rewards play a role in increasing motivation, the main influence of performance is largely

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determined by work culture. Wise leadership remains effective even if the rewards are not high, while a strong work culture will be maximized if it is supported by a fair and transparent reward system. The effect of reward moderation on work culture relationships has proven to be enormous, showing that the combination of the two will produce a more optimal impact.

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