

Impact of Servant Leadership and Competence on the Performance of Civil Servant of the Tourism Offices Surrounding Toba Lake

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Abstract: Servant leadership and competence can contribute to the maximum empowering of the employee. The study aimed to determine the effect of the servant leadership and competence on the performance of 232 civil servants of the Tourism Office in the Lake Toba region. With the Slovin formula, the sample population in this study became 147 employees. The study results show that the servant leadership has a partial influence on employee performance; competence also has a partial influence on employee performance. Simultaneously, the servant leadership and competence influence employee performance. Moreover, the multiple regression equation results show that the servant leadership has the most significant coefficient on employees compared to competence.

Keywords: Servant Leadership; Competence; Employee Performance.

INTRODUCTION

The improvement of economic development objectives is inseparable from managing human resources capable of overcoming all kinds of obstacles within the organization. An organization that achieves success must be supported by reliable human resources or internal teams (Utami, 2019). It is because the success or failure of organizational goals cannot be separated from the essential components of the organization, namely employees or employees of the organization (Zulkarnaen. *et al.*, 2020). So, that goal can be achieved because without good performance, the life of the organization's wheels can be disrupted (Grace. *et al.*, 2021). In order for the organization's survival to run well, the performance of the organization members is needed, which does not only apply to organizations in the private sector but also in the government sector. Performance for the civil servant is regulated in (Peraturan Pemerintah Nomor 30 Tentang Penilaian Kinerja Pegawai Negeri Sipil, 2019). The civil servant must obey and implement two guidelines, namely the Employee Performance Target (SKP) with the dimensions of quantity, quality, time, and cost and Work Behavior (PK) with dimensions of service orientation, commitment, and work initiative cooperation, and leadership.

Performance is an action and not an event; the performance action arises from many components that are measured indirectly with a management approach in quantity and quality (Asfihan, 2021). Performance can be obtained when an employee fulfills the job tasks they need (Lia, 2019). Performance means work achievement achieved by a person (Nazwirman, 2019). Therefore, companies must be aware of the capabilities of

their employees in the ability to manage, which is ultimately aligned with the company's strategy (Diamantidis & Chatzoglou, 2019).

Referring to Government Regulation No. 50 Regarding the National Tourism Development Master Plan 2010 - 2025, the civil servant of the Tourism Office in the Lake Toba area is responsible for the area of National Tourism Destinations (DPN), which consists of 222 National Tourism Development Areas (KPPN) spread over 50 (fifty)) DPN. Around 88 (eighty-eight) regions in the DPN are National Tourism Strategic Areas (KSPN), which have the primary function of tourism or potential for national tourism development. This area has an important influence in one or more aspects, such as economic, social, and cultural growth, empowerment of natural resources, environmental carrying capacity, and defense and security. The Lake Toba tourist area is regulated in Presidential Regulation of the Republic of Indonesia Number 81 concerning Spatial Planning for the Lake Toba and Surrounding Areas. The Lake Toba area's delineation follows the catchment area and Catchment Area Treatment (CAT), which is located at coordinates 2°10'3"00' North Latitude and 98°24' East Longitude.

The Tourism Office must be active in handling tourism conditions around the Lake Toba area. There are 7 (seven) regencies in the Lake Toba area, namely from Karo, Simalungun, Toba Samosir, North Tapanuli, Humbang Hasundutan, Samosir, and Dairi regencies.

The quality of performance of the civil servant of the Tourism Office in the Lake Toba area is the

main subject of the study. In dire conditions, tourists almost do not understand for sure about services according to standard service procedures that they should receive. Tourists are reluctant to submit complaints. If they receive bad service, they will almost certainly give up on accepting poor service. This kind of situation creates

conditions that undermine the bargaining position of tourists as users of services from the tourism Office. It forces the community to accept and enjoy inadequate services without any issues. The following is a preliminary survey of the performance of the tourism Office services:

Table 1: Survey of State Civil Apparatus

No	Dimensions	Very High	High	Moderate	Low	Very low	Total
1	Service Orientation	5	4	13	7	1	30
2	Integrity	8	8	9	2	3	30
3	Discipline	4	6	12	6	2	30
4	Teamwork	6	8	7	5	4	30
Total		23	26	41	20	10	120
Percentage		19,16	21,66	34,16	16,66	8,33	100

(Source: Processed Data, 2022)

Based on the data in table 1, it can be seen that the respondents' answers stated that greater than 60% were in the very low to moderate category. It means that the performance of the tourism Office servant is still not optimal. The weakest aspect is the service orientation dimension. Thus, efforts need to be improved further for the four dimensions of the performance of these civil servants.

The maximum number of tourist visits has not been achieved due to several factors, the most important of which is the lack of quality of work from the tourism Office servant in every district. Many tourists question the performance of the tourism civil servants and disciplinary regulations at tourist sites that have not been implemented as well as possible. Budget management has not been able to improve the servant's human resources and the servant's performance in providing services. Officials in the district government always transfer civil servants who have expertise in the tourism sector, making human resources in the tourism department not optimal. The new servant requires

training in tourism, even though there are no funds available to carry out training for them.

Performance is influenced by leadership factors that arise in the organization because the organization is closely related to service leadership behaviour (Peterson. *et al.*, 2012). The servant leadership has recently become a model approach for modern leadership that is fundamental and long-term. It begins with a sincere feeling that arises from within and a desire to serve (Greenleaf, 1998). Servant leadership consists of compassion, empowerment, vision, humility, and trust (Dennis & Bocarnea, 2005). Leadership characteristics are compassion, empowerment, vision, humility, and trust (Van Dierendonck & Nuijten, 2011). The ability of leaders to serve subordinates can be used as behavior that deserves to be imitated because this ability is one of the advantages of a leader in influencing subordinates to be better, especially in communicating.

The problem is that the leadership has not been maximal in serving the tourism Office servant, and it can be seen in the following table.

Table 2: Servant Leadership Survey

No	Dimensions	Very high	High	Moderate	Low	Very low	Total
1	Altruistic Motivation	3	5	11	7	4	30
2	Emotional Regulation	9	9	6	4	2	30
3	Policy	5	10	12	1	2	30
4	Persuasive	4	6	12	6	2	30
5	Organizing	6	8	7	5	4	30
Total		27	38	48	23	14	150
Percentage		18	25,33	32	15,33	9,33	100

(Source: Processed Data, 2022)

Based on the data in table 2 regarding the servant leadership, respondents stated that greater than

60% were in the very low to moderate category. Thus, the leader in serving the tourism Office is

still not optimal. The weakest aspect is the altruistic call dimension. Thus there needs to be an effort to improve the five dimensions of the servant leadership of the tourism Office.

The employee's competence can also influence employee performance because good competence can improve performance (Rahmawati. *et al.*,

2021). Competence is a collection of knowledge, skills, and behaviors used to improve performance or circumstances; have the ability to perform specific roles (Soetrisno & Gilang, 2018). The following is a pre-survey of competencies carried out for the tourism Office servant.

Table 3: Survey of Competence

No	Dimensions	Very high	High	Moderate	Low	Very low	Total
1	Knowledge	5	7	10	4	4	30
2	Skill	9	12	3	4	1	30
3	Self-concept	7	8	9	4	2	30
4	Personal characteristics	9	6	12	1	2	30
5	Motive	6	10	5	5	4	30
Total		36	43	39	18	13	150
Percentage		24	28,66	26	12	8,66	

(Source: Processed Data, 2022)

Based on the data in table 3 regarding competence, respondents stated that greater than 60% were in the very low to moderate category. It means that the competence of the civil servants of the tourism Office is still minimal. The weakest aspect is the knowledge dimension. Thus, there needs to be an effort to improve the five dimensions of the competence of the civil servants of the tourism Office. It is necessary to implement good competence of the state servant in improving performance.

Literature Review

Employee Performance

Performance is essential for employees because, with performance, employees will get output for their work abilities (Angin. *et al.*, 2021). Furthermore, Astuti & Amala (2020) say that performance is an indicator of how efforts are made to achieve a good level within the company. Employee performance can be considered what an employee does in terms of quantity and quality of results, attendance at work, accommodative nature, and helps with the timeliness of results. Performance can also result from workers doing their work with specific application criteria and based on certain jobs (Margaretha, 2012). Performance is an effort to what extent individuals show the basic form of work because performance can result from work achieved by an employee who refers to employee work performance (Ambarita. *et al.*, 2020). Good performance can be shown through the form of the work (Simatupang. *et al.*, 2021).

The Servant Leadership

Leadership can be seen in social, cognitive, and emotional intelligence (Almatrooshi. *et al.*, 2016). Leadership is one of the main things in determining organizational success and failure (Al Khajeh, 2018). Leaders must be brave in taking risks (Aalateeg, 2017). Stollberger. *et al.*, (2019) argue that the servant leadership can influence performance. It was found that there are similarities between servant leadership and transformational leadership in terms of the characteristics of vision, influence, credibility, trust, and service (Bass, 2000). Then, the servant leadership can be effectively implemented if the leader can make the right decisions in all situations and conditions (Pratiwi & Idawati, 2019). The servant leadership actively emphasizes that subordinates put the interests of others above their own (Liden. *et al.*, 2014).

Competence

Sedarmayanti,- (2017) says that competence is closer to the ability or capability that is applied and produces employees or leaders, or officials who show high performance called competence. Competence is a fundamental characteristic of each individual associated with criteria that are referenced to superior or effective performance in a job or situation (Rande, 2016). According to (Edison. *et al.*, 2016), an employee must meet the following elements:

Knowledge, having knowledge obtained from formal learning and or from pieces of training or courses related to the field of work they handle.

Expertise, having expertise in the field of work he handles and being able to handle it in detail. However, in addition to being an expert, he must have the ability to solve problems and solve problems quickly and efficiently.

Attitude, upholding organizational ethics, and having a positive attitude (friendly and polite). This attitude cannot be separated from one's duty to carry out work properly. It is an important element for a service business or service and even

influences the image of a company or organization.

Hypothesis

The tentative answers that can be given for this research are:

1. H1: the effect of the servant leadership on employee performance is found
2. H2: the effect of competence on employee performance is found
3. H3: the effect of the servant leadership and competence on employee performance is found

Framework

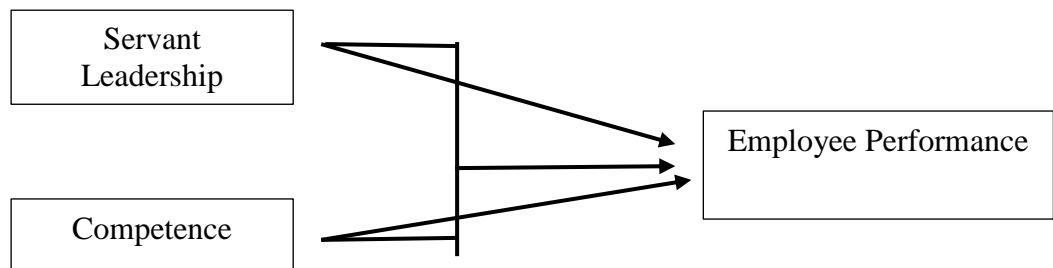


Figure 1: Framework

RESEARCH METHODS

The research method used in this research is quantitative research, namely descriptive survey research methods and explanatory surveys that are descriptive and verification. The population in this study were all tourism officials in 7 (seven) regencies in the Lake Toba region consisting of Karo, Simalungun, Toba Samosir, North Tapanuli, Humbang Hasundutan, Samosir, and Dairi regencies, totaling 232 civil servants. The sampling technique chosen was proportionate-cluster-random sampling, namely the process of choosing a sampling unit from the population taken proportionally based on clusters at the

Tourism Office throughout the Lake Toba region, with the Slovin formula (Sugiono, 2019) with the formula $n = N / (1 + (N \times e^2))$, then based on this formula, the research sample is $n = 232 / (1 + (232 \times (0.05)^2)) = 147$. Using the validity test data analysis technique is used by measuring the level of accuracy of the size of an instrument against the concept under study (Suharso, 2012). With a correlation limit of ≥ 0.30 (Sugiono, 2019), reliability test with Cronbach's alpha as a minimum of 0.70 (Eisingerich & Rubera, 2010), as well as normality test, coefficient of determination, simple regression, and multiple and also partial test (t-test) and simultaneous (F test).

RESULT AND DISCUSSION

Table 4: Description of Employee Respondent: The Tourism Offices Surrounding Toba Lake

Respondent Data	Respondent's Description	Total
Gender	Male	98
	Female	47
Marital Status	Married	119
	Single	28
Rank group	Range II	15
	Range III	84
	Range IV	48
Education	Diploma III	28
	Bachelor (S 1)	75
	Magister (S 2)	44

(Source: Processed Data, 2022)

The data in table 4 can describe the results as follows. Most of the servant working at the

Tourism Office in the Lake Toba region are male, 98 people (66.66%), while female officers are 49

officers (33.34%). The data shows that men prefer to be officials, while women in the Lake Toba area are more likely to be homemakers. Furthermore, most of the servant working at the Tourism Office for the Lake Toba Region are married, with 119 apartments (80.95%). Meanwhile, the servant with unmarried status was 28 servants (19.05%). The results of these data show that after obtaining ASN status, they program marriage in the hope of having peace of life and happiness in their personal lives. Furthermore, the servant which works at the Tourism Office for the Lake Toba Region Most of the rank groups are still in Group III, namely as many as 84 Servant (57.14%). At the same time, the least is the servant whose rank is still in Group II, namely as many as 15 servant (10.20%). There needs to be an effort from the

servant to continue to take care of the promotion. In addition, considering that there are still old age servant, but the rank is still low, the Institution must also assist the management of the rank of the servant. Then, for the education level, most of the servant working at the Tourism Office for the Lake Toba Region are undergraduate education (S1), namely 75 apartments (51.02%), and those with undergraduate education (S2), which are 44 apartments (29.93 %). Those with diploma education (D3) were 28 apartments (19.05 %). Based on these data, the education of the tourism Office servant is still limited. There needs to be an increase in higher education with disciplines relevant to the servant's main tasks at the Tourism Office of the Lake Toba region.

Validity Test

Table 5: Validity Test

Variable	Correlation	t-critical	Criteria
Servant Leadership	0,677	0,3	Valid
Competence	0,658	0,3	Valid
Employee Performance	0,653	0,3	Valid

(Source: Processed Data, 2022)

Table 5 shows the results of the instrument test of validity. The results show that the servant leadership variable has a value of 0.677, competence is 0.658, and employee performance is

0.653, while the critical t-value is 0.3. The conclusion is that the correlation value for each variable is > from critical, which means that all research variables are declared valid.

Reliability Test

Table 6: Reliability Test

Variable	Cronbach's Alpha	t-critical	Criteria
Servant Leadership	0,931	0,70	Reliable
Competence	0,924	0,70	Reliable
Employee Performance	0,921	0,70	Reliable

(Source: Processed Data, 2022)

Table 6 shows the reliability testing results that the value for Cronbach's alpha for the servant leadership is 0.931, competence is 0.924, and performance is 0.921, while the critical t is 0.70. Based on these results, it can be concluded that the

instrument of the the servant leadership research variable, competence, and employee performance has reliable or reliable criteria because the arithmetic value for Cronbach's alpha > t-critical.

Normality Test

Table 7: Normality Test: One-Sample Kolmogorov-Smirnov Test

		Servant Leadership	Competence	Performance
N		147	147	147
Normal Parameters ^{a,b}	Mean	47,42	47,42	47,04
	Std. Deviation	10,801	10,597	10,708
Most Extreme Differences	Absolute	,092	,062	,085
	Positive	,092	,062	,085
	Negative	-,080	-,060	-,075
Kolmogorov-Smirnov Z		1,117	,749	1,027

Asymp. Sig. (2-tailed)	,165	,628	,242
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(Source: Processed Data, 2022)

Table 7 shows the results of the value of asymp. sig. (2-tailed) for the servant leadership variable is 0.165, competence is 0.628, and employee performance is 0.242, while the significance limit for the normality test of the value α is 0,05. The

conclusion from these results shows that the value of asymp. sig. (2-tailed) > significance α 0,05 which means that the variables of the servant leadership, competence, and employee performance have a normal distribution.

Coefficient of Determination

Table 8: Coefficient of Determination: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.789 ^a	.623	.618	6,620

(Source: Processed Data, 2022)

The results of the coefficient of determination in table 8 shows that the value of servant leadership and competence R Square in explaining employee performance variables results 0.623 or 62%, it means that there is 38% influence from other variables that are able to explain performance variables but it is not discussed in this study, such

as working stress, communication, work environment, organizational culture and others. R value shows 0.789 which means that servant leadership and competence have a strong correlation to employee performance.

Regression Equation

Simple Regression

Servant Leadership on Employee Performance

Table 9: Simple Regression Equation-1: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12,326	2,700		4,566	,000
	Servant Leadership	,732	,056	,738	13,187	,000

a. Dependent Variable: Performance

(Source: Processed Data, 2022)

The results of the simple regression equation in table 9 shows $Y = 12.326 + 0.732 X$, this means that in this study there is a value of 12,236. If there is no servant leadership then for the consistent value of employee performance is 12,236 and the number of regression coefficients is 0.732. it

means that every time there is an addition for the servant leadership variable, the employee's performance will increase by 0.732. Then a positive regression coefficient value (+) means that servant leadership has a positive effect on employee performance.

Competence on Employee Performance

Table 10: Simple regression equation-2

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12,471	2,823		4,418	,000
	Competence	,729	,058	,721	12,546	,000

(Source: Processed Data, 2022)

Table 10 is the result of a simple linear regression equation calculation model which result is $Y = 12.471 + 0.729X$, if the result of the constant value is 12.471 when the variable value of competence does not exist or 0, then the employee performance value is 12.471 and the value of the regression

coefficient is 0.729, meaning that when the addition of 1 to the competency value, the value of the employee performance variable will increase by 0.729. Furthermore, the conclusion for the results of the equation shows that competence has a positive impact on employee performance.

Multiple Regression Equation

The Impact of Servant Leadership and Competence on Employee Performance

Table 11: Multiple Regression Equation: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,590	2,682		2,457	,015
	Servant Leadership	,452	,072	,456	6,257	,000
	Competence	,401	,074	,397	5,448	,000

a. Dependent Variable: Performance

(Source: Processed Data, 2022)

The results from table 11 with the multiple regression analysis model shows that the value of $Y = 6.590 + 0.452 + 0.401$, if the constant value of servant leadership and competence is considered zero (0) then the value of employee performance is 6.590. Furthermore, when the value of the servant leadership coefficient is 0.452 and the value of competence is 0.401, it means that when the value of servant leadership and competence increase by one unit, then the value of employee performance (Y) can change by 0.453 for servant leadership and

0.401 for competence 0.401 with the assumption that other variables have fixed values. Then the coefficient is positive, it can be seen from the results of the equation model above which means that servant leadership and competence have a positive impact on employee performance and a greater influence is from servant leadership, meaning that leaders who are able to provide good service to their employees are more desirable to encourage employee performance improvements.

Hypothesis Test

Partial Test (t-test)

Impact of Servant Leadership on Employee Performance

Table 12: Partial Hypothesis Testing-1

Model	t	Sig.
1 (Constant)	4,566	,000
Servant Leadership	13,187	,000

(Source: Processed Data, 2022)

Table 12 shows the results of the t-test to obtain answers to the hypotheses that have been carried out, the significance value is 0,00 then this result is below the probability of 0,05, furthermore that the t value is 13,187 then to determine the t-table is done by determining the degrees of freedom (df) = $(n-2) = 147 - 2 = 145$ which the result is 1.976, then the value of t is $13.187 > t$ table 1.976 means accepting H1 that servant leadership has a positive and significant impact on employee performance.

This study found a significant positive impact of servant leadership on employee performance (Chiniara & Bentein, 2016), (Simamora. *et al.*, 2019), although there is a different opinion from (Muliadi, 2018) which servant leadership has no effect on performance, whereas servant leadership can be a positive individual performance (Saleem. *et al.*, 2020). Servant leadership factors in today's organizations can be a carrying capacity for

employee's performance, leaders can be an important factor in directing good performance (Pakpahan. *et al.*, 2021), performance can be an indicator of companies remaining productive in running their business (Iptian. *et al.*, 2020). Many organizations attribute their success to servant leadership (Ragnarsson. *et al.*, 2018), subordinates need to always be guided and directed properly because the work dynamics that arise in organizations require effective and efficient individuals both individually and in teams (Yumte. *et al.*, 2017).

Impact of Competence on Employee Performance

Table 13: Partial Hypothesis Test-2

Model	t	Sig.
1 (Constant)	4,418	,000
Competence	12,546	,000

(Source: Processed Data, 2022)

Table 13 shows the results of the t-test in order to obtain answers to the hypotheses that have been carried out, that the value for the arithmetic significance is 0,00 then this result is below the probability of 0.05, then that the t-count results are 12,546 then to determine the table is done by determining the degree freedom (df) = $(n-2) = 147 - 2 = 145$ which the result is 1.976, then the value of t count $12.546 > t$ table 1.976 means accepting

the H2 hypothesis that competence has a positive and significant influence on employee performance.

Competence in this case is the ability of employees to be owned so as to provide the ability of workers to work neatly and have the attitude to complete work in accordance with the expertise of the workforce in the field of work which of course has given the level of the results of their hard work (Krisnawati & Bagia, 2021), the results research shows that competence has a positive influence on performance, this is in accordance with research (Simatupang & Silalahi, 2019), high competence will affect the performance displayed by employees (Rahmisyari, 2017), Thus the issue of competence and employee performance becomes an issue. which is important and interesting in efforts to manage human resources in an organization (Kartika & Sugiarto, 2016), competence can deepen and expand work abilities (Muslimah, 2016).

Simultan Test (Uji F) Impact of Servant Leadership and Competence on Employee Performance

Table 14: Simultaneous Test (Uji F)

	Model	F	Sig.
1	Regression	118,988	.000 ^b
	Residual		
	Total		

(Source: Processed Data, 2022)

Table 14 is to explain that for the simultaneous test of this study was carried out by comparing the results of F_{count} with F_{table} . The result of F_{table} with the result of 118,988 then F_{table} was found using the method $df = n-k-1$ ($147 - 2 - 1$) = 144 and sig 0.05 then the result is 3.06. The conclusion is that servant leadership and competence have a simultaneous effect on employee performance.

The results of the research that have been carried out show that servant leadership and competence have an influence on employee performance and this is in line with research (Rezal. et al., 2021), although there are different opinions that servant leadership has no effect on performance even though competence has an influence on performance (Sahem. et al., 2021), servant leadership will eventually develop individual attitudes around them in the hope of having the same attitude to serve well (Akbar & Nurhidayati, 2018) and good competence will be able to produce good performance for employees.

CONCLUSIONS AND SUGGESTIONS

This study found that servant leadership and competence positively and significantly affect performance either partially or simultaneously. The equation through simple and multiple regression shows that servant leadership has the greatest influence on employee performance compared to employees' competence. The Tourism Offices surrounding Toba Lake area should implement the concept of servant leadership and improve the competence of its employees in order to improve employee performance, so that the tourism industry surrounding Toba Lake area can increase regional economic income.

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