

# The Influence of Serving Leadership Style on Organizational Performance (A Case Study on the Personnel and Human Resources Development Agency/BKPSDM Pelalawan Regency, Riau Province)

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**Abstracts:** The study is intended to determine the influence of servant leadership on the performance of BKPSDM Pelalawan Regency, Riau Province. Servant leadership dimensions used in this study are emotional healing, creating value for the community, conceptual skills, empowering, helping subordinate grow and succeed, putting subordinate first, behaving ethically. The analysis technique used is SPSS 24. The results of this study show that the dimensions of servant leadership that have the most positive and significant influence on performance are conceptual skills, ethical behavior, and helping subordinates grow and succeed. The simultaneous effect (R.Square) is 33.9%; it means it's still other variables that can affect the performance of BKPSDM and this is an opportunity for future researchers.

**Keywords:** Servant Leadership, Job Performance, Emotional Healing, Creating Value, Conceptual Skills, Empowering.

## 1. INTRODUCTION

Pelalawan Regency is one of the regencies that has business potential and has prospects for development as an industrial city in Riau Province because there is a large industrial RAPP pull and paper factory in Indonesia as well as oil palm plantations and a large and potential CPO industry. Given the very promising industrial and business potential, it is necessary to manage and develop regions and businesses through skilled leadership and employees.

Employees are one of the most important factors in an organization in addition to other factors such as infrastructure, technology, leadership, and others. Therefore every employee or employees must be managed properly to increase the effectiveness and efficiency of the organization (Hariandja, 2002). Good performance will make the organization successful in every industry and vice versa, poor performance will make the organization fail in facing competition in its industry (Chei et al, 2009). Job performance itself is one of the important benchmark criteria in organizational psychology research (Borman, 2004; Borman and Motowidlo, 1993, 1997; Organ, 1997). This is based on the fact that job performance is always reported as a significant indicator of organizational performance (Organ, 1997). To achieve high job performance in an organization, good leaders are needed. A good leader here is a leader who can protect all the people he leads. Awamleh and Gardner (1999) in Borbuto and Wheeler (2006) found that the leader's vision and the right way of delivery are related to organizational performance and effectiveness. Druskat and Pescosolido (2002) in Borbuto and Wheeler (2006) say that a good leader will produce positive results on the performance of his subordinates.

Leadership is one of the factors that can bring positive change to an organization and employees, and one form of leadership style that is being researched this time is servant leadership. The concept of servant leadership hereinafter referred to as servant leadership was first introduced in 1970 by Robert K. Greenleaf and has been widely adopted by previous researchers. Leadership that serves its main substance is to empower and develop followers in the organization of employees or employees by expressing humility, authenticity, interpersonal acceptance, and supervision and providing direction (Dierendonck, 2011).

Servant leadership is a very effective form of leadership in the way of leading to drive the success of the organization being led. Organizations wishing to make meaningful changes to their management must start by using servant leadership as a basic understanding and then build on it using a number of other approaches (Spears, 2005).

By exercising servant leadership, it is expected to improve organizational performance through improving the performance of its employees. Zehir (2013) said that servant leadership has an impact on employee performance and contributes to organizational performance. Servant leadership sees the role of the leader as exemplary in setting direction and standards of excellence, and giving employees the autonomy to do the job (Berry et al., 1994). In other words, servant leadership is responsible for employee development and guides employees to achieve better performance (Murari and Gupta, 2012). Servant leadership demonstrates strong serving attitudes and behaviors, giving employees the opportunity to learn good service behaviors (Church, 1995; Hallowell et. al, 1996). Several studies say that servant leadership has a significant positive effect on performance. Koyuncu et al, (2014) in their research on the influence of servant leadership has a positive impact on improving employee performance.

In Hussain and Ali's (2012) research, servant leadership shows a positive and significant influence on employee performance in Pakistan. Leaders place employee focus on being a model or role model for other employees and creating value for their organization. Employees respond through the way they serve customers with good, fast and confident service.

In the Personnel and Human Resources Development Agency (BKPSDM) of Pelalawan Regency, the phenomenon that researchers see is that leadership is centered on managing employees and developing employees according to their fields and competencies, then conducting training so that every employee who works is truly in accordance with their expertise and field of assignment. he carried. Researchers have not seen whether BKPSDM leaders have a servant leadership style or have implemented this leadership style. From this, researchers want to find out more, to what extent the influence of servant leadership has been carried out by BKPSDM leaders and to what extent it has had an influence on the performance of the employees they lead.

## **2. LITERATURE REVIEW**

### **2.1. Servant Leadership**

Leadership is a reciprocal process in which leaders and subordinates influence each other to achieve goals within an organization (Ngodo, 2008). Different leadership styles will produce different results; leadership can be seen as a person's ability to influence a group of people to achieve organizational goals (KhataJabor et al, 2012; House et. al, 1999). Leadership style and the effectiveness of interaction between leaders and subordinates determine the success of teams in organizations (Kocher et al, 2009).

Servant leadership can be defined as a leader whose main goal in leading is to serve others by investing in developing the welfare of the person being led to complete tasks and goals for the common good (Page and Wong, 2000). A true leader is a leader whose main motivation in leading is to help others who are under him (Spears, 2005). (Greenleaf, 1970) in (Spears, 2005) discusses the need for a better approach to the figure of a leader, which places other people including employees, customers, and society as the number one priority.

Servant leadership emphasizes increased service to others, a holistic approach to work, and sharing power in decision making. Many researchers describe servant leadership into several dimensions such as Patterson's (2003) study which describes servant leadership into 7 dimensions, in this study according to Liden et. al (2008) which describes the seven dimensions of servant leadership, the seven dimensions are based on research by Barbuto and Wheeler (2006), Page and Wong (2000), Spears and Lawrence (2002). Seven dimensions according to Liden et. al (2008), namely:

### 1. Emotional healing

Actions that show concern for the person or problems being faced by others.

### 2. Creating value for the community

Having a sincere feeling to help a community group or community.

### 3. Conceptual skills

Having knowledge of the entire organization so that you are in an effective position to support and help others, especially your followers or employees.

### 4. Empowering

Encouraging and facilitating other people, especially employees, in identifying and solving problems, and determining when and how to complete a task or job.

### 5. Helping subordinates grow and succeed

Showing genuine concern for the growth and career development of others, especially employees, by providing support and mentoring.

### 6. Putting subordinates first

Using actions and words to explain to others, especially followers regarding their job satisfaction priorities. Supervisors who practice this principle will often help subordinates with problems they encounter in the course of their assigned tasks.

### 7. Behaving ethically

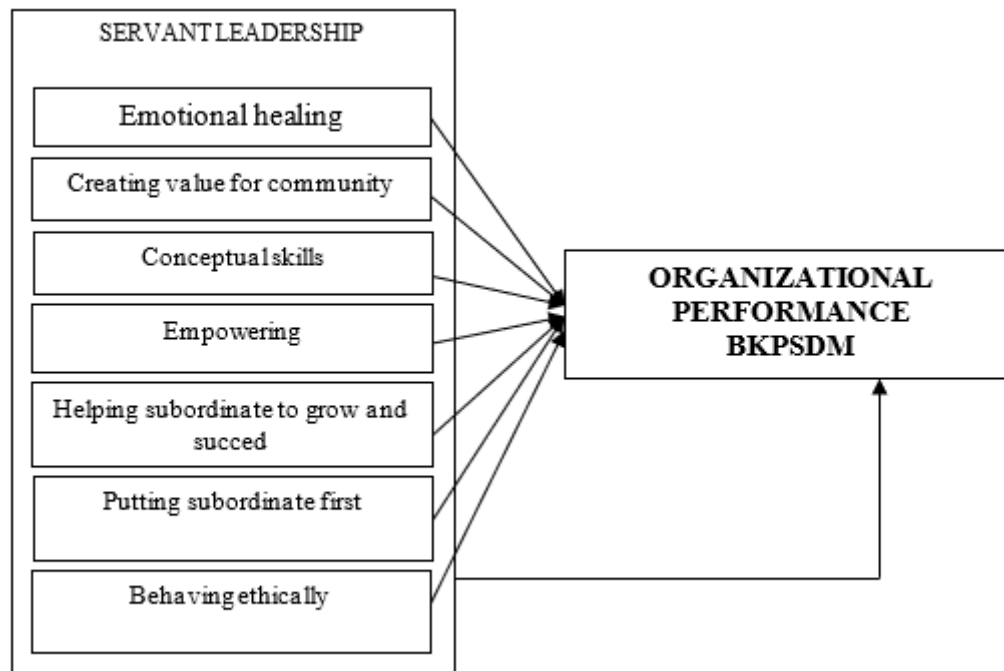
Interacting openly, fairly and honestly with others.

## 2.2 Organizational Performance

According to Campell (1990), performance represents employee behaviors at work that contribute to the achievement of organizational goals. At the most basic level it can distinguish between the process aspect ie, behavior and the result aspect of the performance itself (Sabine Sonnentag, 2008). Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2007). A person's performance is also reflected in his ability to achieve certain predetermined or standardized requirements. Performance is the level at which employees achieve job requirements (Simamora, 2006: 381). According to Ruky (2002: 6) that performance is a work achievement that is owned by someone (employee). In this study, employee performance is based on Government Regulation of the Republic of Indonesia number 30 of 2019, which explains that the performance of Civil Servants/PNS is the work achieved by each PNS in the organization/unit in accordance with the Employee Performance Targets/SKP and Employee Work Behavior/PKP. Based on the description above, it can be stated that employee performance is the result of work achieved by an employee in carrying out a job, the performance level of the employee can be evaluated.

Based on the various theories and descriptions described above, to measure the performance of BKPSDM employees, researchers use the following dimensions/indicators:

- 1) Service Orientation; related to the ability of employees to complete service tasks as well as possible with a polite and very satisfying attitude for both internal and external services of the organization.
- 2) Integrity; includes the ability of employees to carry out tasks with several criteria to be honest, sincere, and never abuse their authority and dare to take risks from the actions they take.
- 3) Committee; related to the attitude of employees who work in earnest to uphold the Pancasila State Ideology. The 1945 Constitution of the Republic of Indonesia, the Unitary State of the Republic of Indonesia (NKRI), Unity in Diversity and government plans with the aim of being able to carry out their duties in an efficient and effective manner and prioritizing official interests rather than personal and/or group interests in accordance with his duties, functions and responsibilities as an element of the state apparatus towards the organization where he works.
- 4) Discipline; relating to provisions that must be carried out by employees such as having to comply with applicable laws and/or official regulations with a sense of responsibility and always obeying the provisions of working hours and being able to store and/or maintain state property entrusted to him as well as possible.
- 5) Cooperation; related to the implementation of tasks and employees must be able to cooperate with colleagues. superiors, subordinates both inside and outside the organization and respect and accept the opinions of others, are willing to accept decisions taken legally which have become joint decisions.
- 6) Leadership; the ability of employees/leaders to act decisively and impartially, set a good example, the ability to move the work team to achieve high performance. able to arouse enthusiasm and move subordinates in carrying out tasks and able to make decisions quickly and accurately.



**Figure 1.** Conceptual Framework (Liden et. al, 2008)

Based on the above framework, the research hypothesis can be stated as follows

H1: There is a significant influence between emotional healing on the performance of BKPSDM Pelalawan Regency employees.

H2: There is a significant influence between creating value for the community on the performance of Pelalawan Regency BKPSDM employees.

H3: There is a significant influence between conceptual skills on the performance of BKPSDM Pelalawan employees.

H4: There is a significant influence between empowering on the performance of BKPSDM Pelalawan Regency employees.

H5: There is a significant influence between Helping subordinate to grow and succeed on the performance of BKPSDM Pelalawan Regency employees.

H6: There is a significant influence between putting subordinate first on the performance of BKPSDM employees in Pelalawan Regency.

H7: There is a significant influence between behaving ethically on the performance of BKPSDM Pelalawan Regency employees.

### **3. RESEARCH METHODS**

The method used in this research is quantitative causality research. The population studied was Pelalawan BKPSDM employees, totaling 43 people. Given the small population, the researchers took the entire population as a sample (technical census). The data collection technique was carried out by distributing questionnaires to all employees, then the questionnaires were collected again to test the validity and reliability (Sugiyono, 2013; Prasetya et al., 2023). Furthermore, data analysis techniques in research as well as to answer research hypotheses, the researchers used SPSS 24.

## **4. RESULTS**

### **4.1. Test Requirements Questionnaire and data analysis**

The results of testing the validity and reliability of the questionnaire stated that the correlation test used was Product Moment Correlation, valid with a value of  $r \geq 0.30$  and reliable because the value of the reliability coefficient or cronbach alpha  $\geq 0.6$ . (Sugiyono, 2013). Then data analysis stated that the data distribution was normal, the results of the collinearity test did not occur multicollinearity, and there were also no symptoms of heteroscedasticity in the regression model used (Ghozali, 2013). Thus testing of the research hypothesis can be continued.

### **4.2. The results of the analysis of employee perceptions of performance and servant leadership**

There are two aspects related to the results of the perceptions of BPKSDM employees of Pelalawan Regency, namely performance and servant leadership. This perception describes the assessment of 43 respondents or employees who work at BPKSDM, which will be explained in detail as follows.

#### **4.2.1. Employee perceptions of BPKSDM performance**

Employee perceptions of BPKSDM performance are explained by statement items from each dimension/indicator, namely perceptions of service orientation, integrity, commitment, discipline, cooperation and leadership with an average score of 4.38 at a high level of achievement. This means that the performance of BPKSDM Pelalawan Regency is assessed by employees as it has reached 87.6% (with the highest Likert scale range of 5), more clearly can be seen in table 2.1.

**Table 2.1 Employee perceptions of the performance of BPKSDM Pelalawan**

No	Statement Items	Answer Choices					Average	Achievement
		1	2	3	4	5		
<b>Y1</b>	<b>Service Orientation</b>						<b>4,48</b>	<b>High</b>
1	I always complete service assignments well for internal services.	0	0	0	20	23	4,53	
2	I always complete service assignments well for external services.	0	0	3	20	21	4,44	
<b>Y2</b>	<b>Integrity</b>						<b>4,40</b>	<b>High</b>
3	I am always in carrying out my duties to be honest	0	0	2	20	21	4,44	
4	I have never blamed authority in carrying out my duties	0	0	2	17	24	4,51	
5	In carrying out my duties, I dare to bear the risk of the actions taken.	0	0	2	28	13	4,25	
<b>Y3</b>	<b>Commitment</b>						<b>4,27</b>	<b>High</b>
6	I always try really hard to carry out tasks efficiently and effectively	0	0	3	26	16	4,34	
7	I always try to be serious about carrying out my duties by prioritizing official interests over personal/group interests	0	0	2	30	11	4,20	
<b>Y4</b>	<b>Discipline</b>						<b>4,31</b>	<b>High</b>
8	I always obey the official regulations that apply with a sense of responsibility	0	0	2	22	19	4,39	
9	I always comply with the applicable working hours	0	0	3	26	13	4,23	
<b>Y5</b>	<b>Cooperation</b>						<b>4,37</b>	<b>High</b>
10	I am always able to cooperate with colleagues	0	0	2	23	18	4,37	
11	I always respect and accept other people's opinions	0	0	3	22	16	4,28	
12	I always accept decisions that are joint decisions	0	0	1	21	21	4,46	
<b>Y6</b>	<b>Leadership</b>						<b>4,43</b>	<b>High</b>
13	My boss always acts decisively and impartially	0	0	1	21	21	4,46	
14	My boss sets a good example	0	0	1	20	22	4,48	
15	My leader is able to move the work team to achieve high performance	0	0	0	21	22	4,51	
16	My leader is able to make decisions quickly and accurately	0	0	1	29	13	4,27	
		<b>Average Employee Performance</b>					<b>4,38</b>	<b>High</b>

Source: Processed results of 2023 research

From table 2.1 it can be explained that employees assess performance indicators with the highest value being in service orientation, especially in the statement that employees always complete service tasks well for internal services with a value of 4.53. Furthermore, performance indicators that are assessed by low employees are in commitment, especially in statements that employees will try to seriously prioritize official interests over personal/group interests with a value of 4.20

#### 4.2.2 Employee Perceptions Of Servant Leadership

Employee perceptions of servant leadership are explained by statement items from each dimension/indicator, namely perceptions of emotion healing, creating value for the community, conceptual skills, empowering, helping subordinates grow and succeed, putting subordinates first, and behaving ethically with an average score -average 4.22 is at a high level of achievement. This means that the implementation of serving leadership at BPKSDM Pelalawan Regency has reached 84.4% (with the highest Likert scale range of 5), more clearly can be seen in table 2.2.

**Table 2.2 Employee perceptions of servant leadership**

No	Statement	Answer Choices					Average	High Achievement
		1	2	3	4	5		
X1	<b>Emotional Healing</b>						<b>4,12</b>	
1	My boss always helps employees when there are problems at work	0	0	1	26	16	4,34	
2	My boss always feels (sad) when his employees have personal problems	0	0	11	25	7	3,90	
X2	<b>Creating Value for The Community</b>						<b>4,19</b>	<b>High</b>
3	my boss always helps every employee in his community	0	0	3	26	14	4,25	
4	My boss is always directly involved in community activities	0	0	5	27	11	4,13	
X3	<b>Conceptual Skills</b>						<b>4,21</b>	<b>High</b>
5	My boss always knows things that will hinder the smooth implementation of activities	0	0	3	26	14	4,25	
6	My boss is always able to finish activities with new ideas	0	0	1	33	9	4,18	
X4	<b>Empowering</b>						<b>4,36</b>	<b>High</b>
7	My boss always gives employees responsibility and makes important decisions about their jobs	0	0	1	27	15	4,32	
8	My boss really understands the agency/agency he leads and understands its overall goals	0	0	1	23	19	4,41	
X5	<b>Helping Subordinates grow dan succeed</b>						<b>4,20</b>	<b>High</b>
9	My boss always prioritizes the career development of his employees	0	0	3	31	10	4,18	
10	My boss always prioritizes the career development of his employees	0	0	3	27	13	4,23	
X6	<b>Putting Subordinates First</b>						<b>4,03</b>	<b>Tinggi</b>

No	Statement	Answer Choices					Average	High Achievement
		1	2	3	4	5		
X1	<b>Emotional Healing</b>						<b>4,12</b>	
11	My boss always puts the interests of employees ahead of his own	0	0	4	32	7	4,06	
12	My boss always wants to know the career goals of his employees	0	0	3	37	3	4,00	
X7	<b>Behaving Ethically</b>						<b>4,42</b>	<b>Tinggi</b>
13	My boss always upholds ethics and honesty	0	0	1	18	24	4,53	
14	Boss always do anything that can facilitate the work of employees	0	0	0	20	23	4,32	
	<b>Average Servant Leadership</b>						<b>4,22</b>	<b>High</b>

Source: Processed results of 2023 research

From table 2.2 it can be explained that employees assess the serving leadership indicator with the highest value being in behaving ethically, especially in the statement that the leadership always upholds ethics and honesty with a value of 4.53. Furthermore, the indicator that is rated by low employees is in the putting subordinates first, especially in the statement that the leadership always wants to know the career goals of its employees with a value of 4.00.

### 4.3. Results of testing the research hypothesis

The results of testing the hypothesis are the answers expected from the purpose of this research. There are 7 (seven) hypotheses proposed, namely the influence of 1) emotion healing, 2) creating value for the community, 3) conceptual skills, 4) empowering, 5) helping subordinates grow and succeed, 6) putting subordinates first, and 7) behaving ethically towards the performance of BPKSDM Pelalawan Regency. The test results using SPSS.24 state that the hypotheses 1) emotion healing, 2) creating value for the community, 4) empowering, and 6) putting subordinates first, the hypothesis is rejected; and hypothesis 3) conceptual skills, 5) helping subordinates grow and succeed, and 7) behaving ethically the hypothesis is accepted. More clearly the results of testing this hypothesis can be seen in table 3.1 as follows.

**Table 3.1 Results of testing the research hypothesis**

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Decision
	B	Std. Error	Beta			
(Constant)	28,771	10,681		2,694	0,011	
X1	0,270	1,262	0,048	0,214	0,832	Rejected
X2	0,211	0,895	0,040	0,236	0,815	Rejected
X3	0,511	1,214	0,344	7,903	0,003	Accepted
X4	0,461	1,221	0,077	0,378	0,708	Rejected
X5	0,834	1,119	0,136	9,746	0,001	Accepted
X6	0,022	1,383	0,003	0,016	0,987	Rejected
X7	0,937	1,252	0,171	14,908	0,000	Accepted

a. Dependent Variable: Y

Source: Processed results of 2023 research



#### **4.3.1 Emotion healing has no significant effect on the performance of the Pelalawan Regency BKPSDM**

Based on the results of statistical analysis using SPSS.24 states that emotional healing has no significant effect on the performance of BKPSDM Pelalawan Regency t statistic  $< t$  table;  $0.214 < 1.96$  and a significant level of  $0.832 > 0.05$ . This means that an increase in Emotion healing in one unit will not have an impact on improving the performance of employees working at BKPSDM.

#### **4.3.2 Creating value for the community has no significant effect on the performance of the Pelalawan Regency BKPSDM**

Based on the results of statistical analysis using SPSS.24 states that Creating value for the community has no significant effect on the performance of BKPSDM Pelalawan Regency t statistics  $< t$  table;  $0.236 < 1.96$  and a significant level of  $0.815 > 0.05$ . This means that an increase in Creating value for the community by one unit will not have an impact on improving the performance of employees working at BKPSDM.

#### **4.3.3 Conceptual skills have a significant effect on the performance of the Pelalawan Regency BKPSDM**

Based on the results of statistical analysis using SPSS.24 it is stated that conceptual skills have a significant effect on the performance of BKPSDM Pelalawan Regency t statistic  $> t$  table;  $7.903 > 1.96$  and a significant level of  $0.003 < 0.05$ . That is, an increase in conceptual skills in one unit will be able to have an impact on improving the performance of employees working at BKPSDM.

#### **4.3.4 Empowering has no significant effect on the performance of BKPSDM Pelalawan Regency**

Based on the results of statistical analysis using SPSS.24 states that empowering has no significant effect on the performance of BKPSDM Pelalawan Regency t statistic  $< t$  table;  $0.378 < 1.96$  and a significant level of  $0.708 > 0.05$ . That is, an increase in empowering one unit will not be able to have an impact on improving the performance of employees working at BKPSDM.

#### **4.3.5 Helping subordinates grow and succeed has a significant effect on the performance of the Pelalawan Regency BKPSDM**

Based on the results of statistical analysis using SPSS.24, it is stated that Helping subordinates grow and succeed has a significant effect on the performance of BKPSDM Pelalawan Regency t statistic  $< t$  table;  $9.746 > 1.96$  and a significant level of  $0.001 < 0.05$ . That is, an increase in helping subordinates grow and succeed by one unit will be able to have an impact on improving the performance of employees working at BKPSDM.

#### **4.3.6 Putting subordinates first has no significant effect on the performance of the Pelalawan Regency BKPSDM**

Based on the results of statistical analysis using SPSS. 24 states that putting subordinates first has no significant effect on the performance of BKPSDM Pelalawan Regency t statistic  $< t$  table;  $0.016 < 1.96$  and a significant level of  $0.987 > 0.05$ . That is, an increase in putting subordinates first by one unit will not be able to have an impact on improving the performance of employees working at BKPSDM.

#### **4.3.7. Behaving ethically has a significant effect on the performance of the Pelalawan Regency BKPSDM**

Based on the results of statistical analysis using SPSS.24, it is stated that behaving ethically has a significant effect on the performance of BKPSDM Pelalawan Regency t statistic  $< t$  table;  $14.908 > 1.96$  and a significant level of  $0.000 < 0.05$ . That is, an increase in behaving ethically by one unit will be able to have an impact on improving the performance of employees working at BKPSDM.

#### **4.4. Simultaneous test results**

Simultaneous test results using SPSS.24 statistical analysis state that the simultaneous influence (together) between dimensions/indicators of emotion healing, creating value for the community, conceptual skills, empowering, helping subordinates grow and succeed, putting subordinates first, and behaving ethically has a significant effect on the performance of BPKSDM Pelalawan Regency; because  $F_{count} > F_{Statistics}$   $21.563 > 3.10$  and a significance of  $0.001 < 0.05$ . It can be stated that any increase in the implementation of servant leadership will be able to improve the performance of the Pelalawan District BKPSDM. More clearly can be seen in table 4.1 as follows.

**Table 4.1 Hasil pengujian ANOVA**

ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	467,588	7	66,798	<b>21,563</b>	<b>.001<sup>b</sup></b>
Residual	912,319	35	26,066		
Total	1379,907	42			

a. Dependent Variable: Y

b. Predictors: (Constant), X7, X1, X2, X5, X3, X6, X4

Sumber: Hasil olahan 2023

## 5. SUMMARY MODELS

The summary model explains how much the serving leadership variable is able to influence the performance of the Pelalawan Regency BKPSDM employees. This quantity can be seen from the coefficient of determination (R square) of 0.339. That is, the influence of the serving leadership variable on the performance variable is 0.339 or 33.9%. The remaining 66.1% of BKPSDM performance variables are influenced by other variables. More clearly can be seen in table 5.1 as follows.

**Table 5.1 Model summary**

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.582 <sup>a</sup>	<b>0,339</b>	0,207	5,10551

a. Predictors: (Constant), X7, X1, X2, X5, X3, X6, X4

b. Dependent Variable: Y

Sumber : Hasil olahan 2023

## 6. DISCUSSION

In this study, there are four dimensions/indicators of servant leadership that do not have a significant effect on performance and there are three dimensions/indicators that have a significant effect on the performance of the Pelalawan Regency BKPSDM.

The results of testing the hypothesis which states that there is no significant influence of servant leadership on performance is emotion healing which is related to a sense of personal attention as a leader towards the problems faced by employees. In everyday life, employees at work already have their respective duties and functions and must work in accordance with these duties. What is often faced by employees is that even though there are duties and responsibilities, working at BKPSDM is not just individual workers, but is the work of a team/organization that is interrelated with other sections. In this condition of work relatedness, sometimes employees experience difficulties in how to undergo or arrive at overcoming problems with other parts whose fields of work are different, even though they are co-workers. In conditions like this, employees need the attention or direction of the leadership so that work problems can be resolved. Employee problems are not only work problems but sometimes personal problems are

also carried over which make the mood mixed with the implementation of work in the office. Under these circumstances the employee really needs the attention of the leadership for the sadness/personal problems experienced by the employee

Creating value for the community does not have a significant effect on performance, meaning that the leadership's sincere assistance includes employee performance that still needs to be improved, not just information about the workload faced by employees, but the involvement of leaders in helping every employee problem in their field/community and between fields is highly expected. because each employee's task is a team task and this team task reflects the completion of organizational tasks in this case the performance of BKPSDM. Furthermore, empowering also has no effect on performance. In principle, empowering encourages and facilitates employees to be able to identify and solve problems. In carrying out their duties, many employees are guided by their duties and functions, meaning that when identifying problems, especially those related to other fields, they feel incapable of doing so and need direction from the leadership. Not infrequently the leadership is not yet able to assist employees in identifying and deciding problems so that they wait for directions/decisions from higher leadership. In conditions like this, the problem of completing employee assignments is increasingly complex so that employees are forced to wait for decisions from higher leadership (eg heads of agencies/heads of services, etc.). Finally, putting subordinates first has no significant effect on the performance of the Pelalawan Regency BKPSDM. In principle, putting subordinates first is an act and words in explaining the completion of the task of the employee is more important than the completion of the task of the leader, because if the task of the employee can be completed, so will the tasks of other sections, and in the end the joint task/task of the leader will be completed as well. In daily life, putting subordinates first is still held by the leadership and with the busyness of the leadership, employee problems are directed to work according to their duties and functions, moreover, employee career problems are largely determined by "situations and conditions that occur when needed" and the leadership's decision. So that the accumulation of no effect on these four hypotheses according to researchers is because the implementation of serving leadership has not been optimal on the performance of BKPSDM, and the leadership has not wholeheartedly paid attention to and helped with the completion of employee assignments, especially in developing employee careers.

There are three research hypotheses which state that the dimensions/indicators of servant leadership influence the performance of BKPSDM Pelalawan Regency; namely conceptual skills, helping subordinates grow and succeed, and behaving ethically. Conceptual skills are the leadership's knowledge of BKPSDM as a whole as well as to assist employees in completing their duties. Employees assess that their leaders are able to overcome the problems they face and the leaders are able to overcome them with new ideas. Employees hope that new ways or ideas in completing work can be transmitted or passed on to employees, for example through training or apprenticeships so that employee skills increase. Furthermore, helping subordinates grow and succeed has a significant effect on performance. This dimension/indicator is related to the genuine concern of the leadership for the career growth and development of employees and employees giving a high rating to the statement that the leadership helps employees by providing work experience to employees and prioritizing employee career development. Even though employees can understand the experiences provided by the leadership, in practice the employees state that employees are employees, unless they have become leaders. Employees consider that the good intentions of leaders to share experiences can motivate employees to improve their performance. Finally, that behaving ethically has a significant effect on performance. Behaving ethically relates to the way leaders interact with their employees in an open, fair and honest manner. In carrying out daily tasks, the behavior of leaders behaving ethically always states that they uphold ethics and honesty, and leaders always do anything that can make the work of employees easier. And employees do rate servant leadership on this dimension/indicator with the highest value, because leaders who uphold high ethical values gain high trust from employees, are able to increase employee motivation, and ultimately employee performance will increase.

The results of the observations of the researchers stated that the three hypotheses that had been explained had a significant influence on the performance of BKPSDM Pelalawan Regency because leaders who implemented serving leadership, especially conceptual skills, helping subordinates grow and succeed, and behaving ethically were able to solve work problems with new ideas, provide work experience to employees, and uphold ethics and

honesty so that employees place their trust in the leadership so that finally the performance of the Pelalawan District BKPSDM can be achieved.

## CONCLUSIONS

From the research results it can be concluded that:

1. Of the seven dimensions/indicators of serving leadership, it turns out that emotion healing, creating value for the community, empowering, and putting subordinates first has no significant effect on the performance of the Pelalawan Regency BKPSDM. Furthermore, conceptual skills, helping subordinates grow and succeed and behaving ethically have a significant effect on the performance of the Pelalawan Regency BKPSDM.
2. Simultaneously (together) the seven dimensions/indicators of servant leadership have a significant effect on performance. The magnitude of the influence of the serving leadership variable on performance according to the coefficient of determination (R square) is 0.339. That is, the influence of the serving leadership variable on the performance variable is 0.339 or 33.9%. The remaining 66.1% of BKPSDM performance variables are influenced by other variables.

## SUGGESTIONS

Based on the conclusions from the results of the research that has been done, to improve the performance of the Pelalawan Regency BKPSDM the researchers suggest the following:

1. Maintaining and if possible increasing the dimensions/indicators of conceptual skills, helping subordinates grow and succeed and behaving ethically especially to provide employee training/apprenticeships so that their skills increase, then always uphold ethics and honesty in carrying out daily tasks
2. Leaders increase their attention to emotional healing, especially to the leadership's attention to the problem of completing employee assignments, including attention to personal problems experienced by employees. Then putting subordinates first, especially in directing employee careers so that they are clearer so that the future of employees is clearer
3. Further research is needed, especially on interpersonal communication/organizational communication, technology applications, and organizational culture.

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