



# Application of servant leadership dimension of village head to improve the performance of Village Apparatus in Kerinci Regency

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## ARTICLE INFO

### Article history:

Received Dec 04, 2023

Revised Dec 09, 2023

Accepted Dec 12, 2023

### Keywords:

AMOS;  
Performance;  
Servant leadership;  
Structural Equation Model;  
Village head.

## ABSTRACT

The purpose of this study is to analyze how the application of the servant leadership dimension of the village head improves the performance of the village apparatus in Kerinci Regency. Novelty in this study: to develop and formulate a model of the dimension of servant leadership of village heads to improve the performance of village apparatus. The research was conducted in Kerinci District, Jambi Province. This study used quantitative research methods. To obtain valid data and information, researchers use interviews, observation, surveys, and documentation techniques. Model Testing Techniques using Structural Equation Model (SEM) with AMOS. The population is the entire village apparatus in Kerinci Regency. The sampling technique is an accidental sampling method, with the number of samples representing the population with a total of 103 responses. For the Servant leadership equation of 0,998 which means the factors that affect the variability of Servant leadership can be explained by the variables Altruistic calling, Emotional healing, Wisdom, Persuasive mapping, Organizational stewardship, Humility, Vision, and Service of 99,8%. The coefficient of determination of the Village Apparatus Performance equation is 0,972 or the Village Apparatus Performance variable which can be explained by the variability of Servant leadership of 97,2%.

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## 1. INTRODUCTION

Independent villages are now an important issue that needs to be taken more seriously and discussed more deeply. This is because the position of the village is very strategic to build a country. This is because the village spearheads the identification of community needs problems at the grassroots level until the planning and realization of state goals are at the village level (Budziewicz-Guźlecka & Drożdż, 2022). The problem is that 60 percent of Indonesia's population lives in villages and the fact shows that they experience many complex problems including; conflict, environmental damage, education, health and exacerbated by the backward condition of the village economy which triggers an increase in the number of poverty rates in the country.

Villages Building Indonesia is faced with the reality of poverty due to low community productivity and low quality of the village settlement environment. Data from the Central Bureau of Statistics shows that rural areas are the places where most of the poor people live (Firdaus et al., 2021). For this reason, the availability of data and measurement in this context is urgently needed, especially in

the development of policy interventions that can answer the basic problems of development and empowerment of rural communities.

Decision-making by village communities and taking place outside the influence of the State or government is an important factor that distinguishes it from previous village government governance. The village as the smallest administrative unit of government plays an important role and is expected to be the starting point for the development of the starting points of the centers of economic growth of the community (Kusumawati & Mauliyah, 2020). Rural development is carried out in the context of intervention to reduce the level of progress gap between rural and urban areas as a result of previous economic development that tended to be oriented towards urban areas (Chen et al., 2020).

In Indonesia, especially in villages, to see how developed and developed a village can be seen from its status. The status of this village can be known through the progress and independence of the village which is determined based on the index of developing villages, the classification of village status includes independent villages, developed villages, developing villages, underdeveloped villages, and very underdeveloped villages (Amri et al., 2020; A. E. Sari et al., 2019, 2022). With this indicator, the village can make it an instrument or measuring instrument for village development achievements, so that which indicators are considered to have not been achieved or have been achieved can be known (Aggarwal et al., 2018). By the 3rd Nawa Cita Program, namely "Building Indonesia from the Periphery by Strengthening Regions and Villages within the Framework of a Unitary State", good Village Governance is needed, with the support of qualified and competent Village Apparatus in their fields, especially Village Heads.

The Village Head is a leader in the village government who has a role as a decision-maker, strategic positioner, and change agent for other Village Apparatuses. The Village Head must have good knowledge of management and experience in the position held, such as financial management systems, organizational managerial, organizational behavior, and good performance management (Achyani, 2019). In addition to having the appropriate competencies, the Village Head must also be creative and innovative in leading the Village for which he is responsible (Nurvianti & Hastuti, 2021). One of the things that supports the Village Head in managing his competence is the last education possessed by the Village Head concerned (Yusnita et al., 2021). Apart from educational background, there are several reasons for the suboptimal management of village funds by the Village Head, namely; 1) the Selection of Village Head Candidates who have not prioritized competence; 2) The absence of Education and Training as well as equitable socialization of rules and sanctions regarding village arrangements; 3) Some Village Funds have not been distributed as scheduled, due to administrative problems. As a result, it hampers government programs to accelerate development (Fatimah et al., 2020). Based on the many weaknesses of the Village Head's leadership, the Village Head is required to have a leadership spirit that can protect his community, one of which is servant leadership (Qiu & Dooley, 2022; Yagil & Oren, 2021).

Servant leadership focuses on making leaders more sensitive and attentive to the problems of their subordinates, empathy and can develop them in a better direction (Franco & Antunes, 2020; Omanwar & Agrawal, 2022). Servant leadership is needed by public institutions because, by its vision and mission, public organizations as public servants, especially serving rural communities, and leaders can make visions, update attitudes, norms values, and behaviors, as well as opinions and so on (Zia et al., 2022). Many studies say that the leadership of the Village Head is very influential on the progress of the village, if the leadership of the Village Head goes well, there will be a binding of organizational performance, increasing community participation for the progress of his village. The village head is also a servant leadership. Servant leadership is a holistic approach to leadership that engages followers and leaders intending to provide service. Servant leaders rely on authenticity, an emphasis on relationships, moral courage, spiritual motivation, and changing influence to enable leaders and followers to be their best (Ng, 2022; Shafi et al., 2020). Servant leadership focuses on how a leader can serve his followers. Leaders who implement servant leadership will build trust, fairness, and sympathy from employees (Zia et al., 2022). The open, caring, visionary, objective, and wise attitude of a Servant Leader will influence employees to improve their performance (Lv et al., 2022; Maglione & Neville, 2021; Muller et al., 2019).

Zeeshan et al., (2021) Efforts to improve employee performance can be done through a leadership style approach, and the servant leadership style is considered capable of influencing

employee performance because the leadership style positions a leader with an orientation to his employees by providing service and attention to his employees so that his employees can form a person who serves and cares. Leadership style affects employee performance (Mukhlisin et al., 2023; Purnamasari et al., 2023). Untoro et al., (2023) explained that leadership style is the determinant of success in an organization.

Previous research on servant leadership such as the influence and relationship between servant leadership on employee performance in public sectors (Alviani et al., 2021; Harianto & Shaleh, 2014; Kamanjaya et al., 2017; Nendah et al., 2020; Paramita & Perdhana, 2018; Wahyudi, 2022), the influence and relationship between servant leadership on employee performance at private sectors (Aji & Palupiningdyah, 2016; Kurniawan, 2019; Pohan, 2021). Furthermore, the research discusses the influence and relationship between Servant Leadership on teacher performance (Bakry & Syamril, 2021). There has been no research that has reached to examine the influence and relationship between Servant Leadership on Village Head Performance which has an impact on the performance of village apparatus and public services from the village apparatus. State of the art this study compared to previous research: This study analyzes the Servant Leadership of the village head, This study analyzes the dimensions of the village head's Servant Leadership on the performance of village apparatus, Using research respondents from all village apparatuses in Kerinci Regency This study analyzes the Servant Leadership of the village head, This study analyzes the dimensions of the village head's Servant Leadership on the performance of village apparatus, Using research respondents from all village apparatuses in Kerinci Regency. The novelty of this study is: to develop and formulate a dimension model of servant leadership of village heads to improve the performance of village apparatus in public services of village communities where previous research only discussed Servant Leadership from the side of employees in companies, employees in government offices and offices and teachers.

The purpose of this study is to analyze the application of the Village Head Servant Leadership Dimension to Improve the Performance of Village Apparatus in Village Community Public Services in Kerinci Regency.

## **2. RESEARCH METHOD**

### **a. Problem-solving approach**

The problem-solving approach in this research is with the method of forming the right model in the servant leadership of the village head on the performance of village apparatus which has an impact on increasing village potential. The model was used with the SEM (Structural Equation Models) method. The stages are preparation, data collection, and data analysis.

### **b. Location and Time of Research**

This research was carried out at the Village Office in Kerinci Regency, Jambi Province. The study time starts from May 2023 to August 2023.

### **c. Population and Sample**

The population of this study is all village officials in Kerinci Regency The respondents in this study are village officials and communities in Kerinci Regency. The sampling method used is the Proportionate stratified random sampling method with sampling methods.

### **d. Data sources and data collection techniques**

The data used in this study is primary data, namely data obtained or collected directly from the data source through interviews and a list of questions given to the respondents who were sampled. This study uses surveys to obtain the necessary data. The method used is by interviewing and distributing a list of questions to respondents.

### **e. Analysis Tools**

Model Testing Techniques in this study use the Structural Equation Model (SEM). Model Testing Techniques in this study use the Structural Equation Model (SEM) using AMOS Version 25. SEM is a combination of two separate statistical methods namely factor analysis, a model of

simultaneous equations developed in econometrics, to analyze the structural relationships of the proposed model (Elizar et al., 2017). Model suitability is evaluated through a review of various goodness-of-fit criteria. Several conformity indices and their cut-off values are used to test whether a model is accepted or rejected. The results of this study are expected to provide a significant picture of the servant leadership dimensions, namely Altruistic calling, Emotional healing, Wisdom, Persuasive mapping, Organizational stewardship, Humility, Vision, and Service. The dimension of good servant leadership will result in improving the performance of village equipment to improve services to the village community. With increasing services to rural communities, it has an impact on improving public services and in general will increase development in Kerinci Regency.

#### f. Research Phase

The stages of this study with eight exogenous variables were used (Ibrahim & Alturfi, 2022). Some of the research stage procedures carried out by researchers in this study include:

##### a) Data Collection

The data was obtained in this study by conducting interviews with competent resource persons in the research such as village heads, village officials, and communities.

##### b) Data Reduction

Data that has been reduced will provide a clearer picture and make it easier for researchers to collect subsequent data. Supporting data will be obtained by conducting interviews, questionnaire observations, and documentation studies. This is to make it easier for researchers to group data, and clarify data by the problem under study.

##### c) Display Data

Display data collected by researchers is displayed in the form of a brief description of the results of interviews with competent parties in servant leadership. All the data obtained, can be understood one by one and then put together and interpreted by the existing problem formulation and juxtaposed with the servant leadership dimension obtained from collecting questionnaires.

##### d) Conclusion Drawing and Verification

The end of this study is to make conclusions by conducting data analysis to find meaning, meaning, and explanation of the data that has been obtained. These conclusions are then verified during the research process so that conclusions can be drawn.

#### g. Research Methods

In this study using qualitative descriptive analysis and quantitative descriptive analysis:

##### a) Qualitative descriptive method

Qualitative analysis is an analytical tool to cover an object in the current condition of an event. The purpose of this analysis is to make systematic and actual descriptions, images, or paintings of facts in the field with theories, and concepts in related literature (Abdullah et al., 2019; Yoon & Cha, 2020).

##### b) Quantitative descriptive method

Tools for researching by performing calculations. This method is a scientific method because, with analysis, data is given meaning and meaning that is useful in solving research problems, such as regression factor analysis, multiple linearly, coefficient of determination, statistical test t, and statistical test F. Analysis of direct effect, indirect effect, and total effect (Širůček & Galečka, 2017).

#### h. Assessing Goodness of Fit Criteria

In this step, an evaluation of the suitability of the model is carried out, in the order:

##### a) Normality data

##### b) Outliers

##### c) Multicollinearity and singularity.

Some conformity indices and cut-offs for testing whether a model is acceptable or rejected are:

##### a) Likelihood Ratio Chi-square statistic ( $\chi^2$ )

The fundamental measure of overall fit is the likelihood ratio chi-square ( $\chi^2$ ). This high chi-square value relative to the degree of freedom results in a probability ( $p$ ) smaller than the level of significance ( $q$ ).

- b) RMSEA (The root Mean Square Error of Approximation), RMSEA values between 0.05 and 0.08 are acceptable.
- c) GFI  
GFI (Goodness of Fit Index), is a non-statistical measure whose value ranges from 0 (poor fit) to 1.0 (perfect fit). A high GFI score indicates a better fit and what GFI value is acceptable as a decent value is not yet standardized.
- d) NFI  
The normed Fit Index is a measure of comparison between the proposed model and the null model. The NFI value will vary from 0 (zero fit at all) to 1.0 (perfect fit).
- e) PNFI  
PNFI is a modification of NFI. Used to compare alternative models so that no recommended value as a fit value is accepted.
- f) Hypothetical Results  
The interpretation of the results obtained in the form of acceptance of all hypotheses is accepted if the value of  $\beta > 0$ , where  $\beta$  is the value of the estimate parameter and the value of  $P < 0.1$ . Both of these conditions can be seen in the Regression Weights table in Amos.

### 3. RESULTS AND DISCUSSIONS

Structural Equation Model (SEM) is a statistical technique for testing and estimating causal relationships by integrating factor and path analysis (Amalia et al., 2021). SEM can examine a series of dependency relationships simultaneously. This is very useful in testing the theory that it contains several equations involving dependency relationships. SEM is a development of the General Linear Model (GLM) with multiple regression as its main part. SEM is more reliable, illustrative, and powerful than regression techniques when modeling interactions, nonlinear, measurement errors, correlation of error terms, and correlation between multiple independent variables (Sari, 2022).

#### 1. Model Testing

In the table below can be seen the standard of acceptance criteria of the Model Test when using SEM analysis (Structural Equation Modelling).

**Table 1.** Model Testing Fit Test Results

No	Testing Fit	Acceptable match level
1	<i>Absolute Fit Indices</i> DF X <sup>2</sup> /DF	Accepted If Positive Lowest limit 1.0, highest limit 2.03
2	<i>Incremental Fit Indices</i> - GFI - AGFI - TLI - CFI	Values Range 0-1, closer to 1 the better
3	<i>Incremental Fit Indices</i> - RMR - RMSEA	<0,08
4	<i>Parsimony Fit Indices</i> - PNFI - PCFI	Value Range 0-1

The results of AMOS processing in this study are:

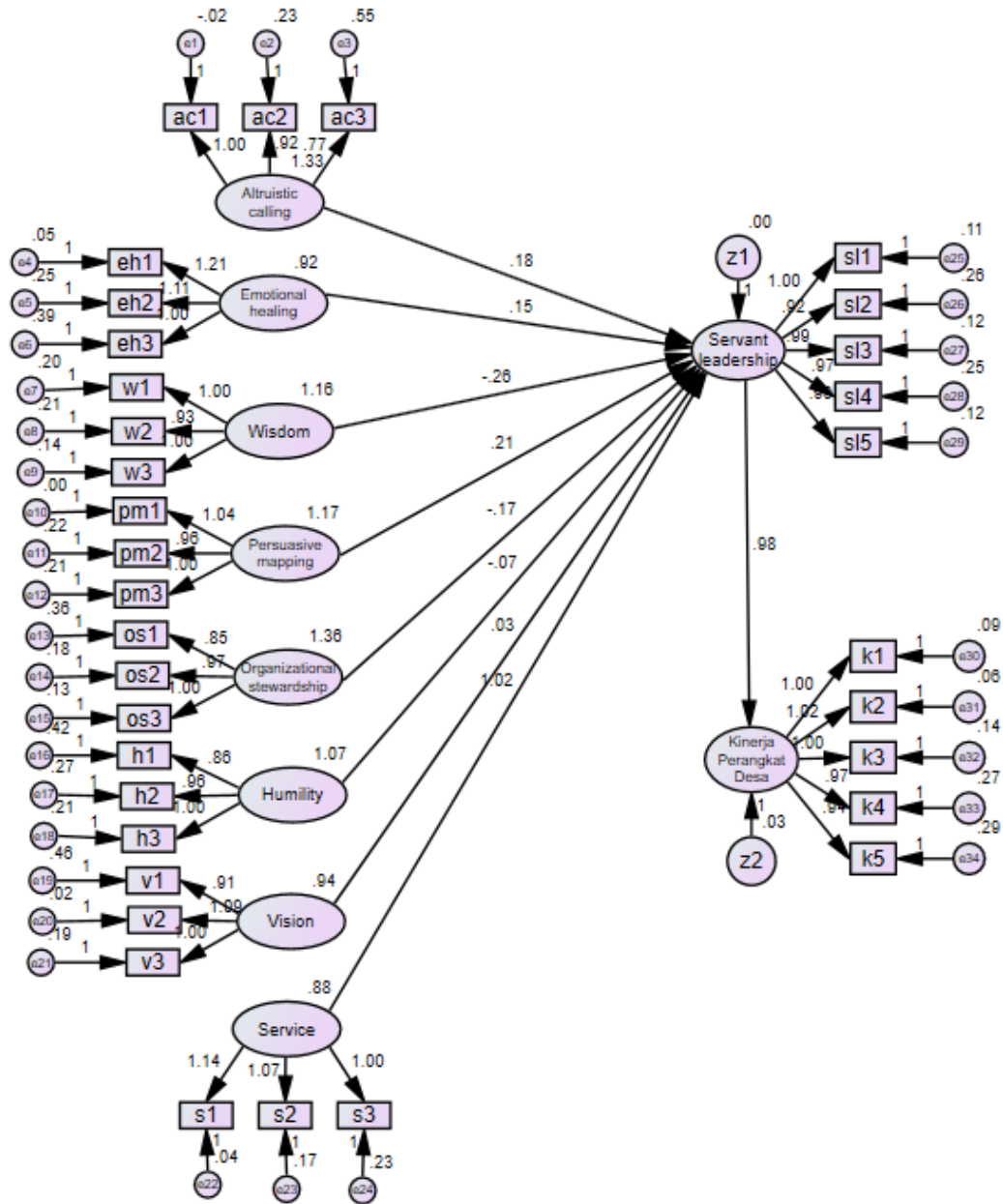


Figure 1. Effects of selecting different switching under dynamic conditions

The results of model testing are :

1). Absolute Fit Indices

- The result of DF is 11,159 which is interpreted as "accepted" because of its positive value.
- The result of  $X^2/DF$  is 1.983 which is interpreted as "accepted" because the lowest limit is 1.0, the highest limit is 2.03

2). Incremental Fit Indices

- The result of GFI = 0.659, AGFI = 0.678, TLI = 0.706, and CFI = 0.729 is interpreted as "accepted" because it is in the criteria of Values ranging from 0-1, closer to 1 the better
- The result of RMR = 0.069 and RMSEA = 0.071 which is interpreted as "accepted" because it is on the criteria of < 0.08

### 3). Parsimony Fit Indices

The result of PNFI = 0.619 and PCFI = 0.673 is interpreted as "accepted" because it is in the criteria of Values ranging from 0 -1

Based on the explanation of the results of the model testing above, it was produced that the model in this study was acceptable.

### 2. Hypothesis Testing

Hypothesis testing in this study uses a comparison of the results of the Critical Ratio and P. With the criterion of the value of the Critical Ratio > 1.96 or the P value is below 0.05. The results of hypothesis testing can be seen in Table 2 :

**Table 2.** Model Test Results

			Estimate	S.E.	C.R.	P
Servant leadership	<---	Altruistic calling	.184	.050	3.703	***
Servant leadership	<---	Emotional healing	.150	.062	2.435	.015
Servant leadership	<---	Wisdom	-.257	.059	-4.383	***
Servant leadership	<---	Persuasive mapping	.207	.053	3.921	***
Servant leadership	<---	Organizational stewardship	-.173	.046	-3.735	***
Servant leadership	<---	Humility	-.071	.054	-1.322	.186
Servant leadership	<---	Vision	.032	.053	.606	.545
Servant leadership	<---	Service	1.021	.071	14.406	***
Village Apparatus Performance	<---	Servant leadership	.983	.047	20.787	***

From the table above, the results of Hypothesis testing are:

- 1) Hypothesis testing between Altruistic calling and servant leadership is CR = 3,703 and P = 0,000. The conclusion that altruistic calling on servant leadership has a positive and significant effect is acceptable. Because it meets the criteria where CR > 1,96 and P < 0,05.
- 2) Hypothesis testing between Emotional healing and servant leadership is CR = 2,435 and P = 0,015. The conclusion that Emotional healing on servant leadership has a positive and significant effect is acceptable. Because it meets the criteria where CR > 1,96 and P < 0,05.
- 3) Hypothesis testing between Wisdom and servant leadership is CR = 4,383 and P = 0,000. The conclusion that Wisdom on servant leadership has a positive and significant effect is acceptable. Because it meets the criteria where CR > 1,96 and P < 0,05
- 4) Hypothesis testing between Persuasive mapping and servant leadership is CR = 3,921 and P = 0,000. The conclusion that Persuasive mapping on servant leadership has a positive and significant effect is acceptable. Because it meets the criteria where CR > 1,96 and P < 0,05.
- 5) Hypothesis testing between Organizational stewardship and servant leadership is CR = 3,735 and P = 0,000. The conclusion that Organizational stewardship on servant leadership has a positive and significant effect is acceptable. Because it meets the criteria where CR > 1,96 and P < 0,05.
- 6) Hypothesis testing between Humility and servant leadership is CR = 1,322 and P = 0,186. With the conclusion that Humility has a negative and insignificant effect on servant leadership. Because it does not meet the criteria where CR < 1,96 and P > 0,05.
- 7) Hypothesis testing between Vision and servant leadership is CR = 0,606 and P = 0,545. With the conclusion that Vision has a negative and insignificant effect on servant leadership. Because it does not meet the criteria where CR < 1,96 and P > 0,05.
- 8) Hypothesis testing between service and servant leadership is CR = 14,406 and P = 0,000. With the conclusion that service in servant leadership has a positive and significant effect is acceptable. Because it meets the criteria where CR > 1,96 and P < 0,05.
- 9) Hypothesis testing between servant leadership and Village Apparatus Performance is CR = 20,787 and P = 0,000. The conclusion that servant leadership on Village Apparatus Performance has a positive and significant effect is acceptable. Because it meets the criteria where CR > 1,96 and P < 0,05.

### 3. Regression equation

In the table below can be seen the results of the regression equation between each variable. Sari (2023) explains to see the regression equation in this study, it can be seen from the results of the output of Standardized Regression Weights. As in the table below:

**Table 3.** Regression Equation Results

		Estimate
Servant leadership	<--- Altruistic calling	.197
Servant leadership	<--- Emotional healing	.133
Servant leadership	<--- Wisdom	-.257
Servant leadership	<--- Persuasive mapping	.207
Servant leadership	<--- Organizational stewardship	-.187
Servant leadership	<--- Humility	-.068
Servant leadership	<--- Vision	.029
Servant leadership	<--- Service	.890
Village Apparatus Performance	<--- Servant leadership	.986

The regression equation from the explanation of the table above is:

$$\text{Servant leadership} = 0,197AC + 0,133EH - 0,257W + 0,207PM - 0,187OS - 0,068H + 0,029V + 0,890S + \varepsilon$$

$$\text{Village Apparatus Performance} = 0,986 \text{ SL} + \varepsilon$$

### 4. Squared Multiple Correlations

In the table below can be seen the results of Squared Multiple Correlations or Coefficient of Determination. According to Sari (2022) see Squared Multiple Correlations in this study, it can be seen from the results of the Squared Multiple Correlations output. As shown in the table below:

**Table 4.** Squared Multiple Correlations Results

	Estimate
Servant leadership	.998
Village Apparatus Performance	.972

For the Servant leadership equation of 0,998 which means the factors that affect the variability of Servant leadership can be explained by the variables Altruistic calling, Emotional healing, Wisdom, Persuasive mapping, Organizational stewardship, Humility, Vision, and Service of 99,8%. The coefficient of determination of the Village Apparatus Performance equation is 0,972 or the Village Apparatus Performance variable which can be explained by the variability of Servant leadership of 97,2%.

The results of data analysis show that servant leadership has a significant effect on the performance of village officials in Kerinci Regency. This is in line with the findings (Ana & Askafi, 2023; Pratiwi & Widayani, 2022). Servant leadership is needed by public institutions because in accordance with its vision and mission, public organizations as public servants, especially stakeholders and leaders, can make visions, update attitudes, norms or values and behaviors, as well as opinions and so on (Endratno & Agnes, 2019). Several studies identify that servant leadership has a preferred impact on followers' performance in their roles, i.e. the way followers perform their assigned work (Sapengga, 2016). Ana & Askafi (2023) also suggest that servant leadership affects followers and their performance positively. Apriana et al., (2023); Harianto & Shaleh, (2014); Sapengga, (2016) Finding that servant leadership has a significant effect on employee performance. Next research from Sayoga et al., (2022) stated that employee performance is influenced by servant leadership, but there is a dimension of servant leadership, namely the dimension of humalition and vision has an insignificant contribution to employee performance. However, the results of this study are not in line with the results of the study Supartha & Dewi (2017) which shows that servant leadership does not have a significant effect on employee performance.

Based on the results of this study, the local government of Kerinci Regency should require a leadership figure in the form of servant leadership. This is done considering the results of the analysis in this study that leadership affects Village Apparatus Performance. From the Servant

leadership factor, there are two dimensions that have no effect so it is necessary to improve the good humalition and vision factors of the leadership of the village head in Kerinci Regency in order to be able to provide services to the community optimally.

#### 4. CONCLUSION

Based on the results of research conducted at the village office office in Kerinci Regency, it can be concluded as follows: Servant Leadership from the village head has a positive and significant effect on the performance of village officials in Kerinci Regency. Of the eight factors of Servant Leadership, namely Altruistic calling, Emotional healing, Wisdom, Persuasive mapping, Organizational stewardship, Humility, Vision, and Service, there are six that have a positive and significant effect on Servant Leadership in village apparatus in Kerinci Regency, namely Altruistic calling, Emotional healing, Wisdom, Persuasive mapping, Organizational stewardship and Service. Servant Leadership of the village head has a positive and significant effect on the performance of village officials in Kerinci Regency Based on the results of the study, servant leadership can be said to be in the very good category. The village head must maintain a good servant leadership style that has an impact on the process of serving the public. The village head must remain consistent in implementing servant leadership to avoid and minimize the decline in the performance of village officials. Future research should be able to develop this research by examining similar factors or other factors that can affect the performance of village apparatus so that the results are more accurate and can be generalized to all organizations that have similar problems. In addition, further researchers are also expected to examine other variables that have the possibility of affecting performance. Research variables should be added with several other research variables to obtain better results. Expanding the research sample so that the ability to generalize research is further increased.

#### ACKNOWLEDGEMENTS

The author would like to thank the Ministry of Education, Culture, Research, and Technology of the Directorate General of Higher Education, Research, and Technology for providing moral support and funding for this research program. On the novice lecturer research scheme (PDP) entitled " Application of the Servant Leadership Dimension of Village Head to Improve the Performance of Village Apparatus in Public Services of Village Communities" according to the Assignment Letter for the Implementation of research with the Number 401/LPPM/PN/STIE-SAK/VIII/2023 dated June 21, 2023 (PDP Skim) Fiscal Year 2023.

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