

Research.

## The Effect of Servant Leadership and Despotic Leadership on Task Performance through Job Crafting

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Received: December 9, 2024 Accepted: December 20, 2024 Published: December 31, 2024

To cite this article: Nabila, D; Emilisa, N; Nurhikmah, M.; Arini, N.; Latuconsina, SAM, 2024. The Effect of Servant Leadership and Despotic Leadership on Task Performance through Job Crafting. *The Management Journal of BINANIAGA*, 9(2), page 211-228 . doi: [10.33062/mjb.v9i02.76](https://doi.org/10.33062/mjb.v9i02.76)

**Abstract:** This research is intended to analyze the effect of Servant Leadership, Despotic Leadership, and Job Crafting on Task Performance on employees of PT Bank Central Asia TBK Sawah Besar Subdistrict in Central Jakarta. This research is a descriptive quantitative research through the distribution of questionnaires in the form of google forms. The method implemented is hypothesis testing. The data collected in this research are employees of PT Bank Central Asia TBK Sawah Besar Subdistrict in Central Jakarta. The data sample was collected from 173 participants of PT Bank Central Asia employees. The results of the analysis identify the negative effect of Servant Leadership on Job Crafting, the positive effect of Despotic Leadership on Job Crafting, the positive effect of Job Crafting on Task Performance, the negative effect of Servant Leadership on Task Performance, the positive effect of Despotic Leadership on Task Performance, and the negative effect of Servant Leadership on Task Performance through Job Crafting and the negative effect of Despotic Leadership on Task Performance through Job Crafting. The results of this research are expected to provide input for leaders to pay attention to Servant Leadership, Despotic Leadership, and Job Crafting which can improve Task Performance.

**Keywords:** *Servant Leadership, Despotic Leadership, Job Crafting, dan Task Performance*

## INTRODUCTION

In today's digital era, the interaction between companies and customers has undergone a significant transformation. The impact of this transformation is that customers benefit from increased access and ease of service (Bethabara et al., 2024). Customers now have the ability to widely and voice opinions through social media (Hafizd et al., 2023). Satisfaction includes comfort, service, explanations provided and trust gained after making transactions (Bahtiar, 2024).

Customer satisfaction is effected by service quality so that in terms of service, banks must provide what customers need to support the products of the bank (Suprpto & Setyawardani, 2023). Everyone wants a bank that has good, fast, convenient, and easily accessible services wherever and whenever. Bank Central Asia always makes efforts to maintain customer trust and satisfaction (Respati et al., 2016).

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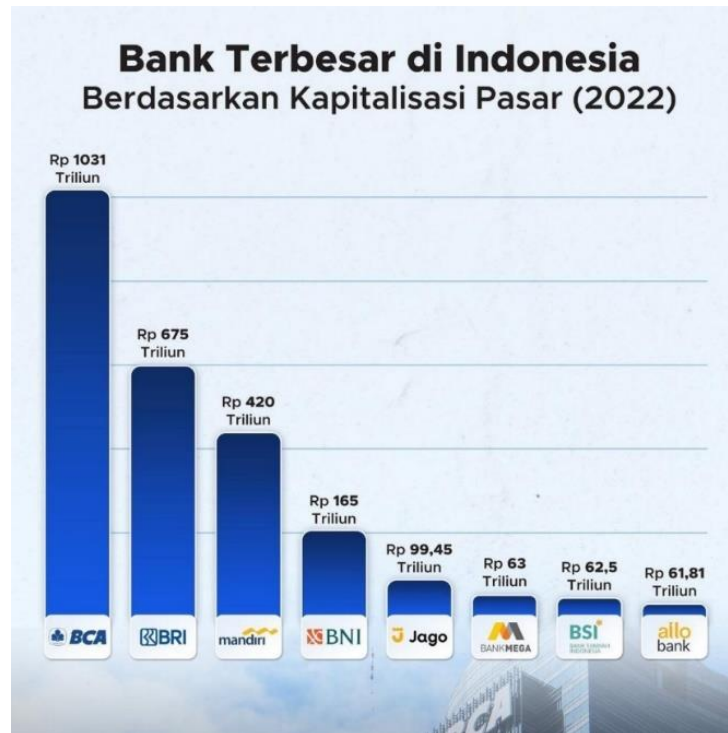


Figure 1 Data on the largest banks in Indonesia

Figure 1 Data on the largest banks in IndonesiaThe commitment of PT Bank Central Asia Tbk in providing the best service to customers can be proven, so that in 2022 PT Bank Central Asia Tbk will be at the top of the largest banking category in Indonesia in accordance withmarket capitalization. In accordance withthe above data released by Goodstats Indonesia stock up data, non-government private bank PT.Bank Central Asia Tbk (BCA) became the bank with the largest capitalization in Indonesia, recorded BCA has a market capitalization value of Rp.1,031 trillion in 2022 (GoodStats, 2022). Various types of services such as internet banking, mobile banking, and e-wallets that can be utilized by many customers in conducting transactions without having to come directly to the bank (Oktavia et al., 2023).

BCA developed a mobile banking application with interbank transfer services, QRIS, cardless, and others (Novitasari et al., 2021) The goal of a bank is to acquire and retain its customers (Hermawati, 2023). Apart from internet banking and mobile banking, BCA also provides convenience to customers by providing Halo BCA, which is a call center service that provides services to customers to provide information or help solve problems. With Halo BCA, employees can interact directly with customers to report complaints obtained through the call center service center (Jurnal et al., 2022), allowing leaders to create a supportive work environment, so that employees are more likely to work together to find the best solution to find the best solution and create productive relationships. If the quality of electronic banking services cannot be maintained or even regresses, BCA has the potential to lose many customers because many BCA bank customers already use electronic banking services.

Moreover, this service has brought convenience to customers so that if this service is not properly considered, customers will feel uncomfortable and have the potential to switch to customers at other banks (Mulya Setiabudi et al., 2023), Therefore, every service company is required to plan, organize, implement, and control the quality system in such a way that the service can satisfy its customers (Belinda et al., 2014).

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This research on the variables above has been conducted by several previous researches. Such as research conducted by (Hamid, 2024) in his research discusses the relationship between Servant leadership, Despototic leadership, Job crafting and HWA (happiness at work) variables. The author of the research revealed that survey data were collected from employees working in Pakistan. While another research (Güçlü Nergiz & Unsal-Akbiyik, 2024) revealed that job crafting can mediate the relationship with task performance. It is expected that with this research the relationship between Servant leadership, Despototic leadership, Job crafting, and Task performance on employees of PT Bank Central Asia Tbk Sawah Besar sub-subdistrict in central Jakarta can be known and will be more relevant to current conditions.

### **Formulation of the Problem**

In accordance with the background that has been described, this research is intended to examine the problem:

1. Is there a negative effect between Servant Leadership on Job Crafting?
2. Is there a positive effect between Despototic Leadership on Job Crafting?
3. Is there a negative effect between Job Crafting on Task Performance?
4. Is there a positive effect between Servant Leadership on Task Performance?
5. Is there a negative effect between Despototic Leadership on Task Performance?
6. Is there a negative effect between Servant Leadership on Task Performance mediated by Job Crafting?
7. Is there a positive effect between Despototic Leadership on Task Performance which is mediated by Job Crafting?

## **LITERATURE REVIEWS**

### **Servant Leadership**

Servant Leadership can be defined as a multidimensional leadership theory that begins with the desire to serve and is followed by the intention to develop others (Goetz & Wald, 2021). When the well-being and growth of employees are prioritized, they will in turn feel more engaged and effective at work. Conceptually, servant leadership differs from other leadership approaches in its primary motives and goals (Antonakis et al., 2019).

### **Despototic Leadership**

Despototic leadership is defined as the most overbearing and destructive leadership style. Despototic leadership amplifies the impact of organizational deviance which mainly includes theft and minimizing effort in doing work (Mukarram et al., 2021). Despototic leadership also affects employees' personal lives, causing work-family conflict and lowering life satisfaction.

### **Job Crafting**

According to (van Wingerden et al., 2017) Job performance can be improved through interventions by targeting job demands through interventions by targeting the most important job demands, one way to achieve this is to encourage employees to proactively optimize job demands and own resources. proactive behavior is known as Job crafting.

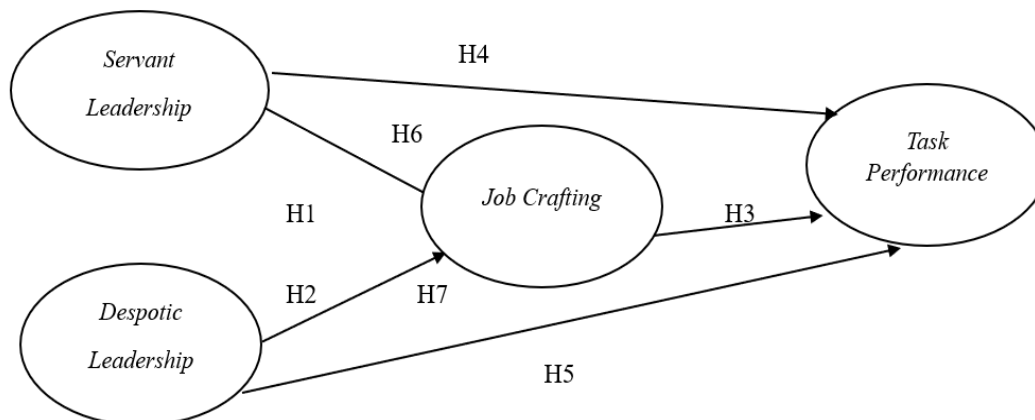
### **Task Performance**

Task performance emphasizes the performance of organizational goals, refers to the results and behaviors needed to directly serve organizational goals. by including

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the fulfillment of company goals, effective sales presentations and varies between jobs within the same organization. In task performance behavior also contributes directly or indirectly to individual and organizational performance (Kalia & Bhardwaj, 2019). Task performance is an understanding in accordance with the terms of the contract between the supervisor and the employee to conduct the assigned tasks.

Individuals strive to maintain and protect valuable resources. Employees tend to be drained of energy because they lose resources to protect well-being, so Servant leadership can increase employee resources so as to increase well-being (Halbesleben et al., 2014). Compared to despotic leadership, destructive leadership is seen as the most selfish leadership (Albashiti et al., 2021). thus showing the importance of leadership in providing valuable resources for employees that effect employee motivation to engage in job crafting behavior (Zhang & Parker, 2019). Task performance is important for organizations to achieve their goals, but it is not clear whether job crafting can improve task performance. In accordance with the previous explanation, the conceptual framework of the research is illustrated as follows:



**Figure 2**

### Conceptual Framework

Source: (Hamid, 2024) and (Güçlü Nergiz & Unsal-Akbiyik, 2024)

### Hypothesis Development

In organizations, Servant leadership not only shows appropriate and normatively desired autonomy, but also facilitates employees to be involved in the preparation of work as well as empowering their followers to maximize their abilities and develop their full potential, thus providing the autonomy employees need for job preparation (Bavik et al., 2017). Servant Leadership prioritizes the needs and benefits of others above their own needs and shows honesty, truthfulness and humility (Cai et al., 2022). In research (Mehmood, Husin, et al., 2023) shows the importance of Servant Leadership in providing valuable resources for employees, for example, various leadership styles, empowerment leadership, have been shown to significantly effect Job Crafting. In accordance with the explanation above, the hypothesis is proposed as follows:

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### **H1: There is an effect of servant leadership on job crafting**

Despotic leadership focuses only on personal interests, this type of despotic leadership behavior is harmful to the health of the organization. This results in employee turnover which is detrimental to the organization and other stakeholders (Mehmood, Husin, et al., 2023). Unethical and unfair behavior from Despotic leadership in the workplace has been shown to have a negative impact on work, creativity, so despotic leadership can reduce employee motivation in job crafting. In research (Hamid, 2024) that Despotic Leadership has a negative effect on job crafting, this is because when individuals are faced with situations that drain resources such as harmful, abusive, manipulative leaders will experience psychological pressure and cause emotional exhaustion which causes them to be less likely to put effort into Job Crafting. In accordance with the explanation, the following hypothesis is proposed:

### **H2: There is an effect of despotic leadership on job crafting**

Job crafting emerges as a coercive employee behavior with the potential to explain variation not only in task performance but also fatigue, one of the most common costs in occupational health (Petrou et al., 2015). Task performance is a form of performance that reveals the results and behaviors needed to achieve organizational goals. Job Crafting allows employees to get the resources needed to work. In research (Güçlü Nergiz & Unsal-Akbiyik, 2024) shows how job crafting effects task performance and work engagement among employees. In accordance with the explanation, the following hypothesis is proposed:

### **H3: There is an effect of job crafting on task performance**

Several researches have shown that leaders who adopt servant leadership will improve task performance among employees. servant leadership's effect on task performance has been studied extensively in the literature, and the findings consistently show its positive impact on various aspects. Overall, in accordance with the characteristics of servant leadership who are willing to listen, empathize, accept service and actively develop employee potential, it is a strong reason for individuals to strive to achieve satisfactory task performance (Baykal, 2020). In accordance with the explanation, the following hypothesis is proposed:

### **H4: There is an effect of servant leadership on task performance**

In an organization despotic leadership is an extreme form of destructive leadership and its potential negative impact in a behavioral context. Despotic leadership encompasses the most negative aspects of leadership in organizations, in addition to its impact on employee behavior in a service context. High power distance is characterized by a willingness to follow orders, acknowledging senior authority, and not daring to challenge supervisors (Naseer et al., 2016). Employees whose main energy has been drained at work, especially because of unethical and self-serving leadership actions, may be less able to show strong engagement and trust, which will have a negative impact on task performance (Khizar et al., 2023). In research (Harju et al., 2018) Despotic Leadership is associated with employee deviance and unethical work behavior and is not suitable for organizations because instead of focusing on the growth and success of the organization, the leadership only focuses on personal interests and personal growth, Despotic leadership lacks vision and is unable to inspire teams, motivate subordinates, create long-term values for the organization. The dark side of Despotic leadership is a threat to the positive behavior of employees so that they become emotionally exhausted which ultimately has a negative impact on their task performance. In accordance with the explanation, the following hypothesis is proposed:

### **H5: There is an effect of despotic leadership on task performance**

A leader has an important role to contribute in completing the work of employees in an organization, leadership is a complex process that involves combining and

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individual commitment, input, and achievement into a beneficial collective effort. The moderating effect of supervisor support on how servant leadership can improve task performance (Zada et al., 2022), in research (Harju et al., 2018), has been shown to significantly effect task performance, viewing job crafting as changes made by employees to balance job demands and job resources with individual needs and abilities.

**H6: There is an effect of servant leadership on task performance mediated by job crafting.**

In addition to treating their employees unfairly and lacking ethical norms. Despotic leadership also uses the position to meet their own goals, so employees will show less cooperative motives towards the organization and individuals (Erkutlu & Chafra, 2018). This can be a great burden that ultimately has a negative impact on task performance and employee motivation. Leader pressure also refers to a negative attitude in assessing that current task performance will not be sufficient to achieve goals and also considers the associated negative emotions. So job crafting can enable employees to obtain the resources that individuals need to work, increasing the sense of well-being associated with task performance (Güçlü Nergiz & Unsal-Akbiyik, 2024). In accordance with the explanation, the following hypothesis is proposed:

**H7: There is an effect of despotic leadership on task performance mediated by job crafting.**

## **RESEARCH METHODOLOGY**

This research refers to previous research conducted by (Hamid, 2024) and (Güçlü Nergiz & Unsal-Akbiyik, 2024). The method used in this research is hypothesis testing by testing the hypotheses that have been proposed. The research design was conducted by testing the hypothesis to examine the effect of the dimensions of Servant leadership, Despotic leadership on Task performance mediated by Job crafting on employees of PT Bank Central Asia Tbk Sawah Besar sub-subdistrict in Central Jakarta. In accordance with the type of relationship between variables, this research is included in correlational research because this research explains the variables related to the problem. The data used is cross sectional because it will only be done once in a certain period. Data collection was conducted using purposive sampling method, where sampling by distributing online questionnaires to employees of PT Bank Central Asia Tbk Sawah Besar sub-subdistrict in Central Jakarta included in the individual unit of analysis. The setting of this research is conducted with noncontrived settings, where research can be conducted where work is generally located.

## **RESULTS AND DISCUSSION**

In this research, the sampling technique used purposive sampling method. According to (Etikan, 2016), data collection is very important in research, because data is intended to contribute to a better understanding of the theoretical framework. The sample of this research was taken from employees of PT Bank Central Asia Tbk, Sawah Besar sub-subdistrict in Central Jakarta. The total statements in this research amounted to 19 statement items. In determining the minimum sample size, researchers use 5-10 times the number of statement items (Hair et al., 2019). It is known that the minimum sample size in this research was 95 samples and the maximum was 190 samples. Therefore, the sample used in this research was 173 samples. In accordance with the respondent's profile, the majority of respondents obtained are female. In accordance with the age of the respondents, the majority of their ages range from 26-35 years old. In accordance with the latest educational background, the majority of respondents have a final education as a Bachelor.

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## DATA METHOD ANALYSIS

This research uses the following data analysis methods:

1. To analyze servant leadership, despotic leadership, job crafting, and task performance on employees of PT Bank Central Asia Tbk Sawah Besar subsubdistrict in Central Jakarta using descriptive statistics in the form of averages.
2. To analyze the effect of servant leadership on job crafting in employees of PT Bank Central Asia Tbk, Sawah Besar sub-istrict in Central Jakarta using the Structural Equation Model (SEM) with AMOS application.
3. To analyze the effect of Despotic leadership on job crafting in employees of PT Bank Central Asia Tbk Sawah Besar subsubdistrict in Central Jakarta using structural Equation Model (SEM) with AMOS application.
4. To analyze the effect of Job crafting on Task performance on employees of PT Bank Central Asia Tbk Sawah Besar subsubdistrict in Central Jakarta using structural Equation Model (SEM) with AMOS application.
5. To analyze the effect of Servant Leadership on Task Performance on employees of PT Bank Central Asia Tbk Sawah Besar sub-subdistrict in Central Jakarta using the Structural Equation Model (SEM) with the AMOS application.
6. To analyze the effect of Despotic Leadership on Task Performance on employees of the company PT Bank Central Asia Tbk, Sawah Besar sub-subdistrict in Central Jakarta using the Structural Equation Model (SEM) with the AMOS application.
7. To analyze the effect of Servant Leadership on Task Performance through Job Crafting on employees of PT Bank Central Asia Tbk sub-subdistrict in Central Jakarta using the Structural Equation Model (SEM) with the AMOS application.
8. To analyze the effect of Despotic Leadership on Task Performance mediated by Job Crafting at the company PT. Bank Central Asia Tbk Sawah Besar sub-subdistrict in Central Jakarta using the Structural Equation Model (SEM) with the AMOS application.

## Hypothesis Test Results

**Table 1 Hypothesis 1 Test Results**

| Hypothesis   | Estimate | p-value | Decision  |
|--|----------|---------|-----------|
| There is a negative effect of servant leadership on job crafting | 0.286    | 0.000   | Supported |

Source: SPSS Processing Output

The null hypothesis ( $H_0$ ) and alternative hypothesis ( $H_a$ ) are as follows:

$H_{01}$ : Servant Leadership has no negative effect on Job Crafting.

$H_{a1}$ : Servant Leadership has a negative effect on Job Crafting.

From table 1 above shows a significance value of  $0.000 < 0.05$  with an estimated value ( $\beta$ ) of 0.286 so it can be concluded that there is a positive effect between Servant Leadership on Job Crafting. This shows that servant leadership can encourage employees to do job crafting with personal interests that will improve performance and job satisfaction at PT Bank Central Asia Tbk Sawah Besar sub-subdistrict in Central Jakarta.

**Table 2 Hypothesis 2 Test Results**

| Hypothesis  | Estimate | p-value | Decision  |
|---|----------|---------|-----------|
| There is a positive effect of despotic leadership on job crafting | 0.830    | 0.000   | Supported |

Source: SPSS Processing Output

The null hypothesis ( $H_0$ ) and alternative hypothesis ( $H_a$ ) are as follows:

$H_{02}$ : Despotic Leadership has no positive effect on Job Crafting.

$H_{a2}$ : Despotic Leadership has a positive effect on Job Crafting.

Table 2 above shows a significance value of  $0.000 < 0.05$  with an estimated value ( $\beta$ ) of 0.830 so it can be concluded that there is a positive effect between Despotic Leadership on Job Crafting. This shows that the higher the level of despotic leadership, the higher the level of job adjustments made by individuals to do job crafting through changes in tasks, relationships between employees.

**Table 3 Hypothesis 3 Test Results**

| Hypothesis   | Estimate | p-value | Decision      |
|--|----------|---------|---------------|
| There is a negative effect of job crafting on task performance | 0.647    | 0.384   | Not Supported |

Source: SPSS Processing Output

The null hypothesis ( $H_0$ ) and the alternative hypothesis ( $H_a$ ) are as follows:

$H_{03}$ : Job Crafting has no negative effect on Task Performance.

$H_{a3}$ : Job Crafting has a negative effect on Task Performance.

Table 3 above shows a significance value of  $0.384 > 0.05$  with an estimated value ( $\beta$ ) of 0.647 so it can be concluded that there is no significant positive effect between job crafting on task performance. This shows that job crafting performed on employees cannot effect task performance.

**Table 4 Hypothesis 4 Test Results**

| Hypothesis   | Estimate | p-value | Decision      |
|--|----------|---------|---------------|
| There is a positive effect of servant leadership on task performance | 0.328    | 0.150   | Not Supported |

Source: SPSS Processing Output

The null hypothesis ( $H_0$ ) and the alternative hypothesis ( $H_a$ ) are as follows:

$H_{04}$ : Servant Leadership has no positive effect on Task Performance.

$H_{a4}$ : Servant Leadership has a positive effect on Task Performance.

Table 4 above shows a significance value of  $0.15 > 0.05$  with an estimated value ( $\beta$ ) of 0.328 so it can be concluded that there is no positive effect between servant leadership on task performance. This shows that it depends on the tasks performed, individual characteristics, the servant leadership approach is not fully accepted or applied effectively so that approaches such as servant leadership do not directly effect task performance at PT Bank Central Asia Tbk Sawah Besar subsubdistrict in Central Jakarta.



**Table 5 Hypothesis 5 Test Results**

| Hypothesis  | Estimate | p-value | Decision      |
|---|----------|---------|---------------|
| There is a negative effect of despotic leadership on task performance | -0.025   | 0.968   | Not Supported |

Source: SPSS Processing Output

The null hypothesis ( $H_0$ ) and the alternative hypothesis ( $H_a$ ) are as follows:

$H_{05}$ : Despotic Leadership has no negative effect on Task Performance.

$H_{a5}$ : Despotic Leadership has a negative effect on Task Performance.

From table 5 above shows a significance value of  $0.968 > 0.05$  with an estimated value ( $\beta$ ) of  $-0.025$  so it can be concluded that there is no positive effect between despotic leadership on task performance. this shows that despotic leadership makes employees feel pressured to effect task performance such as social support, motivation, resources, so that employees feel dissatisfied with work that has no energy to provide optimal performance.

**Table 6 Hypothesis 6 Test Results**

| Hypothesis  | Estimate | p-value | Decision  |
|---|----------|---------|-----------|
| There is a negative effect of servant leadership on task performance through job crafting | 0.185    | 0.000   | Supported |

Source: SPSS Processing Output

The null hypothesis ( $H_0$ ) and the alternative hypothesis ( $H_a$ ) are as follows:

$H_{06}$ : Servant Leadership has no negative effect on Task Performance through Job Crafting.

$H_{a6}$ : Servant Leadership has negative effect on Task Performance through Job Crafting.

From the table above shows a significance value of  $0.000 < 0.05$  with an estimated value ( $\beta$ ) of  $0.185$  so it can be concluded that there is a positive effect between servant leadership on task performance mediated by job crafting. This shows that servant leadership can be applied well by focusing on the performance of each individual's tasks so that employees can do job crafting which can improve task performance which has an impact on good results at PT. Bank Central Asia Tbk, Sawah Besar Subdistrict, Central Jakarta.

**Table 7 Hypothesis 7 Test Results**

| Hypothesis   | Estimate | p-value | Decision      |
|--|----------|---------|---------------|
| There is a positive effect of despotic leadership on task performance through job crafting | 0.536    | 0.387   | Not Supported |

Source: SPSS Processing Output

The null hypothesis ( $H_0$ ) and alternative hypothesis ( $H_a$ ) are as follows:

$H_{07}$ : Despotic Leadership has no negative effect on Task Performance through Job Crafting.

$H_{a7}$ : Despotic Leadership has positive effect on Task Performance through Job Crafting.

The table above shows a significance value of  $0.387 < 0.05$  with an estimated value ( $\beta$ ) of  $0.536$ , so it can be concluded that Despotic leadership has a leadership that provides little opportunity for employees to show job crafting initiatives, so that it can increase stress and job dissatisfaction which ultimately reduces task performance in the company.

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### **Hypothesis Discussion**

1. From the results of the first hypothesis test, it was found that there was a positive effect between servant leadership and job crafting. Employees who tend to have servant leadership will create a supportive environment so that employees feel more appreciated for doing job crafting, employees feel they have the freedom to complete their work with their own interests. The results of this research are supported by previous research conducted by (Hamid, 2024), in his research found that servant leadership has a positive effect on job crafting. This can be associated with the mean value of the servant leadership variable, namely My manager gives me the freedom to handle difficult situations in the way I think is best and the mean value of job crafting, namely I introduce new work tasks that I think are more in line with my skills or interests. This means that leadership that values employees will make employees feel free to do job crafting.
2. From the results of the second hypothesis test, it was found that there was a positive effect between despotic leadership and job crafting. Employees at PT. Bank Central Asia Tbk, Sawah Besar subsubdistrict in Central Jakarta tend to do job crafting, this shows that despotic leaders often impose rules and control, some employees may respond by creating ways to modify their work within the existing framework, to suit their desires or preferences. Some individuals may respond to this pressure by being more creative in designing their work. They can change their work to be more efficient, more structured, or more interesting, in order to survive or even excel in an unsupportive environment.
3. From the results of the third hypothesis test, it was found that there was no positive effect between Job crafting and Task performance, illustrating that employees who do Job crafting will spend more resources and time redesigning their work so that they are less focused on the main tasks that must be completed, so Task performance decreases. The results of this research are supported by previous research conducted by (Aini, 2022). Which states that Job crafting can cause mental and physical fatigue, employees who engage in Job crafting may feel burdened with demands that can reduce motivation and energy to complete existing tasks and lose time that could be used to complete other tasks so that the results of Task performance can decrease.
4. From the results of the fourth hypothesis test, it was found that there was no positive effect between servant leadership and task performance. illustrates that servant leadership leaders tend to try to avoid conflict and focus on harmony in the company so that employees can ignore the main tasks that must be completed so that it can reduce motivation and performance, especially if employees feel too comfortable and feel unpressured to achieve the targets that the company gives. The results of this research are supported by previous research conducted by (Hariyono et al., 2020) which states that Servant leadership does not effect task performance, when dreamers focus too much on providing the best service for employee needs, the decrease in discipline in doing work will decrease.
5. From the results of the fifth hypothesis test at PT. Bank Central Asia Tbk, Sawah Besar subsubdistrict in Central Jakarta, it was found that Despotic leadership did not have a positive effect on Task performance. This shows that employees who are treated with Despotic leadership can feel pressured or feel unappreciated, which can reduce Task performance. This research has the same results as previous research conducted by (Jabeen et al., 2021) which stated that Despotic Leadership has a negative effect on task performance.
6. In testing the Sixth hypothesis, a significant positive effect was found by Servant leadership on Task performance through Job crafting. It is known that with servant leadership employees feel more appreciated and cared for, this increases their level of involvement in work which is effectd by the ability, motivation and work environment of PT. Bank Central Asia Tbk, Sawah Besar subsubdistrict in Central

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Jakarta in Task performance. The results of this research are supported by previous research conducted by (Tyas et al., 2024) in their research stating that servant leadership has a positive effect on Task performance, because leaders focus on employee activities and provide joint support that can improve task performance so as to produce high productivity and maintain task performance supported by Job crafting which can effect employee performance in a company so that employees can do work according to personal interests.

7. In the seventh hypothesis test, a negative effect was found by Despotic leadership on Task performance mediated by Job crafting. This shows that when employees feel treated unfairly, they will feel less motivated to give the best task performance. Job crafting will be difficult for employees to do because they will feel limited in their freedom to adjust their tasks so that employees will finish the work reluctantly.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusions**

In accordance with the research results and discussion in the previous chapter, the following conclusions can be drawn:

1. From the descriptive statistics of Servant leadership, it shows that leadership that appreciates can make employees feel appreciated by being involved in work, in contrast to Despotic leadership, employees will feel alienated because they have a manipulative leader.  
Job crafting will effect Task performance because when employees do tasks that suit their interests, employees will spend energy on certain tasks so that the main task is forgotten and decreases motivation for Task performance which will have an impact on the Company PT. Bank Central Asia Tbk, Sawah Besar subsubdistrict in Central Jakarta.
2. The results of the hypothesis testing show that there is a significant positive effect between Servant Leadership and Job Crafting, indicating that leaders who serve employees not only increase employee engagement but also create a more innovative work environment.
3. The results of the hypothesis testing show that there is a significant positive effect between Despotic leadership and Job crafting. This shows that employees conduct job crafting as a response to pressure from Despotic leadership so that employees try to adjust their work to suit the leader's expectations.
4. The results of the hypothesis test show that there is no significant positive effect between Job Crafting and Task performance. This shows that not all employees have the opportunity to do job crafting in an effective manner so that task performance does not match the work that must be completed.
5. The results of the hypothesis test show that there is no significant positive effect between Servant leadership and Task performance, this shows that leadership that protects employees cannot improve employee performance in the company so that it can reduce the performance and job satisfaction of employees of PT. Bank Central Asia Tbk, Sawah Besar subsubdistrict in Central Jakarta.
6. The results of the hypothesis test show that there is no significant positive effect between Despotic leadership and Task performance, this shows that selfish leaders not only harm the relationship between employees but can also reduce the achievement of individual performance in the Company PT. Bank Central Asia Tbk, Sawah Besar subsubdistrict, Central Jakarta.
7. The results of the hypothesis testing show that there is a significant positive effect between Servant leadership on Task performance mediated by Job crafting, this shows that leaders who create a work environment that supports employees to increase motivation to complete their work through job crafting at PT. Bank Central Asia Tbk, Sawah Besar subsubdistrict, Central Jakarta.

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8. The results of the hypothesis test show that there is no significant positive effect between Despotic leadership on Task performance mediated by Job Crafting, this shows that an unsupportive work environment can result in low employee motivation which can interfere with productivity and doing a good job because job crafting is hampered because employees feel no trust in their leaders, when employees have leaders who do not support employees to develop, then employees will feel pressured in doing their work so that the results given are not appropriate.

### **Research Limitations**

This research is limited in several aspects, so the results obtained have limitations in their general application. Some of these limitations include:

1. This research only has 173 respondents.
2. This research has the largest number of respondents in women, so it is not balanced between female and male respondents.
3. The research variables in this research are only about Servant leadership, Despotic leadership, Task performance, and Job crafting.

### **Suggestion**

The suggestions given to further researchers to improve the shortcomings or limitations in this research are as follows:

1. Further research is also expected to increase the number of happiness at work variables as in the research (Hamid, 2024).
2. This research was only conducted in several companies whose objects were only employees of PT. Bank Central Asia Tbk, Sawah Besar subsubdistrict in Central Jakarta which only involved 173 respondents, it is hoped that further research can expand the number of samples and add objects to the next research so that confidence in this research can be increased.

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