

# **SERVANT LEADERSHIP, AFFECTIVE COMMITMENTS AND ENTREPRENEURSHIP BEHAVIOR TOWARDS THE PERFORMANCE OF SMALL MEDIUM BUSINESSES (SMEs) “SONGKET WOVEN SILUNGKANG” SAWAHLUNTO REGENCY IN WEST SUMATERA**

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**Abstract:** Songket Silungkang weaving as one of the cultures of the city of Sawahlunto Currently experiencing a decline in the performance of these SMEs which illustrates the decline in the performance of weaving employees. The purpose of this research is to find out and analyze the influence of servant leadership, affective commitment, and entrepreneurial behavior on the performance of weaving employees. The research method used a sampling method with a total of 84 people. The primary data is a closed questionnaire with a Likert scale, and processed using the SPSS program. The analytical technique used in this study is the Multiple Regression technique. Based on the validity and reliability test using factor analysis showed, the instrument used in the study was valid and reliable. The results of the study stated that servant leadership, affective commitment, and entrepreneurial behavior had a positive and significant effect on the performance. these variables can explain the performance variable by 54.5%. The rest is explained by other variables not observed in this study. Conclusions servant leadership, affective commitment, and entrepreneurial behavior affect performance. Future research is also expected to be carried out on a wider research object so that the research results can be generalized. In addition, it is also necessary to add other variables in predicting employee performance Future research is also expected to be carried out on a wider research object so that the research results can be generalized. In addition, it is also necessary to add other variables in predicting employee performance Future research is also expected to be carried out on a wider research object so that the research results can be generalized. In addition, it is also necessary to add other variables in predicting employee performance.

**Keywords:** Servant leadership, Affective commitment, Entrepreneurial Behavior, Employee Performance

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## **1. Introduction**

The government's role in the development of Small and Medium Enterprises (SMEs) is very well programmed. The development of SMEs in Indonesia is very fast. In the Indonesian economy, Small and Medium Enterprises (SMEs) are the business group that has the largest number. maybe not many people know that SMEs and SMEs are resistant to the shock of the economic crisis. It is the strength of this business group that must be maintained and is

necessary protected of laws and regulations. The existence of Law Number 20 of 2008 concerning Small and Medium Enterprises (SMEs) has several criteria used to define the meaning and criteria of SMEs. For. increase SMEs in Indonesia the government has enacted the 2008 law on SMEs,

The increase in SMEs every year is almost 100%. From ten years ago 2009 to 2016 more than 59,000,000 units. Imagine why the President of the Republic of Indonesia said that SMEs can support our country's economy, even when the global crisis of SMEs did not affect it. As the front line, SMEs have a role in Indonesia and even ASEAN. The absorption of labor is quite large. Therefore, cooperation for the development and resilience of SMEs needs to be prioritized. In 2015, credit increased by 60%-70% according to data from Bank Indonesia, Bank Indonesia has issued regulations requiring banks to allocate credit/financing to SMEs starting in 2015 by 5%, 2016 by 10%, 2017 by 15%, and at the end of In 2018 it was 20%. (<https://kitadigi.com/perkembangan-umkm-di-indonesia/>)

According to data from the Ministry of Cooperatives and SMEs, it is stated that, in 2018, the number of SME players was 64.2 million or 99.99% of the total number of business actors in Indonesia. The labor absorption capacity of SMEs is 117 million workers or 97% of the workforce absorption of the business world. Meanwhile, the contribution of SMEs to the national economy (GDP) was 61.1%, and the remaining 38.9% was contributed by large business actors, which amounted to only 5,550 or 0.01% of the total number of business actors. These SMEs are dominated by micro business actors, amounting to 98.68% with a workforce absorption capacity of around 89%. Meanwhile, the contribution of micro enterprises to GDP is only around 37.8%.

From the data above, Indonesia has the potential for a strong national economic base because the number of SMEs, especially micro businesses, is very large and the absorption of labor is very large. The government and business actors must raise the 'class' of micro-enterprises to medium-sized enterprises. This business base has also proven strong in the face of the economic crisis. Micro-enterprises also have a fast transaction turnover, use domestic production and are in contact with the primary needs of the community.

Based on data that has been obtained from the West Sumatra SME Cooperative Service in 2018-2020, it has increased to 20%, the number of SMEs in West Sumatra is 658,174. One of the increasing SMEs in West Sumatra is from the textile industry sector in the weaving sector. The result of the weaving industry in West Sumatra is one of the mascots of the province of West Sumatra. One of the most prominent weavings in West Sumatra is the Songket Silungkang woven. Silungkang songket is lighter so it can be used for daily activities.

Silungkang is a village in Sawahlunto Regency, which is located on the edge of the Trans Sumatera highway about 95 km from the south-east of the city of Padang. The expertise of the Minangkabau people in trading has a lot to do with the culture and lifestyle of the people. The specialty of Minangkabau songket lies in the very diverse motifs. Each of these motifs has its own name and meaning and usually the motifs on songket are inspired by plants, animals or objects in the natural surroundings.

The hallmark of the Silungkang songket cloth is also seen in the features of the weaving found in the weft (decorative yarn). The results of this woven that distinguish the songket from other regions. In the bad part of the songket fabric, the weft thread looks stretched and does not break, so that in the good part of the songket the weft looks more prominent than the warp thread (basic thread). Songket which was previously only used for traditional ceremonies and special occasions, has now changed its function to become more modern and can be used for everyday wear for both men and women and from the young to the old.

Silungkang songket cloth is now not only produced for cloth and sarongs (trouser cover), but can be made into other products, such as wall pictures, tablecloths, picture rugs, women's clothes, men's shirts, scarves and handkerchiefs. Silungkang songket cloth is one of the various

types of traditional Indonesian fabrics that are less aware of their existence. In fact, judging from historical records in 1910 Silungkang songket has taken part in the international arena at the "European Economic Fair" which took place in Brussels. That means that before participating in the "European Economic Fair" Silungkang songket already existed and was developed by the community as one of the cultures of the city of Sawahlunto.

The problem that occurs at this time is that the Silungkang Songket Weaving UKM is currently experiencing a decline in its business sector. The low sales of the national textile market had a negative impact on the activities of the Silungkang Songket Weaving SMEs. From the observations of researchers, the problem with the development of SMEs at the national level is due to the Covid 19 Pandemic. The market is very quiet, there is no buying and selling activity in the market except by using online media. The impact of the pandemic had a negative impact on the Silungkang Songket Weaving SMEs. At the time of field observation, the researcher saw that several Songket Silungkang Weaving SMEs were almost out of business. From the data that the researchers got from the Koperindag Office of Sawahlunto City, for more details, it can be seen in the following table:

**Table 1. Data on Songket Entrepreneurs in Silungkang District**

No	Perusahaan	Pemilik	Anak tenun (Orang)		
			2018	2019	2020
1	Arena Songket INJ	Amril Idris	114	120	85
2	Songket Aina	Ainul Mardiah	136	140	93
3	Yurnis Songket	Yurnis	228	230	100
4	Songket Abu Hanifah	Abu Hanifah	57	60	35
5	Songket mitra Enin	Fizernin	73	80	60
6	Palantai Songket	Vivi Elga Desmi	24	25	5
7	Songket Sofian Abu	Sofian Abu	76	86	50
8	Songket Martini	Martini	66	76	30
9	Songket Syafnawarni	Syafnawarni	18	9	5
10	Songket Siti Bersaudara	Epinasti	30	11	7
11	Songket Wirna	Wirna	22	10	5
12	Songket Siti Rahmah	Zulhaida	70	74	50
Total			914	920	525

Source: Office of Koperindag Sawahlunto City

Weaving Silungkang consists of 12 SME companies. In 2018 the SME Songket Silungkang Weaving company had 914 weaving children. In 2019 there was an increase in production calculated from an increase in weaving children of 0.03% or 920 people. The problem occurred in 2020. The Songket Silungkang Weaving UKM experienced a very drastic decrease of 0.27% seen from the decrease in the number of weaving children of 525 people.

At the Songket Silungkang Weaving SMEs, researchers have not found competent human resources in managing these SMEs. People who take care are still people who are not professional in their business. The activities of the Silungkang Songket Weaving SMEs are still running independently. There is no organizational structure like companies in general which is a reference in managing SME activities. Management is carried out in a traditional manner which is accepted from generation to generation so that it has an impact on decreasing the performance of the Silungkang Songket Weaving SMEs.

Leadership in SMEs is based on the Minang traditional tradition as "mamak" Brother of mother, which states "children are in the lap, nephews are guided by villagers to be roasted" where the

philosophy is to provide the best service to their lineage, including society in general. “Mamak” was formed as a leader because of heredity. weaving worker (employee) at the Songket Silungkang Weaving UKM is the son and nephew of the owner as the leader, so serving leadership is a leadership style that has long been applied in running its business, because business orientation is how the family has activities besides commercial orientation.

The application of servant leadership in organizations is basically to improve the performance of subordinates or employees, this is in accordance with the results of research conducted by Tatilu (2014) which states that the application of servant leadership has an influence on employee performance with the explanation that the main characteristics that distinguish between servant leadership and model leadership are: Another kind of leadership is the desire to serve before the desire to lead

The increase in SMEs cannot be separated from the existence of competent management in managing SMEs. One of them is that SMEs need good leadership and the right organizational management. Contingency theory assumes that leadership is a process in which a leader's ability to exert influence depends on the group task situation and the levels of his leadership style, personality and approach appropriate to the group. In other words, according to Sutrisno (2011), a person becomes. The leader is not because of the characteristics of his personality, but because of various situational factors and the interaction between the leader and the situation.

*Servant leadership* can be an alternative leadership in times of organizational change. According to the results of research conducted by Handoyo (2010), it is proven that the servant leadership construct is unidimensional, which means that this construct is a complete construct. The most important construct of servant leadership stated by Greenleaf (2002) is that servant leadership is based on the primary responsibility for serving subordinates by putting the interests of subordinates above the interests of the leader.

Anak Tenun (employees) have an emotional attachment to SMEs, and are involved in organizations, and have pride in the SMEs they work for so that they seek to support higher performance gains. On the other hand, they work diligently, and are responsive to changes that occur so that they take opportunities in advancing the SME business. According to Yulihardi (2022:89) Entrepreneurship is carried out by running one's own business or taking advantage of existing business opportunities to create new businesses with innovative approaches. Having the ability to innovate from the weaving made, and having the courage to take risks, and being able to independently carry out weaving operations in these SMEs. This shows the entrepreneurial behavior they have. Based on the problems above, in compiling this research the author first formulates the problem as the basis for the research study carried out, namely:

1. Is there any influence of servant leadership on the performance of Songket Silungkang Weaving SMEs?
2. Is there any influence of affective commitment on the performance of the Songket Silungkang Weaving SMEs?
3. Is there an influence of entrepreneurial behavior on the performance of the Silungkang Songket Weaving SMEs?

The aim to be achieved from this research is to analyze

1. The influence of Servant Leadership on employee performance of Songket Silungkang Weaving SMEs, Sawahlunto Regency
2. Effect of Affective Commitment on employee performance of Songket Silungkang Weaving SMEs, Sawahlunto Regency
3. The influence of entrepreneurial behavior on employee performance of Songket Silungkang Weaving SMEs, Sawahlunto Regency.

## 2. Literature Review

### Performance

According to Dessler (2015:331) stated that employee performance is the result of employee work as far as the extent to which employees have achieved the company's overall goals. Performance is the result of work achieved by a person or group of people in an organization both quantitatively and qualitatively in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals (Moeheriono, 2009:61) Sedarmayanti (2014:240). Campbell in Sudarmanto (2014:9) states that performance is an action that is relevant to the company's goals. Furthermore, Suwatno and Priansa (2014: 196) performance is the result achieved by a person according to applicable standards, within a certain period of time, with regard to work and behavior and actions.

According to Kasmir (2016: 189) there are factors that affect employee performance, namely: abilities and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline.

According to Bintoro and Daryanto (2017:107) to measure the performance of individual managers there are 5 (five) indicators, namely, work quality, quantity, timeliness, effectiveness, and independence.

### Servant Leadership

According to Trompenaars and Voerman (2010) servant leadership is a management style in terms of leading and serving in one harmony, and there is interaction with the environment. A servant leader is someone who has a strong desire to serve and lead, and most importantly is able to combine both as mutually reinforcing things positively. According to Vodey (2010) servant leadership is a leader who is very concerned about the growth and dynamics of the lives of followers, himself and his community, therefore he prioritizes it over the achievement of personal ambitions (personal ambitious) and his preferences.

According to Dennis (2004) in Hussain and Ali (2012:363). The indicators for measuring Servant Leadership are: Love (compassion), Empowerment (empowerment), Vision (Vision), Humility (humility) and Trust (trust).

### Affective Commitment

According to the literature, some authors prefer to describe commitment as an affective orientation towards the organization ( Buchanan, 1974). This affective attachment is described as "the relative strength of an individual's identification with and involvement in a particular organization" (RT Mowday, *et al.*, 1979:226). The mindset that reflects affective commitment is the desire of people with positive affective commitment to want to do the goals and tasks given (Meyer & Herscovitch, 2001). What may be involved in shaping this desire include engagement, (Meyer & Allen, 1991; RT Mowday, *et al.*, 1982), value congruence (Mayer & Shoorman, 1998), and identification (Shamir, 1991).

*Three-Component* The model of organizational commitment formulated by Allen and Meyer (Meyer *et al.*, 2002) states that there are three components that make up organizational commitment. The first component, namely affective commitment, discusses emotional attachment to the organization, involvement in the organization, and identification with the organization (Meyer *et al.*, 2002). According to Allen and Meyer, each of these components can be distinguished and can give different correlation results when associated with other variables, with affective commitment being the most positively correlated with individual and organizational performance (Meyer *et al.*, 2002). Affective commitment forms an emotional or

inner bond between employees and the organization, so that it can support the acquisition of higher performance. According to Allen and Meyer,

Affective commitment or affective commitment discusses emotional attachment to the organization, involvement in the organization, and identification with the organization (Meyer et al, 2002). Affective Commitment Indicator according to Allen and Mayer in Nurandini (2014) 1) Desire to become a member of the organization, 2) Feel involved in achieving company goals, 3) Emotionally connected, 4) Proud of the company to others.

### Entrepreneurial Behavior

Entrepreneurial behavior is individual behavior in responding to opportunities both through identifying and exploiting opportunities in the context of establishing new businesses and business expansion (Bird, 1996) as well as exploring and creating opportunities in managing businesses based on entrepreneurial concepts and actions such as showing creativity, innovation and dare to risk. Perry (1995) states that entrepreneurial behavior is an entrepreneurial activity in managing his business with radical innovation, proactive strategy and risk taking which is manifested in project support and with uncertain results. Indicators of entrepreneurial behavior include working diligently, being responsive to business opportunities, being innovative, taking risks, and being independent (Dirlandudin 2010; Darmadji 2014)

### Previous Research

*Servant leadership style* considered new research in the field of leadership studies and has relatively less research references to support the philosophy (Russell, 2001 in Hussain and Ali, 2012).

*Research gap* the first, based on research conducted by Indartono (2010), shows that servant leadership style has a significant positive effect on organizational performance. Purwandari (2016), Sial *et. al.*, (2014), Muhammad Aji (2016), Yulihardi. *et.al* (2022) said that servant learning has a positive and significant effect on employee performance. Meanwhile, Hussain and Ali's research (2012) revealed that the vision dimension of the servant leadership style has no effect on employee performance.

Several previous studies have also stated that organizational commitment has no effect on employee performance (Murty & Hudiwinarsih, 2012: Bayu Sumantri, 2013: Rulidha & Hermawan, 2021). Furthermore, affective commitment has no effect on employee performance (Hanifah, Noer, 2016). Furthermore, affective commitment affects employee performance (Parinding, Roberto Goga, 2017: Aprillianto, *et.al*, 2019).

Research by Syahroni, *et.al* (2021) states that entrepreneurial behavior affects employee performance while Karma, *et.al* (2018) entrepreneurial behavior does not affect employee performance.

### Hypothesis Formulation

In the previous description, it was explained that there were different research results (research gap), namely research on the effect of servant leadership, Affective Commitment and entrepreneurial behavior on employee performance, some were significant and some did not. To overcome these differences, this researcher then in this research the three variables are used as independent variables that have a direct effect on performance. Based on this, the framework of thought in this study can be described as follows

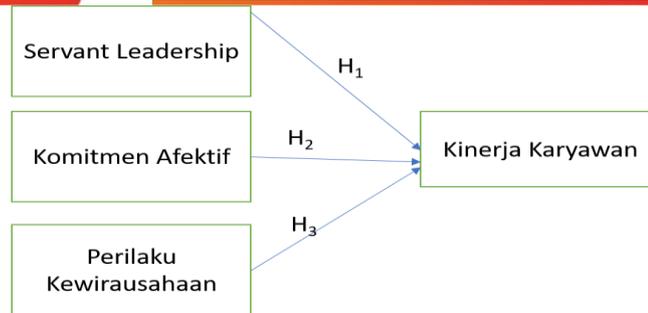


Figure 1. Research Conceptual Framework

### Research Hypothesis

- H1: *Servant Leadership* affect the performance of employees of UKM Songket Silungkang Weaving, Sawahlunto Regency.
- H2: Affective commitment has an effect on employee performance of Songket Silungkang Weaving SMEs, Sawahlunto Regency.
- H3: Entrepreneurial behavior affects the performance of employees of the Songket Silungkang Weaving UKM, Sawahlunto Regency.

### 3. Method

This study uses quantitative, associative research where the research data is in the form of numbers and analysis using Sugiyono statistics (Widyaningrum, 2018:114). Quantitative analysis is an analysis of data that has been collected from respondents, then processed and analyzed using statistical theory as a problem-solving tool, this research was conducted at the Songket Weaving SMEs Silungkang, Silungkang District, Sawahlunto Regency.

#### Population and Sample

According to Sugiyono (2010: 80) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions.

The population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then the conclusion is drawn Sugiyono (Widyaningrum, 2018:114). Based on this understanding, the population of this study is all of the Songket Silungkang Weaving SMEs, totaling 12 SMEs. The sampling method used is the probability sampling method. Probability sampling is a sampling technique that provides equal opportunities or opportunities for each member of the population selected as Sugiyono's research sample (Widyaningrum, 2018: 115). The sample in this study using the Slovin formula ( $e=10\%$ ) obtained 84 with the distribution of each 4 weaving worker at 12 SMEs = 84 weaving worker.

Secondary and primary data obtained through distributing questionnaires to respondents who were sampled with closed questions where the measurement scale used a scale of 1 to 5 (Likert scale). According to Kinnear (Umar, 2013:4). This Likert scale relates to statements about a person's attitude towards something. Where number 1 represents Never (TP), number 2 represents Rarely (JR), number 3 represents Sometimes (KD), number 4 represents Often (SR) up to number 5 represents Always (SL).

## 4. Result and Discussion

### Validity & Reliability Test

The validity test shows that all questionnaire variables are valid, because each item meets the requirements, namely the Corrected Item Total Correlation or  $r_{count} > r_{table} = 0.215$  ( $n = 84$ ,  $\alpha = 0.05$ ).

The reliability test shows that the Cronbach Alpha or  $r$  values for the four variables, namely Servant Leadership, Affective Commitment, Entrepreneurial Behavior and employee performance are 0.876, 0.892, 0.826 and 0.881, all of which are greater than 0.70 ( $r$  standard), so it can be concluded that reliable questionnaire test results

### Classic Assumption Test

The normality test aims to test whether one basic assumption of multiple regression analysis is that the independent and dependent variables must be normally distributed or close to normal. To test whether the data collected is normally distributed or not in this study, it was tested using the Kolmogorov-Smirnov test with a probability value of Asymp-Sig (2-tailed)  $> 0.05$ , the values found for Servant Leadership, Affective Commitment and Entrepreneurial Behavior, Performance each employee is 0.58, 0.53, 0.421 and 0.240, so the question items are normally distributed.

Multicollinearity test was conducted to test whether the regression model found a correlation between the independent variables (independent) or not. If there is a correlation, it can be said to be affected by the symptoms of multicollinearity. To test the presence or absence of multicollinearity symptoms, the VIF (Variance Inflation Factor) and tolerance tests were carried out. If the calculated VIF value is below 10 and the independent variable tolerance is above 10, the values found are 1.869, 2.554 and 3.442, respectively, it can be concluded that the regression model does not have multicollinearity.

The heteroscedasticity test in this study uses a scatterplot on the regression test that has been done previously. What needs to be considered in this test is to see whether there is a certain pattern in the scatterplot of the dependent variable where if a certain pattern is not formed then there is no heteroscedasticity but if there is a certain pattern then there is heteroscedasticity in the data used in the study. Like the following picture.

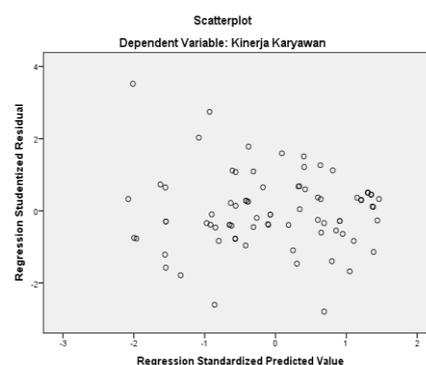


Figure 2. Scatterplot

In this test is to see whether there is a certain pattern in the scatterplot of the dependent variable where if a certain pattern is not formed then there is no heteroscedasticity but if there is a certain pattern then there is heteroscedasticity in the data used in the study.

### Hypothesis testing

An analysis was carried out to clearly prove the influence of Servant Leadership, Affective Commitment and Entrepreneurial Behavior on Employee Performance, the hypothesis testing phase was used.

**Table.2. Coefficient Pengujian Test Results**

Model	Unstandardized Coefficients (B)	t	Sig.
Constant	10,822	2,463	0,016
Servant Leadership	0,234	2,264	0,026
Komitmen Afektif	0,256	2,457	0,016
Perilaku Kewirausahaan	0,320	2,336	0,022

Based on table 2. From the value of the regression coefficient, a multiple regression equation can be made, namely;

$$Y = 10,822 + 0,234X_1 + 0,256X_2 + 0,320X_3$$

From the above equation, it is known that the constant value for the three variables is 10,822 and the first independent variable, namely Servant Leadership, has a coefficient value of 0.234 with a significance value of 0.026 which is smaller than 0.05. The coefficient value < 0 indicates that servant leadership has a positive and significant effect on employee performance. Thus  $H_a$  received.

The independent variable with affective commitment has a coefficient of 0.256 with a significance value of 0.016 which is smaller than 0.05. The coefficient value < 0 indicates that affective commitment has a positive and significant effect on employee performance. Thus  $H_a$  received

The third independent variable, namely Entrepreneurial Behavior, has a coefficient of 0.320 with a significance value of 0.022 which is smaller than 0.05. The coefficient value < 0 indicates that entrepreneurial behavior has a positive and significant effect on employee performance. Thus  $H_a$  received. From the three independent variables simultaneously, it turns out that entrepreneurial behavior has a greater influence on employee performance than the variables and Servant Leadership and affective commitment in Songket Silungkang Weaving SMEs, Sawahlunto Regency.

Empirical evidence of whether or not there is a real influence between the variables consisting of Servant Leadership, Affective Commitment, Entrepreneurial Behavior on Employee Performance. Together, the F-test was tested. Based on the test results obtained:

**Table.3. F & Adj.R2 Test Results**

	Mark	Sig.
F	34,080	0.000
Adj.R2	0.545	

Obtained Fcount = 34,080 with sig. 0.000 which is smaller than alpha 0.05; then  $H_0$  is rejected ( $one\beta \neq 0$ ). Thus it is proven that together there is a significant influence between Servant Leadership, Entrepreneurial Behavior Affective Commitment to Employee Performance, hypothesis is accepted.

Adjusted  $R^2$  test obtained a coefficient value of 0.545 or 54.5%. This means that the influence of Servant Leadership and Affective Commitment, Entrepreneurial Behavior, the proportion of which simultaneously explains the effect on employee performance is 54.5%, while the remaining 45.5% is explained by other variables not used in this study.

## Discussion

*Servant leadership style* positive effect on employee performance. Based on the results of this study, it was found that the servant leadership style had a positive and significant effect on employee performance. Therefore, it can be said that if a leader oriented to servant leadership will be able to bring subordinates to achieve better performance. This can explain that the hypotheses built in this study have similarities and strengthen the justification of previous research on Servant Leadership Style and employee performance, such as research conducted by Indartono *et al* (2010), Awan *et al.*, (2012) Harwiki (2013), and Koesmono (2014). The results of this study are in line with the descriptive analysis shown by employee responses to the servant leadership variable, which shows the level of respondents' perceptions of the servant leadership variable with the average value for the servant leadership variable of 4.54 and the average value of the employee performance variable being 4.46 or in good category. This means that the servant leadership that employees feel is good can result in good employee performance. This conclusion is able to show that hypothesis 1 has received empirical support justification, so it can be applied.

Affective commitment has a positive effect on employee performance. Based on the results of this study, it was found that affective commitment has a positive and significant effect on employee performance. Therefore, it can be said that if the affective commitment of employees is better in SMEs, it will achieve better performance. This can explain that the hypotheses built in this study have similarities and strengthen the justification of previous research on affective commitment and employee performance, such as the research proposed by Parinding (2017), stating that affective commitment partially has a significant effect on the employee performance variable at PT. Pegadaian (Persero) Ketapang Branch

The results of this study are in line with the descriptive analysis shown by Aprillianto, et.al, (2019), employee responses to the Affective Commitment variable, which shows the level of respondents' perceptions of the Affective Commitment variable with an average value for the servant leadership variable of 4.33. in good category

This conclusion is able to show that the hypothesis has received empirical support justification, so it can be applied.

Entrepreneurial behavior has a positive effect on employee performance. Based on the results of this study, it was found that entrepreneurial behavior had a positive and significant effect on employee performance. Therefore, it can be said that if the entrepreneurial behavior of employees can be improved in SMEs, it will achieve better performance. This can explain that the hypotheses built in this study have similarities and strengthen the justification of previous research on entrepreneurial behavior and employee performance, such as research conducted by Syahroni et al (2012). The results of this study are in line with the descriptive analysis shown by employee responses to the entrepreneurial behavior variable, which shows the level of respondents' perceptions of the entrepreneurial behavior variable with an average value for the entrepreneurial behavior variable of 4.34 in the good category. This conclusion is able to show that the hypothesis has received empirical support justification, so it can be applied.

*Servant leadership*, affective commitment and entrepreneurial behavior simultaneously have a positive effect on employee performance. Based on the results of this study, it can be said that if simultaneously Servant leadership, affective commitment and entrepreneurial behavior run well, SMEs will achieve better performance. This can explain that hypothesis 4 built in this study has similarities and strengthens the justification of previous research, such as research conducted by Lisa, Oyong, 2019, Kurniawan, Thomas. 2019 and Basalama, et.al, 2019, This conclusion is able to show that hypothesis 4 has received empirical support justification, so it can be applied.

## 5. Conclusions

The Songket Weaving Silungkang SMEs, Sawahlunto Regency, is an industry that still exists because this field activity is a cultural heritage business and can adapt to the times. This is inseparable from, serving leadership, affective commitment to SME entrepreneurial behavior. related to the ability to change something into something better that can be measured by self-efficacy, tolerance for risk, and independence in work, it is proven in partial and simultaneous research that this has a positive and significant effect on employee performance.

Based on the results of the research findings, several policy implications can be recommended as input for SMEs. are as follows :

1. The important thing to note is how a leader implements service-oriented leadership that is done sincerely, sincerely and not based on seeking praise or self-respect for his subordinates. The attitude of service is aimed at employees who need service the most, so that a servant leader will be better able to direct subordinates to work better.
2. A leader must be able to involve employees by providing opportunities and trust to employees so as to create a sense of togetherness, because basically a leader who works alone and does not give trust to subordinates will not achieve the expected results.
3. Affective commitment and good entrepreneurial behavior need to be maintained and maintained.

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