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Original Research Article

Analysis of Servant Leadership, Competence, to Understand Employee Service Performance

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Abstract: This research aims to analyze and understand more about servant leadership and competency of employee service performance in the Government of Batu Bara Regency. The research location was conducted in the Government of Batu Bara Regency, North Sumatra Province. The population in this study was civil servants, and the number of samples in this study using the slovin formula was 140 people. Research results found from the respondents' responses, it can be found that servant leadership is formed by action, empathy, wisdom, finding solutions, growing, having a social spirit, having a vision, and serving. Competence is formed by motives, traits self-concept, knowledge, and skills. Motivation is formed by work performance, influence, control, dependence, development, and affiliation. Organizational commitment is formed by a belief in the organization, acceptance of organizational values and goals, involvement in the organization, desire to remain in the organization and totality in work. Physical capabilities shape service performance, reliability, responsiveness, ability to understand customers, courtesy, credibility, security, access, and communication.
Keywords: Servant Leadership, Competence, Performance.

INTRODUCTION

The performance of public sector services measures public sector performance. Public sector performance is any action or activity that can be provided to another party, which is essentially intangible and does not result in ownership (Kotler, 2013; Gronroos, 2006). This understanding implies that the performance of public sector services is an activity provided to assist in preparing and managing the transfer of goods or services between parties. The following describes the recent performance of government agencies in Batu Bara Regency, North Sumatra Province:

Table 1.1: Performance of the Government of Batu Bara Regency, North Sumatra Province

Year	Performance		Achievements (%)
	Target (%)	Realization (%)	
2019	90	81.08	90.09
2018	90	78.04	86,71
2017	85	74,56	87,72
2016	85	85.53	100.62

The success of employees apart from their competence has long been studied by Maslow, 1954; Herzberg, 1959, and McClelland, 1984. Many empirical studies of motivation in influencing performance have been developed in the public sector, including study Adrian, (2014), Ariel, Abigail, Malabuyoc, and Tessa (2016), and Mashuri (2018), which gave consistent results regarding the strong and positive influence of motivation on performance administration service.

A work outcome is generally influenced by internal factors from the employee, namely competence and motivation, and external factors, namely servant leadership. The influence of internal factors on competence and motivation has been studied by Rahmitasari *et al.,* (2021), and Rhian and Randi (2021) provide different results. However, both show that competence and motivation affect employee performance but have yet to provide consistent results between competence and motivation that most influence

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the performance of administrative services. This creates an opportunity to be re-examined by developing a model that has existed so far.

External factors, such as existing leadership in an organization in influencing employee performance, have been studied by Tajammal (2012). Servant leadership results have a positive and significant effect on task performance. Different results were shown by Schwarz *et al.,* (2016) and Bayram and Zoubi (2020), which showed that leadership does not affect performance. The differences in this study's findings indicate that servant leadership's influence on performance still needs to be consistent, so further research is needed. Based on the description of the background above, the research problem is formulated: "How does servant leadership, competence, and motivation influence organizational commitment in the Government of Batu Bara Regency, North Sumatra Province?"

LITERATURE REVIEW

Robert L.'s (2006, p. 382) performance (work accomplishment) results from the quality and quantity of work accomplished by an employee in carrying out his responsibilities by his assigned duties. Therefore, it can be concluded that performance is a condition that must be known and confirmed to certain parties to determine the achievement of an agency's results regarding a company's vision and to understand the positive and negative effects of an operational policy. Performance is an indicator for determining how an organization or agency can achieve high productivity. Several methods exist for measuring the success or performance of employees in an organization. Miner (1990) suggests, in general, four aspects of performance, namely: (1) the quality of the results, which explains the number of errors, time, and accuracy in carrying out the task; (2) the quantity produced, which refers to the number of products or services that can be produced; (3) working time, which explains the total number of absences, tardiness, and working hours that each employee has completed; and (4) cooperation, which explains how individuals to aid or hinder the efforts of their co- workers.

In the meantime, Bernardin and Russle (2016: 385) identify six key performance indicators that can be used to quantify performance: (a) Quality, the degree to which the process or results of the implementation are close to perfection or the desired outcomes; (b) Quantity, the amount produced, such as the dollar amount, units and cycles of activities performed. (c) Timeliness is the degree to which an activity is completed on time, considering the coordination of other outputs and the time available for other people's activities. (d) Cost-effectiveness is the degree to which the use of organizational resources (human, financial, technological, and material) is maximized to produce results or losses per unit of reduced use of resources. (e)

Interpersonal impact, the extent to which employees maintain dignity, a good reputation, and cooperation among colleagues and subordinates. Services are intangible activities or benefits provided by one party to another; they do not result in the ownership of anything, and the production process may not involve a physical product. According to Lovelock (2011; 74), service is an immaterial good that can be felt or experienced momentarily. This means that a service is a product with no shape or form, so no form can be owned that is momentary or short-lived but can be experienced and felt by the service recipient. This understanding indicates that service can be interpreted as an activity that aids in preparing and managing goods or services provided by one party to another.

The definition of public service is based on the Decree of the Minister of Administrative Reform No. 81 of 1993, refined by the Decree of the Minister of Administrative Reform No. 63 of 2003. Public services include all services provided by central, regional, and environmental government agencies. Regionally Owned Enterprises, or State Owned Enterprises in the form of goods and services, both in the context of meeting community needs and implementing the provisions of the law. The following is an understanding of employee performance and the objectives and functions of measuring employee performance. Fundamentally, performance evaluation is essential to developing an organization's effectiveness and efficiency due to improved human resource policies and programs. Individual performance evaluation is highly beneficial to the growth dynamics of an organization as a whole, as it reveals the actual conditions of employee performance. Evaluation of employee performance, especially in the service sector, includes: a) Conducive service, b) discipline, c) responsibility, d) speed and punctuality, e) friendliness and courtesy, Porter, (2008: 36). These indicators will be used as material data collection on Batu Bara District Government. Source: BPS Regency of Batu Bara Year: 2019.

MATERIAL METHODS

Research Design

Researchers use a quantitative design approach to answer formula research and proof of research hypotheses. This study aims to analyze the influence of exogenous variables, namely servant leadership, competence, and motivation, on the endogenous variable, namely service performance, through the intervening variable of organizational commitment. *Descriptive research* is to gain clarity or explain a phenomenon, explain relationships, and test whether there is variable influence, including causation of the relationship (Ulfatin, 2014: 10). This study used a survey method by collecting information from a large population (Singarimbun and Efendi, 2001). The data collection process used a perceptional approach in which the respondents answered a list of statements on the questionnaire relating to variables: servant

leadership, competence, motivation, organizational commitment, and service performance.

Sample

The population is the entire research object in which several objects are used as data sources expected to provide the required data. According to Arikunto (2012: 107), a population is a generalized area of objects/subjects applied to specific specified quantities and characteristics. Ferdinand (2002:47) states that analysis. The population in this study was Civil Servants in the Government of Batu Bara Regency, North Sumatra Province, totaling 1392 people. The author makes the population of civil servants group 3 because civil servants class 3 have fulfilled the requirements for occupying positions and provide the most services to subordinates and superiors. It is responsible for improving performance in the Batu Bara Regency Government by their respective fields. The sample of this study using the slovin formula is 140 people.

Data Analysis Technique

The purpose of a validity test is to determine the degree to which an instrument or a data collection tool can reveal the measurement's primary objective. Something instrument is said to be valid if the instrument is capable of measuring what needs to be measured and expressing what you wish to reveal. The most common method for determining the validity of a measuring device is to establish a correlation between the score on each item (question) and the total score. If there is a positive correlation between the scores of all questions and the total score, then it is possible to say that the measuring device is valid. The purpose of the validity test was to determine the accuracy of the questionnaire. The reliability of the questionnaire indicates that it measures what it is intended to measure.

RESULTS AND DISCUSSION
Descriptive Analysis Results

The variable analysis is obtained by finding the frequency and percentage of the answers to each question used to measure the variables of servant leadership, competency, motivation, organizational commitment, and performance. Each descriptive analysis of the research variables is described as follows as, first Servant leadership, Servant leadership variables consist of several indicators, action, empathy, wisdom, finding solutions, growth, social spirit, vision, and serving. The frequency distribution of the servant leadership variable was obtained based on the tabulation results of the respondents' answers presented in the table.

The results of the respondent's answers to the action items show that Leaders have a strong desire to make a positive difference in the lives of others, getting an average value of 3.49. The value obtained indicates that the leader has a strong desire to make a positive

difference in the lives of others. Putting other people's interests above theirs gets an average value of 3.49. The value obtained shows that the leader prioritizes the interests of others above his interests. The average action indicator is 3.49, which means that respondents agree that the activity indicator is seen as the leader having a strong desire to make a positive difference in the lives of others and to put the interests of others above their own. The results of respondents' answers to empathy items show that leaders are committed to increasing employee morale, obtaining an average value of 3.44. The average value obtained indicates that the leadership is committed to increasing employee morale. Leaders have the skills to encourage employees to get an average value of 3.36. These results indicate that leaders have the skills to encourage employees. Empathy gets an average value of 3.40, meaning respondents tends to agree with the empathy indicator consists Top leaders commit to increasing employee morale. Leaders have the skills to encourage employees.

The results of respondents' answers to wise items show that leaders easily perceive signs in their environment to get an average value of 3.39. Leaders understand the work environment situation get; the value of the respondent is 3.42, while the leadership understands the implications of the work environment situation of 3.39. Wise gets an average value of 3.40, meaning that respondents agree that the wise indicator consists of leaders quickly picking up on signs in their environment, leaders understanding the work environment situation, and leaders understanding the implications of the situation. The results of the respondent's answers to the items looking for solutions show that the leader has the skills to map the problem to get an average score of all respondents 3.40. The results of the respondent's answer to the leader's answer have the skills to construct the possibilities that occur by 3.24. Looking for a solution gets an average value of 3.32, which means that respondents agree that the indicator for finding a solution is reflected in the leader having the skills to map problems and the leader having the skills to conceptualize the possibilities that may occur.

The results of respondents' answers to the growth items show that leaders preparing organizations to make positive contributions to the environment get an average value of 3.45. For the item, leaders preparing organizations in community development get an average value of 3.39. Growth items get an average value of 3.42. Respondents tend to agree on growth indicators consisting of leaders preparing organizations to contribute positively to the environment and leaders preparing organizations for community development. The results of respondents' answers to social-minded items get an average value of for the leader item describing humility as a leader 3.39, and for the leader item places and appreciates achievement, others get an

average value of 3.25. The social-minded indicator gets an average value of 3.32, meaning that respondents agree that the social-minded indicator consists of the leader portraying humility as a leader and the leader placing and appreciating the achievements of others.

The results of respondents' answers to visionary items get a value of 3.41 for leaders committed to achieving the vision and mission of the organization. The leader invites members to determine the organization's future direction and gets an average score of 3.44; the item the leader writes down a shared vision gets a score of 3.36. Indicator visionary obtained an average value of 3.40, indicating that respondents tend to agree that visionary indicators consist of leaders committing to achieving the vision and mission of the organization, leaders inviting members to determine the organization's future direction, and leaders writing a shared vision. The results of the respondent's answers to the item serve the servant as the essence of leadership get an average value of 3.49. Leaders showing service behavior to their subordinates get an average value from respondents of 3.44. Service leaders as a leadership concept emphasizing the role of leaders as servants to subordinates get an average value of 3.42. Serving indicators get an average value of 3.43, meaning respondents agree that serving indicators consist of service items as the core of leadership. Leaders show behavior that shows service to their subordinates, and service leader items as a leadership concept emphasize the leader's role as a servant to subordinates.

Overall, the average value of servant leadership obtained average value of 3.40. This value means that respondents agree that servant leadership is reflected by action, empathy, wisdom, finding solutions, growing, having a visionary social spirit, and serving. The highest average value is found in the action indicator, with a value of 3.49. With the statement item, the leader has a strong desire to make a positive difference in the lives of others and puts the interests of others above his interests 3.49. This value means that the leader implements his desire for members to do their best, places the interest organization as a top priority, and does not take advantage of his position to support personal needs.

The second research variable namely Competence. Competency variables consist of several indicators: motives, traits, self-concept, knowledge, and skills. The results of the respondent's answers to the item motives show that leaders can meet economic needs to support the implementation of office tasks, obtaining an average value of 3.28. The value obtained indicates that the leader can meet members' economic needs to support the implementation of office work duties. Leader items can meet the needs of social activities in supporting the implementation of office work tasks, obtaining an average value of 3.29. The value obtained shows that the leader can pay attention to the social needs of members to support the implementation of office work. Leader Items can meet the needs psychologically on duties and responsibilities of workers in the office, obtaining an average value of 3.26. The numbers obtained show that leaders can see the psyche of members when giving assignments and responsibilities for a job. The average value of the motives indicator is 3.28. This means that respondents agree that the motive indicator consists of items the leader can meet economic needs to support the implementation of office work duties. The leader can fulfill social activities in supporting the implementation of office work tasks. The leader can meet the psychological needs of work duties and responsibilities in the office.

The results of the respondents' answers to the trait items found that leaders can eliminate ego in carrying out office work tasks to get an average value of 3.39. Based on this value, it is found that leaders have good maturity when carrying out their duties. The leader item works humanely with members and co-workers in the office, with an average value of 3.37. This shows that the leader puts forward humanism when working with members and colleagues. Leaders have stable emotions in responding to the actions of their followers, obtaining an average value of 3.38. This value shows that leaders can maintain and control emotions and have good knowledge to respond to the actions of their followers. The average value for the trait indicator is 3.38. This indicates that respondents tend to agree on items. Leaders can eliminate egos in carrying out office work tasks. Leaders work humanely with members and colleagues in the office and leader has stable emotions in responding to the actions of their followers.

The results of respondents' answers to self-concept indicator items found that leaders maintain an attractive appearance when carrying out work activities, getting an average value of 3.34. These results indicate that leaders always consider their appearance when carrying out work activities. Leader items are loved, respected, and appreciated by followers to get an average respondent value of 3.35. This result illustrates that the leader is loved, respected, and valued by his subordinates. Leader items play an active role in work groups in the office to get an average respondent value of 3.32. These results mean that leaders actively follow and supervise work in existing work groups in the office. The results of respondents' answers to Knowledge items found that leaders who understand the implementation of office work service procedures get an average value of 3.34. This value means that the leader wants to learn about the implementation of work service procedures in the office. Item leaders with deep technical knowledge and skills in implementation office services get an average value of 3.20. These results reflect that the leader has the knowledge and technical capabilities to implement office services. This indicator

gets an average value of 3.27, which means that respondents agree that the knowledge indicator consists of items that the leader understands about the implementation of office work procedures and that leaders have technical knowledge and skills in implementing office services.

The results of respondents' answers to skill items obtained that, Leaders who have administrative skills when carrying out office service tasks get an average value of 3.28. These results indicate that leaders have administrative skills when performing office service tasks. The leader has the ability in managerial skills to carry out office service work duties to get an average respondent score of 3.26. These results indicate that a leader has managerial skills in office service duties. Item leaders with technical skills when carrying out office service work tasks get an average respondent score of 3.34, indicating that leaders have technical skills when carrying out office service work tasks. Leader items with social skills in carrying out office service tasks get an average value of 3.29. These results reflect that leaders have social skills in carrying out office service tasks. The skill indicator obtained an average value of 3.27, meaning that the respondents agreed that the skill indicator consists of items. Leaders have administrative skills when carrying out tasks in the service office. Leaders have managerial skills in carrying out office service work tasks, technical skills when carrying out office service work tasks, and social skills in carrying out office service work tasks.

Overall, the average value of competence obtains an average value of 3.31. This value means respondents agree that motives, traits, self-concept, knowledge, and skills reflect competence. The most considerable average value is found in the trait indicator, with a value of 3.38. With the item statement, the leader can eliminate the ego in office work tasks 3.39. This value means that leaders can have reasonable self-control and can save a leader's ego when carrying out office work tasks. The third research variable namely competence service performance. Service performance variables consist of several indicators: physical ability, reliability, responsiveness, competence, politeness, credibility, security, access, and communication. The respondents' answers to items of physical ability show that the office has the means to support office service tasks, obtaining an average value of 3.20. The value obtained by this item indicates that the office has the means to support office service tasks. Office items have specific personnel as service executors of office work service tasks obtaining an average value of 3.21. The results indicate that it has specific personnel as service executors of office work service tasks. Physical ability indicators obtain an average value

The results of respondents' answers to reliability items show that there are work units that can perform work services quickly. The office obtained an average value of 3.27. The results obtained by this item indicate that there are work units that can perform work services quickly in the office. Item employees /office personnel who can perform services accurately obtain an average value of 3.29. The results obtained by this item indicate that employees /office personnel can perform services accurately. The reliability indicator obtained an average value of 3.28, which means that respondents tended to agree that the reliability indicator consisted of items where work units can carry out work services quickly in the office and items employees /office personnel can perform services accurately. The results of respondents' answers to responsiveness items show that employees/office personnel can quickly respond to office customer complaints, obtaining an average value of 3.11. These results indicate that office employees/personnel can respond quickly to office customer complaints. Items employee Office personnel can respond quickly to office customer complaints. Employee items or someone who can provide services according to the specifications of expertise and work service tasks obtains an average value of 3.16. These results indicate that employees or personnel can provide services according to the specifications of their expertise and work service tasks. The responsiveness indicator obtained an average value of 3.14, meaning that respondents tend to agree that the responsiveness indicator consists of employee/office personnel's ability to respond to office customer complaints quickly. Employees/personnel can provide services according to the specifications of expertise and work service duties.

The results of the respondent's answers to the items of the ability to understand customers show that maintaining employee satisfaction gets an average value of 3.25. These results indicate maintaining employee satisfaction. Items that make employees comfortable get an average value of 3.34. The results obtained show that employees are comfortable. The indicator of the ability to understand customers obtains an average value of 3.30, which means that respondents tend to agree that the indicator of the ability to understand customers consists of maintaining employee satisfaction and making employees comfortable. The results of respondents' answers to politeness items show Responsive Employees to consumer desires, such as wanting to make contact get an average value of 3.30. These results show that employees are responsive to consumer desires, such as wanting to make contact. Items employees who have an honest attitude in providing office services get an average value of 3.29. These results show that employees have an honest attitude in providing office services. The politeness indicator obtained an average value of 3.31, which means that respondents agree that the politeness indicator consists of responsive employee items consumer desires, such as wanting to make contact and

employees having an honest attitude in providing office services.

The results of respondents' answers to credibility items show that there are efforts for employees to attract public trust in providing services obtaining an average value of 3.36. The results indicate that there are efforts for employees to attract public trust in providing services. Service items provided by employees guaranteed to be safe get an average value of 3.25. These results indicate that the services provided by employees are guaranteed security. The credibility indicator obtained an average value of 3.31, which means that respondents agree that the credibility indicator consists of the item that there are efforts for employees to attract public trust in providing services and that the services provided by employees are guaranteed safety.

The respondents' answers to security items show that there is a guarantee of being free from risk to the community/employees in receiving and providing office services, obtaining an average value of 3.36. These results indicate a guarantee free from risk to the public/employees in receiving and providing office services. The item is easy to contact in each service public with an average value of 3.31. These results indicate ease in making contact with each service public. The security indicator obtained an average value of 3.31, which means that respondents tended to agree that the credibility indicator consisted of the item being free from risks to the public/employees in receiving and providing office services and the convenience of making contact in any community service.

The respondents' answers to access items show that it makes it easy to approach office services, obtaining an average value of 3.39. These results show that members provide convenience in approaching office services. Employees with an attitude of willingness to listen to the aspirations of customers get an average value of 3.36. These results indicate that employees have an attitude of willingness to listen to the aspirations of customers. The access indicator obtained an average value of 3.37, which means that respondents agree that the access indicator consists of providing convenience in approaching office services and employees having the aspirations of customers. The respondents' answers to communication items show that employees are willing to provide the latest information to each customer, obtaining an average value of 3.31. These results show that employees are willing to provide customers with the latest information. I believe in this organization because it has provided compensation according to employee performance, getting an average value of 3.31. These results show that employees can provide accurate service information to customers. Communication indicators obtain an average value of 3.31.

Service performance obtained an average value of 3.28, meaning that respondents agree that service performance is reflected in physical ability, reliability, responsiveness, competence, courtesy, credibility, security, access, and communication. These results show that security has the most significant average value of 3.34, guaranteeing that it is free from risk to the public/employees in receiving and providing office services with an average value of 3.36. This is the most significant reflection of service performance.

CONCLUSIONS

The following conclusions are drawn from the results of research and discussion that have been accompanied by supporting theories: According to the responses, servant leadership is comprised of action, empathy, wisdom, finding solutions, growing, having a social spirit, being visionary, and service. Competence is formed by motives, traits, self-concept, knowledge, and skills. Motivation is formed by work performance, influence, control, dependence, development, and affiliation. Organizational commitment is formed by a belief in the organization, acceptance of organizational values and goals, involvement in the organization, desire to remain in the organization and totality in work. Service performance is shaped by physical capabilities, reliability and responsiveness. Based on the research results and conclusions that have been submitted, the following suggestions can be given. Leaders can pay attention to matters related to leadership, competence, motivation, and organizational commitment to improving employee service performance in achieving the goals of the Batu Bara Regency Government. Servant leadership should be improved again on the wise aspect, namely, paying attention to the condition of organizational members and prioritizing the interests of organizational members compared to oneself. Besides that, it is necessary to build professionalism.

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