

The Influence of Servant Leadership, Knowledge Management and Strategic Management on Employee Engagement and Management Performance

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ABSTRACT

The purpose of this study is to see the effect of servant leadership, knowledge management and strategic management on management involvement and performance in start-up companies in Jakarta. The method used in this study is descriptive quantitative. The sample in this study was 105 employees. The sampling technique used was a census. The data used in this study were primary and secondary data. The analysis tools used in this study included SmartPLS. The tests carried out in this study included Validity Test, Reliability Test, Inner Model Test, Outer Model Test, and Hypothesis Test. The results of research conducted at startup companies in Jakarta include: 1) Servant leadership has a positive and significant effect on employee engagement; 2) Knowledge management has a positive and significant effect on employee engagement; 3) Strategic management has no positive and insignificant effect on employee engagement; 4) Servant leadership has a positive and significant effect on management performance; 5) Knowledge management has a positive and significant effect on management performance; and 6) Strategic management has no positive and insignificant effect on management performance. This study is limited to management involvement and performance. The focus on startup companies may limit the generalization of these findings. In addition, although this study uses a questionnaire created by the researcher to ensure its relevance, the data used may be subject to bias, such as social desirability or limited disclosure of unfavorable opinions. This study contributes to the understanding of management performance and employee engagement in startup companies in Jakarta, with a focus on the factors of servant leadership, knowledge management, and strategic management. This research adds new insights related to other factors that influence management involvement and performance, especially in startup companies. So that, later it can be used as reference material in further literature.

Keywords: *Employee Engagement, Management Performance, Servant Leadership, Knowledge Management, Strategic Management*

INTRODUCTION

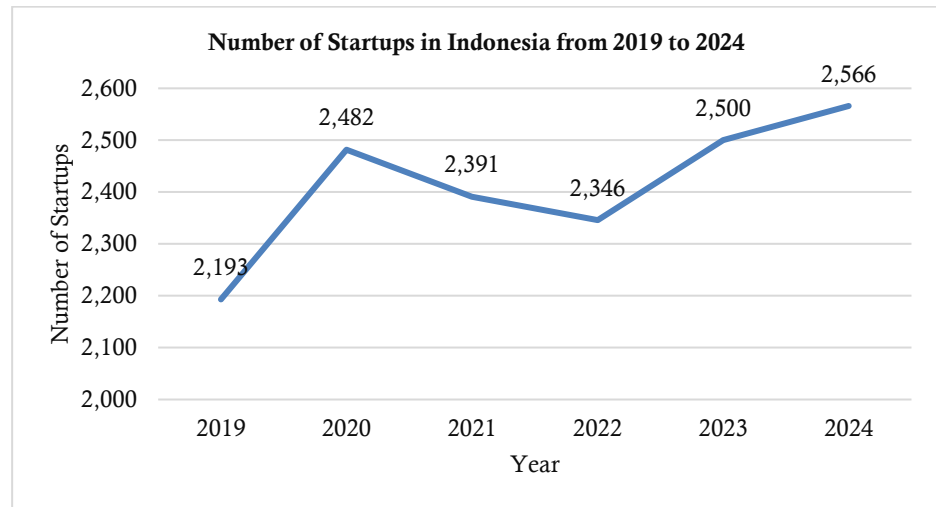
Background of the Problem

Startup companies in Indonesia have experienced rapid growth in recent years, especially in Jakarta. Indonesia will have more than 2,500 startup companies by 2024, making it the largest startup ecosystem in Southeast Asia (Alamanda & Riyanti, 2024). This growth was triggered by increased investment, adoption of digital technology, and innovation in various sectors such as e-commerce, fintech, logistics, and education.

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However, although the development of startups looks promising, these companies face significant challenges in maintaining effective management performance and high employee engagement, (Susanto & Rony, 2023).



Source: Databoks.com

Figure 1. Number of Startups in Indonesia from 2019 to 2024

In the figure, the evolution of the number of startups in Indonesia from 2019 to 2024 is presented in the form of graphs and tables. Based on the information presented, it can be seen that the number of startups fluctuated during the period. In 2019, the number of startups was recorded at 2,193, then rose to 2,482 in 2020, and in 2021 it decreased to 2,391. However, there was a significant increase in 2023, with the number of startups reaching 2,500. Until the end of 2024, the number of startups in Indonesia totaled 2,566.

This data shows that despite experiencing a decline for two consecutive years (2021-2022), the Indonesian startup ecosystem was able to recover and even exceed the initial number in 2020. The decline in 2021-2022 was most likely influenced by the COVID-19 pandemic which impacted various economic sectors, including startups. Meanwhile, the increase in 2023 indicates the recovery and regrowth of the startup ecosystem in Indonesia.

With the startup ecosystem in Jakarta experiencing rapid growth, it is accompanied by major challenges in terms of human resource management. Based on research conducted Pratama & Setiadi, (2021), Jakarta ranks third in Southeast Asia as a startup center with more than 1,800 startups. However, 30% of them fail to survive after 3 years of operation. One of the critical factors is the low level of employee engagement at 42%, well below the global average of 65% (Hania & Bernardus, 2021). This phenomenon is exacerbated by less than optimal management performance, with 65% of startups having difficulty maintaining operational consistency, (Gultom et al., 2022).

Problem Formulation

Based on the background of the above problem, the problem formulation in the research conducted on startup companies in Jakarta is determined as follows: 1) Does servant leadership influence employee engagement?; 2) Does knowledge management influence employee engagement?; 3) Does strategic management influence employee engagement?; 4) Does servant leadership influence management performance?; 5) Does knowledge management influence management performance?; and 6) Does strategic management influence management performance?.

LITERATURE REVIEW

Based on the background of the problem and the problem formulation above, the literature review and hypothesis in this study are as follows:

Employee Engagement

Employee engagement is the degree to which employees feel emotionally and intellectually connected to their work and the organization they work for. Employees who are highly engaged tend to show strong loyalty, enthusiasm, and motivation in the performance of their duties. Engagement is influenced by a number of factors, including a positive work environment, good relationships with managers and co-workers, and opportunities for growth. When employees feel valued, supported and have a meaningful role, they are more likely to contribute their best to the organization (Susanto, Sawitri, et al., 2024).

The indicators or dimensions of employee engagement include: 1) Emotional Involvement: Describes the extent to which employees feel emotionally connected to their work, including a sense of pride and belonging; 2) Cognitive Involvement: Refers to the extent to which employees understand the organization's role, responsibilities, and goals; 3) Social Involvement: Shows how employees actively participate in teamwork and social interaction at work; and 4) Behavioral Involvement: Refers to the concrete actions employees take to perform their jobs with enthusiasm and initiative (Widodo, 2021).

The employee engagement variable has been researched and is relevant to research conducted by: (Susanto & Sawitri, 2022), (Puspita et al., 2020), (Agustin & Tyas, 2024).

Management performance

Management performance is the result of a manager's ability to effectively plan, organize, direct and control the company's resources to achieve predetermined goals. This performance is measured by the achievement of company goals, team productivity, and the manager's ability to make the right decisions. High-performing managers are able to lead teams through effective communication, provide clear direction, and meet challenges with innovative solutions. Optimal leadership performance will contribute to the achievement of the organization's vision and mission on an ongoing basis (Sukadana & Mahyuni, 2021).

The indicators or dimensions found in management performance include: 1) Planning: Management's ability to develop effective strategies and work plans to achieve organizational goals; 2) Organization: The ability to efficiently manage human, technological, and financial resources; 3) Control: Management actions to monitor, evaluate, and improve organizational performance; and 4) Decision Making: Management's ability to make sound decisions based on data and analysis (Didin Sjarifudin & Zahara Tussoleha Rony, 2023).

Management performance variables have been studied and are relevant to research conducted by: (Putra et al., 2020), (Sudiardhita et al., 2018), (Ratnasari et al., 2020), (Sulistiyowati, Ari, et al., 2023).

Servant Leadership

Servant Leadership is a leadership style that focuses on serving team members with the goal of creating a work environment that supports growth, well-being, and mutual achievement. Leaders who use this style tend to prioritize the needs of employees, support individual development, and foster a work culture based on empathy and trust. By prioritizing the interests of employees, leaders can build harmonious relationships and increase employee motivation, thereby increasing organizational productivity (Susanto, Sawitri, et al., 2024).

The indicators or dimensions found in servant leadership include: 1) Empathy: The leader's ability to understand and appreciate the feelings and needs of employees; 2) Encouraging employee development: The leader's efforts to provide training, mentoring, and career development opportunities for subordinates; 3) Building Community: Leaders create a work environment that encourages collaboration and teamwork; and 4) Commitment to the Growth of Others: Leaders focus on improving the well-being of employees, both professionally and personally (Susanto, Setiawan, et al., 2024).

The servant leadership variable has been researched and is relevant to research conducted by: (Rusli et al., 2023), (Ozturk et al., 2021), (Rofcanin et al., 2021).

Knowledge Management

Knowledge management is the process of managing knowledge in an organization, which includes creating, storing, sharing, and applying knowledge to achieve business goals. This process involves capturing valuable information from the company's experience, expertise, and data, and then organizing it so that it can be used effectively by all members of the organization. With good knowledge management, companies are able to increase innovation, accelerate decision making, and reduce the risk of losing knowledge due to employee turnover (Yulianti et al., 2023).

The indicators or dimensions found in knowledge management include: 1) Knowledge Creation: The process of generating new ideas and innovations through research and experience; 2) Knowledge Storage: A documentation system for storing organizational data, information, and experience; 3) Knowledge Distribution: The process of effectively sharing knowledge with all members of the organization; and 4) Knowledge Application: The use of knowledge to support work processes and decision making (Restyorini, 2019). The knowledge management variable has been researched and is relevant to research conducted by: (Masruroh et al., 2023), (Della Fitriana et al., 2021), (Rahayu & Sriyono, 2023), (Sulistiyowati, Ari, et al., 2023).

Strategic Management

Strategic management is the process of planning and implementing strategies to achieve long-term competitive advantage. This process includes analyzing the internal and external environment, setting goals, selecting appropriate strategies, and evaluating and controlling results. Strategic management plays an important role in helping organizations adapt to market changes, identify business opportunities, and mitigate risks that may hinder the achievement of organizational goals (Harahap et al., 2020),.

The indicators or dimensions found in strategic management include: 1) Environmental Analysis: The organization's ability to identify external opportunities and threats; 2) Strategy formulation: The process of creating a long-term work plan in accordance with the organization's vision and mission; 3) Strategy Implementation: The execution of a work plan through the effective allocation of resources; and 4) Strategy Evaluation and Control: The process of evaluating the results of strategy implementation and making improvements where necessary (Widjanarko et al., 2022).

The strategic management variable has been researched and is relevant to research conducted by: (Joniaková et al., 2022), (Hamadamin & Atan, 2019), (Hermawan et al., 2021). (Sulistiyowati, Ari, et al., 2023).

Previous Research

Based on the problem formulation and literature above, previous research relevant to this study is as follows:

Table 1. Relevant Previous Research

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Christianto, 2021)	-The Servant Leadership variable affects Employee Engagement at PT Indonesia Power Suralaya Power Generation Unit -The Employee Compensation variable affects Employee Engagement at PT Indonesia Power Suralaya Power Generation Unit	This article has similarities in researching the Servant Leadership variable in its independent variable, and researching the Employee Engagement variable in its dependent variable.	-The difference is that it is in the Employee Compensation variable as another independent variable -Another difference is in the object of the research, which was conducted at PT Indonesia Power Suralaya Power Generation Unit
2	(Sitorus et al., 2022)	-The Talent Management variable affects Employee Engagement at PT Bank	This article has similarities in researching the Knowledge	The difference is that the Talent Management variable

		Mandiri, Jalan Bandung Branch	Management variable in its independent variable, and researching the Employee Engagement variable in its dependent variable.	is included as another independent variable
		-The Knowledge Management variable affects Employee Engagement at PT Bank Mandiri, Jalan Bandung Branch		Another difference is in the object of the research, which was conducted at the Bandung Street Branch of PT Bank Mandiri
3	(Sepahvand & Bagherzadeh Khodashahri, 2021)	- Strategic Management variable affects Employee Engagement - Employee Retention variable affects Employee Engagement	This article has similarities in researching the Strategic Management variable in its independent variable, and researching the Employee Engagement variable in its dependent variable	The difference is that the Employee Retention variable is used as another independent variable.
4	(Sawor & Budiyanto, 2023)	-The Serving Leadership variable affects Management Performance -The Work Culture variable affects Management Performance	This article has similarities in examining the Servant Leadership variable in its independent variable, and examining the Management Performance variable in its dependent variable.	The difference is that the Work Culture variable is present as another independent variable.
5	(Hanum et al., 2020)	-The Competence variable affects Management Performance -The Knowledge Management variable affects Management Performance	This article has similarities in researching the Knowledge Management variable in its independent variable, and researching the Management Performance variable in its dependent variable.	Another difference is that the Competence variable is included as another independent variable.
6.	(Azmi & Harti, 2021)	-Strategic Management Variables affect Management Performance -Organizational Capability Variables affect Management Performance	This article has similarities in researching the Strategic Management variable in its independent variable, and researching the Management Performance variable in its dependent variable	Another difference is that the Organizational Capability variable is included as another independent variable.

Research Hypothesis

Based on the problem formulation and previous research, the hypotheses in this study are as follows: 1) Servant leadership has a positive and significant effect on employee engagement; 2) Knowledge management has a positive and significant effect on employee engagement; 3) Strategic management has a positive and significant effect on employee engagement; 4) Servant leadership has a positive and significant effect on management performance; 5) Knowledge management has a positive and significant effect on management performance; and 6) Strategic management has a positive and significant effect on management performance.

METHODS

The method used in this study is descriptive quantitative. The number of samples in this study was 105 employees at startup companies in Jakarta. The sampling technique

used was the census. The data used in this study was primary data, obtained from questionnaires, and secondary data obtained from relevant previous research. The analysis tool used in this study was SmartPLS. The tests carried out in this study included Validity Test, Reliability Test, Inner Model Test, Outer Model Test, and Hypothesis Test.

RESULTS AND DISCUSSION

In this study, the research results include testing the outer model and inner model:

Outer Model Validity Test

1. Convergen Validity

If the correlation coefficient is > 1 or $= 1$, the validity is considered high. The table below shows the results of the outer model convergent validity test, (Tahir et al., 2023).

Table 2. Convergent Validity Analysis

Indicator	Servant Leadership	Knowledge Management	Strategic Management	Employee Engagement	Management performance
X1.01	0,698				
X1.02	0,826				
X1.03	0,817				
X1.04	0,786				
X1.05	0,789				
X2.01		0,827			
X2.02		0,767			
X2.03		0,769			
X2.04		0,829			
X2.05		0,721			
X3.01			0,841		
X3.02			0,812		
X3.03			0,766		
X3.04			0,735		
X3.05			0,803		
Y1.01				0,815	
Y1.02				0,720	
Y1.03				0,760	
Y1.04				0,727	
Y1.05				0,711	
Y2.01					0,803
Y2.02					0,774
Y2.03					0,801
Y2.04					0,772

Source: Processed data by SmartPLS (2025)

Based on the output in table 2 above, the overall variables used in this study can be declared valid, because each indicator in each variable obtains a loading factor value > 0.60 , so it can be stated that the indicators of each variable are eligible for research.

2. AVE Analysis (Average Variance Extracted)

Latent variables can explain on average more than half of the variance of their indicators.

Table 3. AVE Analysis

Variable	Average Variance Extracted (AVE)
Servant Leadership	0,615
Knowledge Management	0,614
Strategic Management	0,628
Employee Engagement	0,559
Management performance	0,620

Based on table 3 above, the AVE value of the servant leadership variable is 0.615, knowledge management 0.614, strategic management 0.628, employee engagement 0.559 and management performance 0.620. This shows that the overall variables in this study obtain a value of more than ($>$) 0.5, meaning that each variable has good discriminant validity.

Outer Model Reliability Test

1. Composite Reliability

This reliability test is intended to measure how relevant and consistent a respondent is in answering or filling out a questionnaire, in relation to the questionnaire provided.

Table 4. Composite Reliability Analysis

Variable	Composite Reliability
Servant Leadership	0,889
Knowledge Management	0,888
Strategic Management	0,894
Employee Engagement	0,863
Management performance	0,867

Based on the test results in table 4 above, the composite reliability value of the servant leadership variable is 0.889, the composite reliability value of knowledge management is 0.888, the composite reliability value of strategic management is 0.894, the composite reliability value of employee engagement is 0.863 and the composite reliability value of management performance is 0.867. Where it shows that the overall value of the variable is greater ($>$) than 0.7, meaning that the overall variable is declared reliable.

2. Cronbach's Alpha

The reliability test with composite reliability can be strengthened with Cronbach's alpha. The variable assessment criterion is that if the Cronbach's alpha value of each variable is > 0.7 , then it can be declared reliable, (Santosa, 2018).

Table 5. Cronbach's Alpha Analysis

Variable	Cronbach's Alpha
Servant Leadership	0,843
Knowledge Management	0,845
Strategic Management	0,853
Employee Engagement	0,802
Management performance	0,797

Based on the test results in table 5 above, the Cronbach's alpha value for the servant leadership variable is 0.843, the Cronbach's alpha value for knowledge management is 0.845, the Cronbach's alpha value for strategic management is 0.853, the Cronbach's alpha value for employee engagement is 0.802, and the Cronbach's alpha value for management performance is 0.797. This shows that the overall variable is greater than 0.7, so the overall variable is declared reliable.

Structural Model Analysis (Inner Model)

The testing of this structural model aims to see the relationship or influence between the construct, significant value and R Square.

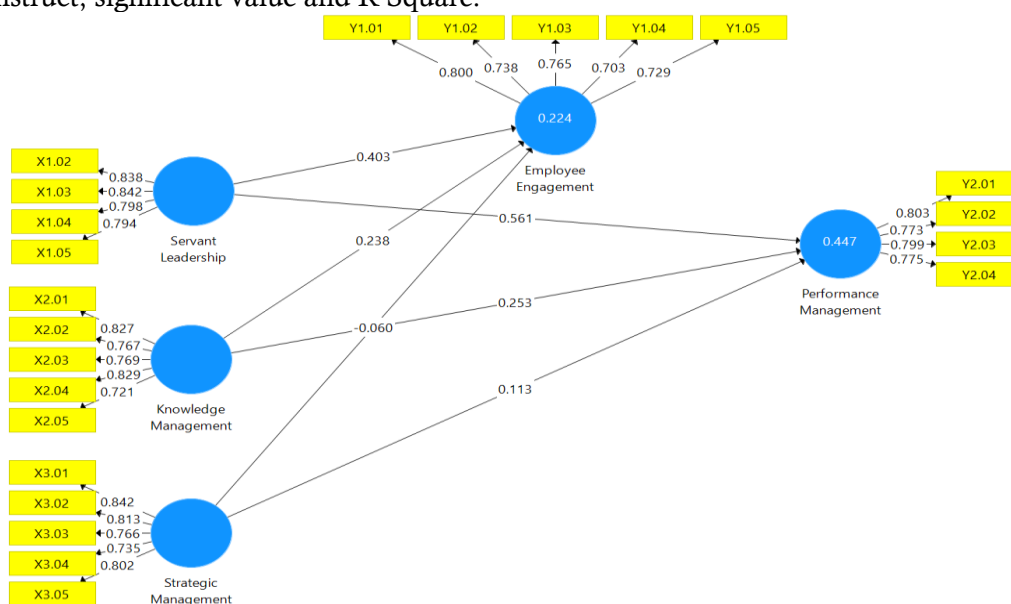


Figure 1. Output Inner Model

Source: Processed data by SmartPLS (2025)

1. Hypothesis Testing Results (Significance Test)

Hypothesis testing uses path coefficient and indirect effect outputs:

Table 6. Hypothesis Testing Results (Bootstrapping)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Servant Leadership -> Employee Engagement	0,403	0,410	0,070	5,751	0,000
Knowledge Management - > Employee Engagement	0,238	0,242	0,095	2,510	0,012
Strategic Management -> Employee Engagement	-0,060	-0,053	0,110	0,543	0,588
Servant Leadership -> Management performance	0,561	0,560	0,054	10,349	0,000
Knowledge Management - > Management performance	0,253	0,255	0,087	2,910	0,004
Strategic Management -> Management performance	0,113	0,123	0,074	1,527	0,127

Table 6 above shows the results of hypothesis testing (bootstrapping), as follows:

The Effect of Servant Leadership on Employee Engagement

The results of the first hypothesis testing show the effect of servant leadership on employee engagement, as seen in Table 6. The results of the hypothesis test analysis obtained an (O) value where the path coefficient is 0.403 with a T statistic value of 5.751 and a P Value of 0.000. The value is greater (>) than the t-table value (1.982) and the P-value is less (<) than 0.05, meaning that it has a positive and significant effect. Therefore, servant leadership has a positive and significant effect on employee engagement in startup companies in Jakarta (**H1 Accepted**).

The Effect of Knowledge Management on Employee Engagement

The results of the second hypothesis testing show the effect of knowledge management on employee engagement, as seen in Table 6. The results of the hypothesis test analysis obtained an (O) value where the path coefficient is 0.238 with a T-statistic value of 2.510 and a P-value of 0.012. This value is greater (>) than the t-table value (1.982) and the P-value is smaller (<) 0.05, meaning that it has a positive and significant effect. So knowledge management has a positive and significant effect on employee engagement in startup companies in Jakarta (**H2 Accepted**).

The Effect of Strategic Management on Employee Engagement

The results of the third hypothesis testing show the effect of strategic management on employee engagement, as seen in Table 6. The results of the hypothesis test analysis obtained an (O) value where the path coefficient is -0.060 with a T statistic value of 0.543 and a P Value of 0.588. This value is less (<) than the t-table value (1.982) and the P-value is greater (>) 0.05, meaning that it has no positive and insignificant effect. Therefore, strategic management has no positive and insignificant effect on employee engagement in startup companies in Jakarta (**H3 Rejected**).

The Effect of Servant Leadership on Management Performance

The results of the fourth hypothesis testing show the effect of servant leadership on management performance, as seen in Table 6. The results of the hypothesis test analysis obtained an (O) value where the path coefficient is 0.561 with a T statistic value of 10.349 and a P Value of 0.000. The value is greater (>) than the t-table value (1.982) and the P-value is less (<) than 0.05, meaning that it has a positive and significant effect. Therefore, servant leadership has a positive and significant effect on management performance in startup companies in Jakarta (**H4 Accepted**).

The Effect of Knowledge Management on Management Performance

The results of the fifth hypothesis testing show the effect of knowledge management on management performance, as seen in Table 6. The results of the hypothesis test analysis obtained an (O) value where the path coefficient is 0.253 with a T-statistic value of 2.910

and a P-value of 0.004. The value is greater ($>$) than the t-table value (1.982) and the P-value is less ($<$) than 0.05, meaning it is significant and has an effect. Therefore, knowledge management has a positive and significant effect on management performance in startup companies in Jakarta (**H5 Accepted**).

The Effect of Strategic Management on Management Performance

The results of the sixth hypothesis testing show the effect of strategic management on management performance, as seen in Table 6. The results of the hypothesis test analysis obtained an (O) value where the path coefficient is 0.031 with a T-statistic value of 0.113 and a P-value of 1.527. This value is less ($<$) than the t-table value (1.982) and the P-value is greater ($>$) 0.05, meaning that it has no effect and is not significant. So strategic management has no positive and significant effect on management performance in startup companies in Jakarta (**H6 Rejected**).

Based on the results of the above tests, the discussion of the research conducted on startup companies in Jakarta is as follows:

1. The Effect of Servant Leadership on Employee Engagement

Based on the results of hypothesis testing and data analysis, it has been shown that Servant Leadership has a positive and significant effect on Employee Engagement. To increase Employee Engagement through Servant Leadership, the startup company management in Jakarta must do the following: 1) Empathy: Management needs to actively listen and understand the needs, feelings, and challenges faced by employees, creating an inclusive and supportive work environment; 2) Encourage Employee Development: Companies must provide training, mentoring, and career opportunities to develop employee competencies, demonstrating investment in their growth; 3) Community Building: Forming a culture of collaboration through team-building activities and discussion spaces that strengthen social bonds between employees; and 4) Commitment to the Growth of Others: Leaders need to set an example by supporting employee ideas and providing constructive feedback to spur their potential.

If startup companies in Jakarta can apply Empathy, Encourage Employee Development, Build Community and Commitment to the Growth of Others, it will have an impact on employee engagement satisfaction which includes: 1) Emotional Engagement: Employees feel more emotionally connected to the company because they are treated with empathy and are valued; 2) Cognitive Engagement: Employees are motivated to think creatively and contribute innovative ideas due to the encouragement of self-development; 3) Social Engagement: Positive interactions in the work community strengthen a sense of belonging and teamwork; and 4) Behavioral Engagement: Employees show high dedication through concrete actions such as initiative and loyalty to the organization.

The results of this study are in line with research conducted by (Christianto, 2021), which states that servant leadership has a positive and significant effect on employee engagement.

2. The Effect of Knowledge Management on Employee Engagement

Based on the results of hypothesis testing and data analysis, it has been shown that knowledge management has a positive and significant effect on employee engagement. To increase employee engagement through knowledge management, the management of a startup company in Jakarta should do the following: 1) Knowledge Creation: Management needs to encourage innovation by providing opportunities for employees to share ideas, experiences, and solutions through discussions, brainstorming, or digital collaboration platforms; 2) Knowledge Storage: Companies must develop a centralized system (such as a database or internal wiki) to document explicit knowledge (procedures, best practices) and tacit knowledge (personal experience) for easy access; 3) Knowledge Distribution: Facilitating the flow of information through routine training, mentoring, or communication tools to ensure that knowledge is evenly distributed throughout the team; and 4) Knowledge Application: Creating mechanisms that encourage employees to apply new knowledge in their daily tasks, such as experimental projects or awards for

knowledge-based innovation. If startup companies in Jakarta can implement Knowledge Creation, Knowledge Storage, Knowledge Distribution and Knowledge Application, it will have an impact on employee engagement which includes: 1) Emotional Engagement: Employees feel more valued because their knowledge contribution is recognized, strengthening emotional ties with the company; 2) Cognitive Engagement: The process of learning and sharing knowledge stimulates critical thinking, increasing mental engagement in work; 3) Social Engagement: Collaboration in knowledge exchange strengthens relationships between teams, fostering a sense of togetherness; and 4) Behavioral Engagement: Employees are motivated to actively apply new knowledge, demonstrated through initiative, productivity, and adaptation to change.

The results of this study are in line with research conducted by (Sitorus et al., 2022), which states that knowledge management has a positive and significant effect on employee engagement.

3. The Effect of Strategic Management on Employee Engagement

Based on the results of hypothesis testing and data analysis, it has been shown that strategic management does not have a positive and significant effect on employee engagement. To increase employee engagement through strategic management, the management of startup companies in Jakarta needs to pay attention to: 1) Environmental Analysis: Management needs to actively monitor market developments, industry trends, and employee needs to adjust strategies to the company's external and internal dynamics; 2) Strategy Formulation: Strategies must be designed with input from employees, ensuring that company goals are aligned with the aspirations and values held by the team; 3) Strategy Implementation: The strategy execution process needs to be supported by transparent communication, adequate resource allocation, and the active involvement of employees in strategic initiatives; and 4) Strategy Evaluation and Control: The company must periodically review the performance of the strategy, solicit feedback from employees, and make adjustments to increase its relevance and effectiveness.

If a startup company in Jakarta pays attention to Environmental Analysis, Strategy Formulation, Strategy Implementation, Strategy Evaluation and Control, it will have an impact on employee engagement which includes: 1) Emotional Engagement: Employees feel more connected to the company when they see that the organization's strategy is responsive to their needs and the work environment; 2) Cognitive Engagement: A clear understanding of company strategy encourages employees to think more critically and contribute to the achievement of common goals; 3) Social Involvement: Collaborative processes in strategy formulation and implementation strengthen relationships between employees and foster a sense of togetherness; and 4) Behavioral Involvement: Employees become more proactive in supporting company strategy, which is reflected in increased productivity and long-term commitment. The results of this study are in line with research conducted by (Sepahvand & Bagherzadeh Khodashahri, 2021), which states that strategic management has no positive and insignificant effect on employee engagement.

4. The Effect of Servant Leadership on Management Performance

Based on the results of hypothesis testing and data analysis, it has been shown that Servant Leadership has a positive and significant effect on Management Performance. To improve Management Performance through Servant Leadership, the startup company management in Jakarta must do the following: 1) Empathy: Management needs to deeply understand the needs, challenges, and aspirations of employees by actively listening and responding constructively, creating a supportive and inclusive work environment; 2) Encouraging Employee Development: Companies must provide training, mentoring, and career development opportunities to improve employee competence and motivation, while creating a strong talent pool for the organization; 3) Community Building: Management needs to create a culture of collaboration through team building activities and open communication that strengthens social bonds and a sense of togetherness in the team; and 4) Commitment to the Growth of Others: Leaders must set an example by providing full support for employee development, including providing constructive feedback and recognition of achievements.

If startup companies in Jakarta can apply Empathy, Encourage Employee Development, Build Community and Commitment to the Growth of Others, it will have an impact on Management Performance which includes: 1) Planning: The planning process becomes more effective because it is based on a deep understanding of the team's capabilities and the needs of the organization obtained through a servant leadership approach; 2) Organizing: The organizational structure and resource allocation become more optimal because management has a good understanding of the strengths and potential of each team member; 3) Control: The performance control and evaluation system runs more effectively because it is built on trust and good two-way communication between management and employees; and 4) Decision Making: Managerial decisions are of higher quality because they consider input from various levels of the organization and are supported by comprehensive data and insights.

The results of this study are in line with research conducted by (Sawor & Budiyanto, 2023), which states that servant leadership has a positive and significant effect on management performance.

5. The Effect of Knowledge Management on Management Performance

Based on the results of hypothesis testing and data analysis, it has been shown that Knowledge Management has a positive and significant effect on Management Performance. To improve Management Performance through Knowledge Management, the startup company management in Jakarta should: 1) Create Knowledge: Management needs to build a culture of innovation by encouraging employees to document best practices, lessons learned, and creative ideas through discussion forums, brainstorming sessions, or digital collaboration platforms; 2) Knowledge Storage: Companies must develop a well-structured, centralized knowledge base system, including a database of procedures, document templates, and a tacit knowledge repository to ensure that organizational knowledge is maintained and easily accessible; 3) Knowledge Distribution: Build knowledge sharing mechanisms through cross-functional mentoring programs, practitioner communities, or integrated information systems that enable real-time knowledge flow between departments; and 4) Knowledge Application: Create processes that encourage the application of knowledge in daily operations, including reward systems for knowledge-based innovation and feedback mechanisms for continuous improvement.

If startup companies in Jakarta can implement Knowledge Creation, Knowledge Storage, Knowledge Distribution and Knowledge Application, it will have an impact on Management Performance which includes: 1) Planning: The planning process becomes more data-based and comprehensive by utilizing historical and predictive knowledge available in the knowledge management system; 2) Organizing: Resource allocation and organizational structure can be managed more effectively by utilizing knowledge of employee competencies and previous best practices; 3) Control: The management control system becomes more precise because it is supported by a knowledge base that enables benchmarking and data-based performance monitoring; and 4) Decision Making: The quality of managerial decisions increases significantly because it is supported by structured explicit knowledge and well-documented tacit experience. The results of this study are in line with research conducted by (Hanum et al., 2020), which states that knowledge management has a positive and significant effect on management performance.

6. The Effect of Strategic Management on Management Performance

Based on the results of the hypothesis test and data analysis, it has been shown that Strategic Management does not have a positive and insignificant effect on Management Performance. To improve management performance through strategic management, the management of startup companies in Jakarta needs to pay attention to: 1) Environmental Analysis: Management will lose the ability to identify market opportunities and competitive threats, resulting in planning that is not responsive to external changes. Companies become vulnerable to business disruption and uncertainty; 2) Strategy Formulation: Organizations will operate without a clear direction, with poorly defined

goals. This creates confusion at all levels of management and hinders the effective allocation of resources; 3) Strategy Implementation: Existing strategies (if any) will not be implemented consistently due to lack of proper resource allocation, poor communication, and lack of progress monitoring. This causes a gap between planning and execution; and 4) Strategy Evaluation and Control: The company does not have a mechanism to assess the success of the strategy or make corrections when necessary, resulting in a waste of resources and the constant repetition of the same mistakes.

If a startup company in Jakarta does not implement Environmental Analysis, Strategy Formulation, Strategy Implementation, Strategy Evaluation and Control, it will have an impact on Management Performance which includes: 1) Planning: The planning process becomes reactive and unfocused, based on assumptions rather than actual data. The plan that is made does not have a strong foundation and is difficult to implement; 2) Organization: The organizational structure is not aligned with business objectives, creating role duplication or gaps in responsibility. Human resource allocation becomes inefficient and does not support the achievement of objectives; 3) Control: The absence of an effective control system makes it difficult for management to monitor performance, identify deviations, or take corrective action in a timely manner; and 4) Decision Making: Managerial decisions become inconsistent, based on intuition or personal opinion rather than strategic analysis. This increases the risk of decision errors with long-term impacts. The results of this study are in line with research conducted by (Azmi & Harti, 2021), which states that Strategic Management has no positive and insignificant effect on Management Performance.

CONCLUSION

Based on the problem formulation, research hypothesis, results and discussion above, the conclusions of the research conducted at PT XYZ in the cargo sector are as follows: Servant Leadership has a positive and significant effect on Employee Engagement; Knowledge management has a positive and significant effect on Employee Engagement; Strategic management has no positive and insignificant effect on Employee Engagement; Servant leadership has a positive and significant effect on Management Performance; Knowledge management has a positive and significant effect on Management Performance; and Strategic management has no positive and insignificant effect on Management Performance.

Limitation

This study has several limitations that may affect the generalizability of the findings. First, this study focuses only on startup firms in Jakarta, so the results obtained may not necessarily be widely applicable to firms in other sectors or regions. Second, although the questionnaire-based data collection method has been carefully designed to ensure relevance, the data still has the potential to contain biases such as social desirability bias, where respondents tend to give more positive answers than reality. Third, this study uses a quantitative approach that focuses on measuring numerical data, so qualitative aspects that can provide an in-depth understanding of employee behavior and motivation may not be fully described. Fourth, the sample used consisted of 105 employees, which although quite representative of the startup context in Jakarta, still has limitations in reflecting the broader population in other industries. It is expected that these limitations will be taken into account in future research to make the results more comprehensive and applicable.

Suggestion

Based on the results of this study, it is recommended that companies pay attention to management involvement and performance to ensure that employees can participate and engage in every company activity.

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