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by Windijarto Windijarto

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

Dwi Mardiana Susilawati^{1,*}, Suryanto², Windijarto³

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 *servant 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从领导，动机，能力，工作环境和权力下放的想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著的影响，而对权力下放的动机和想法对印度尼西亚东爪哇省街道主管的绩效没有显著影响。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。

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About the authors: Dwi Mardiana Susilawati, Program Doctoral Development Human Resource School of Post Graduate Program, Airlangga University, Surabaya, Indonesia; Suryanto, Professor, Faculty of Psychology, Airlangga University, Surabaya, Indonesia; Windijarto, Faculty of Economics and Business, Airlangga University, Surabaya, Indonesia

Corresponding authors Dwi Mardiana Susilawati, dwi.mardiana.susilawati-2018@pasca.unair.ac.id; Suryanto, suryanto@psikologi.unair.ac.id; Windijarto, windijarto@gmail.com

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.

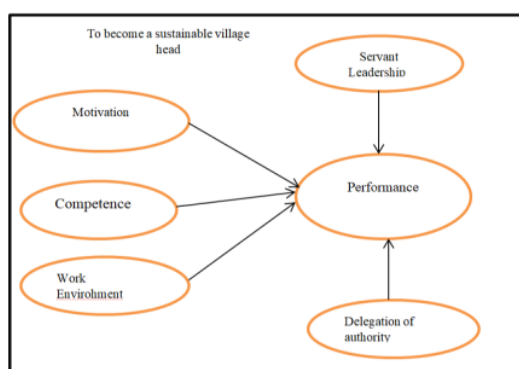


Fig. 1 Model framework

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:

$$n = 1 + N e^2$$

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;

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

where:

Y = Performance

a = constant

X₁ = servant leadership

X₂ = motivation

X₃ = competence

X₄ = work environment

X₅ = 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	%
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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 male 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*
	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 (R²)

The coefficient of determination (R²) 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 (R²) 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 (R²)

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 (X₁), motivation (X₂), competence (X₃), work environment (X₄), and delegation of authority (X₅), 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		Coefficients		T	Sig.
		B	Std. Error	Beta			
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.

$\beta_1 = 0.237$ 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.

$\beta_2 = 0.088$: 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.

$\beta_3 = 0.273$ is the variable regression coefficient value that will show a positive value of 0.273 that each competency of 1 unit will impact the Head of District's performance increase of 0.273 units, assuming other variables remain.

$\beta_4 = 0.290$, 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.

$\beta_5 = 0.155$ 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 ($t_{\text{count}} < t_{\text{table}}$), 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 ($t_{\text{count}} < t_{\text{table}}$) 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 ($t_{\text{count}} < t_{\text{table}}$) 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 $t_{\text{arithmetic}} < T_{\text{table}}$), the work environment affects the performance of the subdistrict head.

⁴ 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 $t_{\text{count}} < t_{\text{table}}$) 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.

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