Open Access Article

Factors Affecting Improved Performance for Sustaining Sub-District Welfare: Village Leaders in Java Island, Indonesia

Dwi Mardiana Susilawati[1,*], Suryanto[2], Windijarto[3]

[1] Program Doctoral Development Human Resource School of Post Graduate Program, Airlangga University, Surabaya, Indonesia

[2] Faculty of Psychology, Airlangga University, Surabaya, Indonesia

[3] Faculty of Economics and Business, Airlangga University, Surabaya, Indonesia

Abstract: In the current Reform Era, performance is one of the most important issues discussed among the academic community and bureaucratic institutions. This study aims to analyze the influence of s*ervant leadership,* motivation, competence, work environment, and perceptions of the delegation of authority on the performance of the head of District East Java, Indonesia, the role of motivation in weighing these factors in improving performance. This research is a type of causal research with a population of 300. In the sample determination, a purposive sampling technique was used. Two hundred samples were obtained from all members of the village in East Java. Multiple regression analysis is used in this research with Statistics Software as a data processing tool. The results in this study are servant leadership, competence; the work environment has a positive and significant effect on the performance of the sub-district head, while motivation and perceptions of the delegation of authority have no significant effect on the performance of the sub-district head in East Java, Indonesia. For becoming a sustainable green village, one's competence and loyalty are needed so that the performance achievement target is achieved so that this research becomes a reference in developing small villages throughout the archipelago, especially East Java. This research is very limited in only a small scope of one village, so future research can reexamine the role of technology such as a pandemic as it is now.

Keywords: servant leadership, motivation, competence, work environment, sustainable sub-district.

影响维持街道福利的绩效提高的因素：印度尼西亚爪哇岛的村领导

摘要： 在当前的改革时代，绩效是学术界和官僚机构之间讨论的最重要的问题之一。这项研究旨在分析仆人领导，动机，能力，工作环境和权力下放的看法对印度尼西亚东爪哇地区负责人表现的影响，以及动机在权衡这些因素对改善绩效的作用。此研究是因果关系研究，人口为300。在样本确定中，使用了有目的的抽样技术。从东爪哇村庄的所有成员那里获得了200个样本。本研究使用统计软件作为数据处理工具进行多元回归分析。本研究的结果是仆人的领导能力，能力；工作环境对街道主管的表现具有积极而显着的影响，而对权力下放的动机和看法对印度尼西亚东爪哇省街道主管的绩效没有显着影响。为了成为一个可持续发展的绿色村庄，需要一个人的才能和忠诚度，以实现绩效目标，以便该研究成为整个群岛特别是东爪哇省发展小村庄的参考。这项研究仅局限在一个村庄的一小块范围内，因此未来的研究可以重新审视诸如大流行这样的技术的作用。

关键词： 仆人的领导能力，动力，能力，工作环境，可持续发展的街道。

1. Introduction

The era of reform at the moment of performance issues becomes the most important issue. It often becomes the talk of all civitas bureaucratic institutions because of the logical consequence of the performance. Hence, the impact on the work that comes from the vision and mission is about to be reached. The improvement of public services in a country is necessary for cooperation between governments; the community is also good independent. [1] explained that each of the main tasks in achieving the goals of an institution supported by the government should include administration services (office services).

The service industry sector plays an important role in the global economy. Statistical data obtained from the World Bank in 2015, from the addition of Gross Domestic Product (GDP) in all countries contributing the largest 68% as one of the added values created by the service sector, this percentage will continue to increase at a stable level [2]. The results of research conducted by several previous researchers, namely [3], [4], investigated what contributes to the performance of public services because the performance in question is considered to be one of the most important factors in giving influence. Desired by service organizations as well as long-term profitability according to research results [5], [6].

In a public organization, a subordinate who works only depends on the leadership. Every organization needs a leader who can influence both the attitude and behavior of its members or subordinates. Therefore, the leader or what is called the head in an organization must be able to lead well and be able to provide influence to direct his subordinates towards organizational goals. According to [7], leadership is the ability to influence others to achieve organizational goals.

Carrying out public services to the community effectively and efficiently requires optimal performance from a leader of the regional apparatus, one of which is the sub-district head as one of the public service providers. For achieving optimal performance of a sub-district head, integrity, professionalism, neutralization that is free from any form of pressure and free from corruption, collusion, and nepotism in the delivery of public services are required. According to [8], [9], performance is a description of the level of achievement of implementing work programs or policies to carry out the vision, mission, and objectives that will be outlined through strategic planning in an organization.

Operational service policy can implement a leadership to provide direction for all employees in achieving Performance optimal. The leadership style has been shown to affect the performance of the Head of District called *servant leadership*. Servant Leadership is a leadership model that serves others as a top priority better [10, 36]. Leaders who can motivate their followers are leaders who are not maximal in fulfilling their personal needs but are more focused on meeting the needs of their followers [7, 37].

This is evidenced by the results of research by [11], [12] the results of their research state that leaders have a significant effect on performance so that they can be promoted and have high service performance. In other words, leaders with the *servant leadership* type are more likely to be motivated to make innovations in achieving the results expected by their organization. However, things are different from the results of [13], which stated that *servant leadership* had no significant effect on performance. Servant leadership is needed in organizations to serve the community.

Public service motivation is one of the motivational concepts in general, which focuses on encouraging, directing, and giving strength to each individual. Public service motivation is one of the typical forms of motivation that includes beliefs, values, and attitudes that exceed personal and organizational interests. Ref [14] defines motivation as a force to encourage someone to manifest attitudes and behavior in achieving organizational goals. Motivation is a driving force both from within and from outside to improve performance.

The results of research by [15], [16], [17] state that motivation has a significant effect on performance. According to the opinion of [18], it defines that motivation is the driving force to create excitement in collaborating productively to achieve and realize the performance desired by the organization. It was explained that motivation does not impact improving performance. An increase in motivation is not always offered [18]. This means that an employee can have low motivation but high performance because they have good abilities.

In addition to motivation in improving the performance of a Head of District, the competence of a Head of District is needed. This is in line with the results of research from [19] competence has a significant effect on performance. According to [20], competence is a pillar or milestone in an organization. Competence is a basic element in every individual in the form of skills and knowledge to carry out a job supported by work attitudes. According to [21], competence is defined as the ability to carry out tasks and jobs based on knowledge, skills, and attitude support that are part of individual characteristics. [21], [22] stated that competence has a positive and significant effect on performance.

Other factors affect the performance of a sub-district head, namely the work environment. A comfortable work environment will provide a comfortable working atmosphere that will create a conducive atmosphere; this is inseparable from the participation of leaders and employees who always provide a pleasant work atmosphere. The research results by [23] explain that work environment factors can have a positive and significant impact on improving performance.

On the one hand, another supporting factor in improving the performance of a Head of District is the transfer of power. Quoting the results of research conducted by [24], it is stated that delegation has an effective impact on the organization to improve employee and organizational performance. Other research results state that the delegation of authority has a positive and significant impact on performance [25], [26], [27]. The exercise of authority has not been concentrated, causing problems. Currently, the District does not have adequate space for public services. This is supported by the statement from [28], which states that there is little space for authority to be delegated by the district/city government (regent/mayor) to the District in terms of community services. From the explanation above, it is clear that this research focuses on servant leadership, motivation, competence, work environment, and the delegation of authority to the performance of the sub-district head in the East Java Province, Indonesia.

1.1. Start of the Art

Many neglect research on developing a village into a sustainable village by examining the inhibiting or supporting factors. Research so far tends only to examine the performance of a business, the role of the village as a starting point for a nation from all sides. Small environmental problems that are the basis of an economic turnaround through government bureaucracy, service capabilities, a leader in a small but broad area, and individual problems must be researched.

2. Framework and Method

This research is quantitative, examining the causality relationship [29]. The sample in this study was 200 informants taken from 300 populations with purposive sampling. Data analysis used multiple regression with statistical software as a data processing tool.
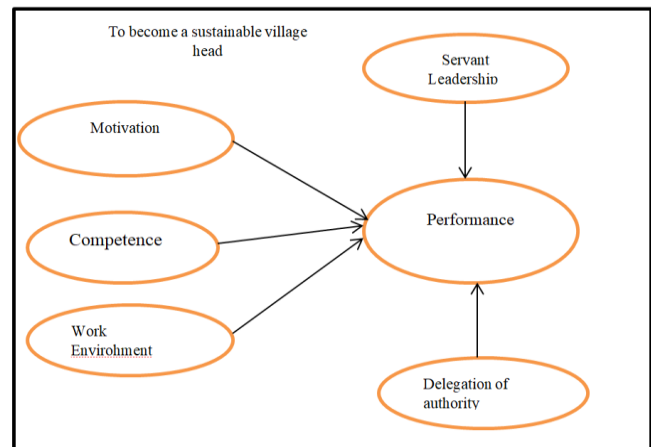

Fig. 1 Model framework

Research instruments were given to village service officers who had been working for almost a year. Then those who meet the criteria are continued by filling out the next questionnaire, namely questions related to the indicators used in this study. Determination of the number of samples in this study using the Slovin formula with a standard error of 10% in the opinion [29] with the following formula:

$$n = 1 + N\,e$$

where:

n: Sample Size

N: Population Size

e: Margin of error (tolerable error, 10%)

Based on the Slovin formula above, the number of samples that are suitable for use in this study can be calculated as follows: 200; 59.9 = 60 (rounded)

$$1 + 200\,(0.1)^2$$

To determine the effect of independent variables on the dependent, multiple linear regression analysis was used. The multiple linear regression analysis models with the variables mentioned above can be formulated in the form of a function or equation as follows;

$$= a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

where:

Y = Performance

a = constant

X_1 = servant leadership

X_2 = motivation

X_3 = competence

X_4 = work environment

X_5 = delegation of authority

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ = intercept / regression coefficient

e = standard error

3. Result

These 200 informants have been declared valid and reliable and have passed the classical assumption test. Based on the research results, the respondents' characteristics in terms of gender, age, education level, and type of business are obtained as shown in Table 1.

Table 1 Descriptive data (Authors' calculations from data collected in 2020)

Group	Frequency	Total	%

Sex	Male	90	45%
	Female	110	55%
Age	18-30	20	10%
	30-42	100	50%
	42-54	60	30%
	54-56	20	10%
Education	Elementary-Junior High	5	2.5%
	High school	20	10%
	Diploma	70	35%
	Bachelor	100	50%
	Courses	5	2.5%

Table 1 explains that there were more female respondents than female respondents where male respondents were 45 percent, namely 90 people out of 200 informants. In comparison, female respondents were 55 percent, namely 110 of the total sample. Judging by age, most respondents in the productive age are between 30-42 by 50 percent, then 42-54 years old as much as 30 percent, and aged 18 years and under and 54 years old as much as 10 percent. Based on the level of bachelor education who works more in the spa sector than informants, we get about 50 percent, then diploma around 35 percent, high school is 10 percent, and 5 percent for other levels of education.

3.1. Model Feasibility Test

3.1.1. F-Test

In this study, the F-test is used to test the accuracy of the regression model or the *goodness of fit*. This states that the equations that have been formed will be included in the fit criteria or not. If the calculated F value> F table, it can be concluded that there is a regression equation model formed that fits into the criteria that fit or fit. The results of the F-test are shown in the following table:

Table 2 F-test results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	398,944	5	79,789	10,957	.000 b
	Residual	393,239	54	7,282		
	Total	792,183	59			

a. Dependent Variable: y
b. Predictors: (Constant), x5, x3, x2, x4, x1

The calculation of statistical data processing shows the value of F count = 10,957, while the value of the F table is 1.09. F count> F table, therefore it can be concluded that the linear regression equation model that can be formed can be included in the fit criteria.

3.1.2. Test of Determination (R^2)

The coefficient of determination (R^2) point is to measure the ability of the regression model in providing information regarding the dependent variations. The coefficient of determination is a value of zero and one. Value (R^2) is small, which means that independent variables can explain the dependent variable with limited value. The assessment that will be close to one means that the independent variables provide predictions and variations in the dependent variable [17]. The coefficient of determination is determined by the adjusted R square value, which is presented in the following table:

Table 3 Results of Keofisien determination (R^2)

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.710 a	.504	.458	2.6986

a. Predictors: (Constant), x5, x3, x2, x4, x1
b. Dependent Variable: y

It can be seen from the results of the table above that it can be seen that the Adjusted R Square value of the regression model formed in this study is 0.458, which indicates that the ability of the independent variables (servant leadership, motivation, competence, work environment, and delegation of authority). In explaining the dependent variable (the performance of the sub-district head) is 45.8%, the remaining 54.2% is explained by other factors not examined.

3.2. Multiple Linear Regression Analysis

The results of multiple regression analysis were used to analyze the influence of several independent variables on the dependent variable. So to this study, the independent variables include servant leadership (X_1), motivation (X_2), competence (X_3), work environment (X_4), and delegation of authority (X_5), while the dependent variable is Head of District performance (Y). The results of multiple linear analyses are shown in the following table:

Table 4 Results of multiple linear regression analysis

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.
1 (Constant)	-2,162	5,363		-.403	.688
Servant Leadership	.237	.106	.261	2,242	.029
Motivation	.088	.102	.087	.864	.391
Competence	.273	.100	.287	2,739	.008
Work environment	.290	.108	.292	2,700	.009
Delegation of authority	.155	.092	.174	1,678	.099

Based on the results of the regression analysis above, a regression equation can be drawn up as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

$$Y = -2.162 + 0.237X_1 + 0.088X_2 + 0.273X_3 + 0.290X_4 + 0.155X_5$$

where:

α = Constant value (α), which shows a negative value of -2,162, which states that servant leadership, motivation, competence, work environment, and delegation of authority are zero or there is no change. The Head of District's performance is -2,162 units.

β_1 = 0.237 is the value of the *servant leadership* variable regression coefficient, which will show a positive value of 0.237 that each increase in work discipline by 1 unit will have an impact on the increase in the performance of the Head of District by 0.237 units, assuming other variables remain.

β_2 = 0.088: The variable regression coefficient value will show a positive value of 0.088. Every 1 unit increase in motivation causes the Head of District's performance to increase by 0.088 units assuming other variables remain.

β_3 = 0.273 is the variable regression coefficient value that will show a positive value of 0.2 73 that each competency of 1 unit will impact the Head of District's performance increase of 0.273 units, assuming other variables remain.

β_4 = 0.290, which states that the variable regression coefficient value shows a positive value of 0.290, which means that every 1 unit increase in the work environment will impact the Head of District's performance increase of 0.290 units with the assumption of other fixed variables.

β_5 = 0.155 variable regression coefficient value, which will show a positive value of 0.155 which means that each increase in the transfer of authority by 1 unit will cause the performance of the Head of District will increase by 0.155 units with the assumption of a fixed variable.

e = Standard error (error)

Based on the explanation in Table 3 above, it can be seen that the *servant leadership* variable will show a T value of 2.242, while the t table value is 1.660 ($t_{count} < t_{table}$), then *servant leadership* affects the performance of the Head of District.

The motivational variable has a value of t count equal to 0.864, while t table value of 1.660 ($t_{count} < t_{table}$) then motivation does not affect the performance of the sub-district head. The competence variable has a value of t count equal to 2,739 while the value of t table of 1.660 ($t_{count} < t_{table}$) the competence affect the performance of the subdistrict head. The work environment has a t_ value of 2.700 while t_table amounted to 1.660 (the value of t $_{arithmetic} < T_{table}$), the work environment affects the performance of the subdistrict head.

The variable of the delegation of authority has a value of t count of 1,678 while the value of t table of 1,660 (value of t $_{count} < t_{table}$) means that the transfer of authority does not affect the performance of the Head of District.

4. Discussion

4.1. The Effect of Servant Leadership on the Performance of the District Head

The results of statistical data processing show that servant leadership has a significant effect on the performance of the sub-district head in East Java, Indonesia. The results of this study are in line with the results of previous research by [30], [31], who state that public institutions need servant leadership.

Trying to listen to and understand the problems experienced by the community is a very convincing thing for the people to promise as a public servant that will always be honest and responsible.

4.2. The Influence of Motivation on the Performance of the District Head

The results of statistical data analysis of multiple linear regressions indicate that motivation does not significantly affect the performance of the district head in East Java, Indonesia. The results of this study are not in line with the results of previous research conducted by [32], which states that motivation has a significant effect on performance. Motivation is the driving force to create excitement in collaborating productively to achieve and realize the performance desired by the organization. So it can be explained that motivation does not always impact improving performance and vice versa; performance does not always provide an increase in motivation.

The sub-district head has tried to improve his performance by improving the quality of his work even though it has not looked optimal. The power possessed by a leader is an absolute right in determining actions in deciding so that power is part of the main authority in an organization.

4.3. Effect of Competence on the Performance of the Head of Sub-District

The multiple linear regression analysis results show that the competency variable has a significant effect on the performance of the sub-district head in East Java, Indonesia. The results of this study are supported by the results of previous research, namely [21], [22] from the results of their research stated that competence has a positive and significant effect on performance. Competence is a form of service to influence others. According to [32], [33], competence for achievement and action is an essence of encouragement to act from someone on their productivity. Head of District has this type of competence in carrying out the duties and powers that arise from their positions.

Competence with training that is always updated will be developed, especially in the technological era, so that performance can continue to be sustainable,

making a sub-district head productive with a long-term program arranged.

4.4. Effect of Work Environment on the Performance of the Sub-District Head

From the results of multiple linear regression analysis, it can be seen that the work environment can have an impact on improving the performance of the Head of District. According to [34], it is observed that most businesses ignore the work environment in their organization which harms the performance of their employees. The research results by [16] explain that work environment factors can have a positive and significant impact on improving performance.

The work environment is a major factor in the performance of a sub-district head. A clean environment free from cigarette odor pollution makes the work environment more productive because of the sense of comfort that arises. Smoking odor-free is a way to create a green environment. A work environment that can put forward more important matters is a productive way for a sub-district head to improve his performance.

4.5. Effect of Delegation of Authority on the Performance of the Head of Sub-District

The results of multiple linear regression statistical analysis state that the transfer of authority does not significantly affect the performance of the Head of District. Other research results state that the delegation of authority has a positive and significant impact on performance [25], [26], [27]. According to [35], authority is the legitimate and legal power possessed by a person to rule others. Delegation as process agents provides a target power to carry out a particular task, make decisions relating to the tasks, and accountable implementation of the tasks to agents.

Giving a full delegation of tasks is not a good choice in producing a good performance. The granting of authority to subordinates over the delegation of tasks must be accompanied by full supervision so that the work's progress can be known. So that the delegation has a positive influence in improving the performance of the head of the sub-district.

References

[1] QUICK R. The audit process, principles, practice and cases, Iain Gray, Stuart Manson, 2008, Fourth Edition, South-Western Cengage Learning, London, UK, xxi + 809 pages, £42.99, US$74.99, €50.55, ISBN: 978-1-84480-678-2. *The International Journal of Accounting,* 2010, 45(2): 261-264. https://doi.org/10.1016/j.intacc.2010.04.009

[2] WORLD BANK. *World Development Indicators: Structure of Output,* 2017. http://wdi.worldbank.org/table/4.2

[3] ARYEE S., WALUMBWA F. O., SIDU E. Y., and OTAYE L. E. Impact of high-performance work systems on individual-and branch-level performance: test of a multilevel model of intermediate linkages. *Journal of Applied Psychology,* 2012, 97(2): 287–300. https://doi.org/10.1037/a0025739

[4] LIAO H., & CHUANG A. A Multilevel Investigation of Factors Influencing Employee Service Performance and Customer Outcomes. *Academy of Management Journal,* 2004, 47(1): 41–58. https://doi.org/10.5465/20159559

[5] HONG Y., LIAO H., HU J., and JIAN K. Missing link in the service profit chain: A meta-analytic review of the antecedents, consequences, and moderators of service climate. *Journal of Applied Psychology,* 2013, 98(2): 237–267. https://doi.org/10.1037/a0031666

[6] SUBRAMONY M., & PUGH S. D. Services management research: Review, integration, and future directions. *Journal of Management*, 2015, 41(1): 349-373. https://doi.org/10.1177/0149206314557158

[7] LIDEN R. C., WAYNE S., ZHAO H., and HENDERSON D. J. Servant Leadership: Development of a Multidimensional Measure and Multi-level Assessment. *The Leadership Quarterly,* 2008, 19(2): 161-177. https://doi.org/10.1016/j.leaqua.2008.01.006

[8] MOEHERIONO. *Competency-Based Performance Measurement.* PT Raja Grafindo Persada, Jakarta, 2012.

[9] SANUSI A., SAURI S., and NURBAYAN Y. Non-Native Arabic Language Teacher: Low Teacher's Professional Competence Low Quality Outcomes? *Arabiyat: Jurnal Pendidikan Bahasa Arab dan Kebahasaaraban*, 2020, 7(1): 45-60. https://doi.org/10.15408/a.v7i1.12722

[10] SPEARS L. C. Character and servant leadership: Ten characteristics of effective, caring leaders. *The Journal of Virtues & Leadership,* 2010, 1(1): 25-30. https://www.regent.edu/wp-content/uploads/2020/12/Spears_Final.pdf

[11] TOMIGOLUNG F. Performance Analysis of Supervisory Consultants on Roads and Bridges Projects in North Sulawesi. *Scientific Media Engineering,* 2013, 3(2): 79-83.

[12] WANG Z., XU H., & LIU Y. Servant Leadership as a Driver of Employee Service Performance: Test of a Trickle-Down Model and its Boundary Conditions. *Human Relations,* 2017, 71(9): 1179-1203. https://doi.org/10.1177/0018726717738320

[13] SALEEM F., ZHANGM Y. Z., GOPINATH C., and ADEEL A. Impact of Servant Leadership on Performance: The Mediating Role of Affective and Cognitive Trust. *SAGE Open,* 2020, 10(1): 1–16. https://doi.org/10.1177/2158244019900562

[14] SAMINO. *Educational Leadership.* Fairuz Media, Kartasura, 2015.

[15] SCHWARZ G., NEWMAN A., COOPER B., and EVA N. Servant Leadership and Follower Job Performance: The Mediating Effect of Public Service Motivation. *Public Administration,* 2016, 94(4): 1025-1041. https://doi.org/10.1111/padm.12266

[16] SHIMKO Y. The Influence of Leadership Style, Motivation, and Work Environment on the Performance of Civil Servants at the South Solok Regency Government Office, West Sumatra. *JMBA - Journal of Management and Business,* 2015, 1(1): 35-53.

[17] GHOZALI. *Multivariete Analysis Application with IBM SPSS Program.* Diponegoro University Publishing Agency, Semarang, 2016.

[18] WIJAYANTI T. C., SETINI M., DARMA D. C., PURWADI P., and ALKA P. R. Connectivity Continuous

Improvement Program and Employee Performance. *International Review of Management and Marketing*, 2020, 10(1): 54-62. https://doi.org/10.32479/irmm.9161

[19] ROHANA S. M., & ABDULLAH C. Z. Leadership Competencies and Organizational Performance: Review and Proposed Framework. *International Journal of Academic Research in Business and Social Sciences,* 2017, 7(8): 825-831. http://dx.doi.org/10.6007/IJARBSS/v7-i8/3297

[20] SUJARWENI V. W. *Statistics for Business and Economics.* New Library Press, Yogyakarta, 2015.

[21] MULYADI D. *Organizational Behavior and Service Leadership: Concepts and Applications of Management Administration and Modern Organizations.* 2015.

[22] ROKHILAH, & SUSETYO D. The Influence of Competence, Motivation and Work Environment on the Performance of Field Instructor Family Planning Program (PLKB) in Pemalang Regency. *Journal of Management and Business,* 2014, 29(1).

[23] KOMBO B. W., OBONYO G. O., and OLOKO M. Effects of Delegation on Employee Performance in Savings and Credit Cooperative Societies in Kisii County, Kenya. *The International Journal of Business & Management,* 2014, 2(7): 22-31. http://www.internationaljournalcorner.com/index.php/theijbm/article/view/132442

[24] AL-JAMMAL H. R., AL-KHASAWNEH A. L., and HAMADAT M. H. The impact of the delegation of authority on employees' performance at great Irbid municipality: case study. *International Journal of Human Resource Studies*, 2015, 5(3): 48-69. https://doi.org/10.5296/ijhrs.v5i3.8062

[25] ALHOSASI A., YUSOFF R. M., ISMAIL F., and REHMAN F. U. Factors Affecting Delegation Authority toward Employees Performance. *Journal of Social and Development Sciences*, 2018, 9(4): 43-48. https://doi.org/10.22610/jsds.v9i4(S).2690

[26] PUTRI A., MUSADIEQ A., and SULISTYO A. L. The Effect of Servant Leadership and Organizational Citizenship Behavior on Employee Performance (Studies on Auto2000 Employees of Malang Sutoyo). *Journal of Business Administration,* 2018, 58(2).

[27] KINSAMBWE R., & KAUMA Z. The Perceived Effect of Delegation on Employee Performance at Stanbic Bank Uganda Ltd., Mbale Branch. In: ERÇETIN Ş. (ed.) *Chaos, Complexity and Leadership 2016. ICCLS 2016. Springer Proceedings in Complexity.* Springer, Cham, 2018: 147–156. https://doi.org/10.1007/978-3-319-64554-4_11

[28] OZGENEL M. The role of charismatic leader in school culture. *Eurasian Journal of Educational Research*, 2020, 20(86), 85-114. https://doi.org/10.14689/ejer.2020.86.5

[29] HAIR Jr. J. F., MATTHEWS L. M., MATTHEWS R. L., & SARSTEDT M. PLS-SEM or CB-SEM: updated guidelines on which method to use. *International Journal of Multivariate Data Analysis*, 2017, 1(2): 107-123. https://doi.org/10.1504/IJMDA.2017.087624

[30] AJIS S., ADDA H. W., and WIRASTUTI W. Pengaruh Servant Leadership dan Motivasi Kerja Terhadap Kinerja Pegawai Pada Kantor Pelayanan Pajak Pratama Palu (KPP Pratama Palu). *Jurnal Ilmu Manajemen Universitas Tadulako,* 2017, 3(3): 213-224. https://doi.org/10.22487/jimut.v3i3.89

[31] WIBOWO. *Work management.* 4th ed. Rajawali Press, Jakarta, 2014.

[32] UTOMO D. S., HARTUTININGSIH, and AMIN J. Head of District Competency Development for Improving the Performance of the Regional Apparatus of Kutai Kartanegara Regency. *eJournal Administrative Reform,* 2014, 2(1): 1159-1172.

[33] IBRAHIM D. S., SUHARTO R. B., ZAINUROSSALAMIA S., and SAMARINDA E. K. The Important Role of Employee Satisfaction to Support Employee Performance through Quitting Intention. *Productivity Management*, 2020, 25: 682-697.

[34] SPECTOR P. *Job Satisfaction: Application, Assessment, Causes and Consequences.* Sage Publications, Thousand Oaks, California, 1997.

[35] HASIBUAN M. *Human Resource Management.* PT Bumi Script, Jakarta, 2012.

[36] SHAFI M. Q., RABBANI S., ALAM R. M., and GUL S. Servant Leadership: Impact on Organizational Citizenship Behavior and Knowledge Sharing Behavior. *Journal of Southwest Jiaotong University,* 2020, 55(4). https://doi.org/10.35741/issn.0258-2724.55.4.63

[37] NGUYEN N.-T., & PHAM L.-H.-T. How to Motivate Employees? Special Case of Millennial Generation in Vietnam. *Journal of Southwest Jiaotong University,* 2020, 55(2). https://doi.org/10.35741/issn.0258-2724.55.2.40

参考文:

[1] QUICK R. 审计程序，原则，实践和案例，伊恩·格雷，斯图尔特·曼森，2008，第四版，西南英语学习，伦敦，英国，xxi+809页，42.99英镑，74.99美元，50.55欧元，ISBN：978-1-84480-678-2。国际会计杂志，2010，45（2）：261-264。https://doi.org/10.1016/j.intacc.2010.04.009

[2] 世界银行。世界发展指标：产出结构，2017。http://wdi.worldbank.org/table/4.2

[3] ARYEE S., WALUMBWA F. O., SIDU E. Y. 和 OTAYE L. E. 高性能工作系统对个人和分支机构绩效的影响：中间链接的多层次模型的测试。应用心理学杂志，2012，97（2）：287-300。https://doi.org/10.1037/a0025739

[4] 廖辉，和庄A。多层次调查影响员工服务绩效和客户成果的因素。管理学院学报，2004，47（1）：41-58。https://doi.org/10.5465/20159559

[5] HONG Y., LIAO H., HU J. 和 JIAN K。服务利润链中的缺失环节：对服务环境的前因，后果和调节者的荟萃分析。应用心理学杂志，2013，98（2）：237-267。https://doi.org/10.1037/a0031666

[6] SUBRAMONY M. 和 PUGH S. D. 服务管理研究：回顾，整合和未来方向。管理学报，2015，41（1）：349-373。https://doi.org/10.1177/0149206314557158

[7] LIDEN R. C., WAYNE S., ZHAO H. 和 HENDERSON D. J. 仆人领导：多维度量和多层次评估的发展。领导力季刊，2008，19（2）：161-177。https://doi.org/10.1016/j.leaqua.2008.01.006

[8] MOEHERIONO。基于能力的绩效评估。PT拉贾·格拉芬多·佩萨达，雅加达，2012。

[9] SANUSI A., SAURI S. 和 NURBAYAN Y. 非母语阿拉伯语教师：教师的专业能力低下吗？阿拉伯语：阿拉伯期刊，2020，7（1）：45-60。https://doi.org/10.15408/a.v7i1.12722

[10] SPEARS L. C. 品格和仆人领导：有效，有爱心的领导者的十个特征。美德与领导学报，2010，1（1）：25-30。https://www.regent.edu/wp-content/uploads/2020/12/Spears_Final.pdf

[11] TOMIGOLUNG F. 北苏拉威西省道路和桥梁项目监理顾问的绩效分析。科学媒体工程，2013，3（2）：79-83。

[12] 王Z，徐辉 和 刘Y。仆人领导作为员工服务绩效的驱动力：滴灌模型及其边界条件的检验。人际关系，2017，71（9）：1179-1203。https://doi.org/10.1177/0018726717738320

[13] SALEEM F., ZHANGM Y. Z., GOPINATH C. 和 ADEEL A. 仆人领导对绩效的影响：情感和认知信任的中介作用。智者开放，2020，10（1）：1-16。https://doi.org/10.1177/2158244019900562

[14] 萨米诺。教育领导力。菲鲁兹媒体，卡塔苏拉，2015。

[15] SCHWARZ G., NEWMAN A., COOPER B. 和 EVA N. 仆人领导和追随者工作绩效：公共服务动机的中介作用。公共管理，2016，94（4）：1025-1041。https://doi.org/10.1111/padm.12266

[16] SHIMKO Y. 领导风格，动机和工作环境对西苏门答腊南索洛克摄政政府办公室公务员表现的影响。日本工商管理硕士-管理与商业杂志，2015，1（1）：35-53。

[17] GHOZALI。带有IBM SPSS计划的多品种分析应用程序。迪波尼哥罗大学出版社，三宝垄，2016。

[18] WIJAYANTI T. C., SETINI M., DARMA D. C., PURWADI P. 和 ALKA P. R. 连通性持续改进计划和员工绩效。管理与市场营销国际评论，2020，10（1）：54-62。https://doi.org/10.32479/irmm.9161

[19] ROHANA S. M. 和 ABDULLAH C. Z. 领导能力和组织绩效：审查和拟议框架。国际商业与社会科学学术研究杂志，2017，7（8）：825-831。http://dx.doi.org/10.6007/IJARBSS/v7-i8/3297

[20] SUJARWENI V. W. 商业和经济学统计。日惹新图书馆出版社，2015。

[21] MULYADI D. 组织行为和服务领导力：管理行政和现代组织的概念和应用。2015。

[22] ROKHILAH 和 SUSETYO D. 能力，动机和工作环境对玛琅丽晶酒店实地讲师计划生育计划（知识库）绩效的影响。管理与商业学报，2014，29（1）。

[23] KOMBO B. W., OBONYO G. O. 和 OLOKO M. 代表团对肯尼亚基西县储蓄与信用合作社员工绩效的影响。国际工商管理杂志，2014，2（7）：22-31。

http://www.internationaljournalcorner.com/index.php/theijbm/article/view/132442

[24] AL-JAMMAL H. R., AL-KHASAWNEH A. L. 和 HAMADAT M. H. 权力下放对大厄比德自治市员工绩效的影响：案例研究。国际人力资源研究杂志，2015，5（3）：48-69。https://doi.org/10.5296/ijhrs.v5i3.8062

[25] ALHOSASI A., YUSOFF R. M., ISMAIL F. 和 REHMAN F. U. 影响授权对员工绩效的授权的因素。社会与发展科学学报，2018，9（4）：43-48。https://doi.org/10.22610/jsds.v9i4(S).2690

[26] PUTRI A., MUSADIEQ A. 和 SULISTYO A. L. 仆人领导和组织公民行为对员工绩效的影响（玛琅素丰的汽车2000员工研究）。工商管理学报，2018，58（2）。

[27] KINSAMBWE R. 和 KAUMA Z。委内瑞拉斯坦巴银行乌干达有限公司姆巴莱分行的授权对员工绩效的感知影响。在：ERÇETIN Ş。（编。）混乱，复杂性和领导力2016。联合会2016。复杂性中的施普林格会议录。斯普林格，湛，2018：147-156。https://doi.org/10.1007/978-3-319-64554-4_11

[28] OZGENEL M. 具有超凡魅力的领导者在学校文化中的作用。欧亚教育研究杂志，2020，20（86），85-114。https://doi.org/10.14689/ejer.2020.86.5

[29] 小J. F., MATTHEWS L. M., MATTHEWS R. L. 和 SARSTEDT M. 扫描电镜或扫描电镜：有关使用哪种方法的更新指南。国际多元数据分析杂志，2017，1（2）：107-123。https://doi.org/10.1504/IJMDA.2017.087624

[30] AJIS S., ADDA H. W. 和 WIRASTUTI W. 彭加鲁仆人领导帕塔玛税务局（许多杯子图标）的工作绩效和员工绩效激励。塔杜拉科大学学报，2017，3（3）：213-224。https://doi.org/10.22487/jimut.v3i3.89

[31] WIBOWO。工作管理。第四版。拉贾瓦利出版社（拉贾瓦利出版社），雅加达，2014。

[32] UTOMO D. S., HARTUTININGSIH 和 AMIN J. 地区能力发展负责人，负责改善古泰卡塔尼加拉摄政地区仪器的性能。电子期刊行政改革，2014，2（1）：1159-1172。

[33] IBRAHIM D. S., SUHARTO R. B., ZAINUROSSALAMIA S. 和 SAMARINDA E. K. 员工满意度对通过戒断意图支持员工绩效的重要作用。生产力管理，2020，25：682-697。

[34] SPECTOR P. 工作满意度：应用，评估，原因和后果。智者出版社，加利福尼亚州千橡市，1997。

[35] HASIBUAN M. 人力资源管理。PT土著脚本，雅加达，2012。

[36] SHAFI M. Q., RABBANI S., ALAM R. M. 和 GUL S. 仆人领导：对组织公民行为和知识共享行为的影响。西南交通大学学报，2020，55（4）。https://doi.org/10.35741/issn.0258-2724.55.4.63

[37] NGUYEN N.-T. 和 PHAM L.-H.-T. 如何激励员工？越南千禧世代的特例。西南交通大学学报，2020，55（2）。https://doi.org/10.35741/issn.0258-2724.55.2.40