

VARIABLE ANTECEDENTS OF EMPLOYEE PERFORMANCE ELECTION COMMISSION SECRETARIAT EAST KALIMANTAN PROVINCE

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ABSTRACT

Building a collaborative government requires different types of leadership styles that build and maintain trust among the various groups and individuals involved. The purpose of this study is to analyze the direct influence of servant leadership on the self-efficacy of employees of the General Election Commission (KPU) Secretariat of East Kalimantan Province. The population in this study is employees of the Secretariat of the General Elections Commission (KPU) of East Kalimantan Province. The sampling technique used in this study is using saturated samples, which is a sampling technique when all members of the population are used as samples. The research instrument used in this study is a structured questionnaire and uses a Likert scale to measure the variables used as research objects. PLS can simultaneously analyze constructs formed with reflective and formative indicators. The purpose of PLS is to assist researchers for prediction purposes. There are two model evaluations in PLS, namely the measurement model (*Outer Model*), which is a model that measures the indicator with its variables, and the structural model (Inner Model), which is a model that measures between one variable and another.

Keywords: *antecedent, general elections commission, east kalimantan province*

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INTRODUCTION

Government limitations in the availability of capacity, experts, and funding are problems that often arise in the implementation of policies, innovations, and public services (Muliawaty and Hendryawan, 2020). Building a collaborative government requires different types of leadership styles that build and maintain trust among the various groups and individuals involved. In collaborative governance, leadership is an important element for managing stakeholders, as well as in shared decision-making. Local government collaborative leadership is essential to realize the effective implementation of government programs and policies. Therefore, effective public leadership is essential for ongoing program performance (Emerson and Gerlak, 2014).

Government programs and policies will succeed with efforts to maximize the performance of government system actors. Actors of the government system include regional officials, leaders of government agencies, and their employees. Leadership plays an important role in shaping and maintaining desired employee behavior (Faraz et al., 2021). Saleem et al., (2020) said that employee performance in an organization is positively influenced by serving leadership style. The serving leadership style has attracted a lot of attention in the last decade to the study of leadership because of its focus on serving others first. According to Saleem et al., (2020) leadership serves as a distinct style and is introduced as a new research stream in the field of leadership literature. The concept of servant leadership where the leader exists to serve others while at the same time the leader practices listening, building consensus, and providing foresight.

There are various styles of leadership, one of which is the servant leadership style. Servant leadership is a leader's behavior that originates from feelings and has a commitment to perform services consciously to direct individuals, prioritizing the interests of others, aspirations, harmony, characteristics to achieve the vision of the organization whose main goal is to develop the welfare of the people being led, completing tasks and goals for the common good (Sudrajat, 2020). Rahayu and Benyamin (2020) stated that Greenleaf has the idea that the servant leadership style has ten main characteristics, namely listening, empathy, healing, awareness, persuasion, conceptualization, foresight (looking into the future), stewardship (stewardship), commitment to growth (commitment to growth), and community building (community development).

Every public organization must understand and understand the purpose of establishing the public organization itself. To achieve this goal, every organizational actor has self-efficacy. Self-efficacy refers to the belief that a person is able to do a task and motivate himself to achieve the desired results (Fahrana, 2016). Sudrajat (2020) explains that self-efficacy is the feelings, beliefs, perceptions, beliefs of someone who is emotionally able to act/handle something to achieve goals and produce something that is profitable, and the indicators include: (1) Magnitude (Level) related to degree difficulty of the task, (2) Generality related to individual mastery of the field or task being done, (3) Strength related to the level of strength or stability of a person against his beliefs, (4) Past Performance related to new things received by employees as a result of accumulated performance previously, (5) Vicarious Experience related to the perceived success of both the success of colleagues and the success of the company, (6) Verbal Persuasion related to the attitude or style of communication felt from the leader or superior, (7) Emotional Cues related to the emotional attitude felt in Work.

In addition to self-efficacy, every public organization must have the value of employee involvement and Organizational Citizenship Behavior (OCB) in order to improve employee performance in order to achieve organizational goals. Employee involvement is a key factor in organizational culture, which places a view on the importance of involving all employees in the organization (Fitri, 2019). Work involvement factor, indicated as a factor in improving performance. Within a company or an organization, employee involvement arises as a response to a particular job or situation in the work environment. A high level of work involvement plays a role in shaping performance, increasing the quality and quantity of work results, and high work efficiency (Marwan et al., 2020).

Organizational Citizenship Behavior (OCB) is a term for employees who provide added value to the work they are assigned and added value to the company or organization (Bustomi, 2020). During the last three decades, the attention of researchers to further examine the notion of OCB behavior has increased, especially in the area of organizational behavior. The organizational behavior literature states that OCB is a valuable managerial tool for organizations, having a positive effect on individual, group or organizational performance if managed properly. OCB is defined as the willingness of employees to take on a role that exceeds their main role in an organization, so it is referred to as extra-role behavior (Lestari, 2018).

Research related to the effect of self-efficacy on employee performance has been carried out. For example, research Meria and Tamzil (2021) found that self-efficacy has a positive and significant effect on employee performance. Self-efficacy is important for the

development of employee performance because the presence of self-efficacy in individuals will lead to a strong belief in their ability to complete the work assigned. Self-efficacy on individual performance at work will also determine motivation to perform. Employees who have strong self-efficacy will be more enthusiastic about achieving optimal results in their performance. Self-efficacy also affects employee effort and employee persistence when working on difficult tasks.

Employee performance can also be affected by employee involvement. As is the case with research Samud, Johnly and Ventje (2021) which identifies a positive and significant influence between employee involvement on employee performance. Then it can be said that employee involvement can be one of the factors that can improve employee performance. Employee engagement is employee enthusiasm for work, which occurs because employees direct their energy to work, which is aligned with the company's strategic priorities.

In addition to self-efficacy and employee involvement, Organizational Citizenship Behavior (OCB) can also affect employee performance. Darma's research results (2016) explain that OCB has a significant effect on employee performance. OCB is a behavior that always puts the interests of others first, this is expressed in actions that lead to things that are not to fulfill personal interests, but to achieve the welfare of others. This behavior is seen widely as a factor that contributes to the overall performance of the organization. Fatmawati (2020) also revealed that Organizational Citizenship Behavior influences employee performance. OCB is a social behavior of employees that has a positive impact by contributing to the organization and work environment that is more than the demands of their role or position at work. OCB is the behavior of an employee that is expected by the company to be able to work beyond what they should do. OCB is the behavior of members of the organization that exceeds what is required by the organization. Simamora, Entang and Patras (2021) stated the results of his research that there was a significant positive relationship between servant leadership and OCB.

Several previous studies have explained the influence of servant leadership on employee performance. For example, research Nugroho (2013) found that servant leadership has a positive and significant effect on the performance of human resources or employees. This means that the higher the value of serving leadership, the employee's performance also increases. Alviani (2021) also found something similar in his research, namely servant leadership has a significant effect on employee performance. The results of this study mean that the better the servant leadership, the employee's performance will increase. The results of Dani's research (2021) state that servant leadership has a positive effect on employee performance. In other words, an increase in servant leadership will significantly influence employee performance improvement.

In previous research it was also said that servant leadership influences employee performance. This is because a leader is someone whose actions and behavior set an example for followers. Decisions determined by leaders will be followed by employees. Apart from being smart and wise, the leader needed is a leader who is able to serve employees. The relationship between leaders and employees that is built with serving behavior will foster emotional closeness. It encourages employees to improve performance.

Several previous studies examined the interrelationship of both the relationship and the influence of each other between the variables of servant leadership, self-efficacy, employee

involvement, Organizational Citizenship Behavior (OCB), and employee performance. However, these studies only analyze the correlation between two or three variables. In addition, research Pratiwi and Nawangsari (2021) states that servant leadership has a positive but not significant effect on employee performance at Kharisma Potensia Indonesia. Likewise with Sari's research (2021) which states that servant leadership has a significant negative impact on performance which is moderated by employee involvement. As well as research (Pratiwi and Nawangsari, 2021) also states that servant leadership has a negative and insignificant effect on OCB in Kharisma Potensia Indonesia.

Based on a preliminary study from 2019 to 2022 on the Main Performance Indicator (IKU) report, in general, the three strategic targets of the East Kalimantan Province KPU have been well and successfully achieved. However, for the realization of 2019 to 2022 it has not yet reached 100%, the following is a summary of the realization of the East Kalimantan Province KPU budget as follows:

Table 1.1 Summary of the realization of the Kalimantan Province KPU budget

Realization Year	2019	2020	2021	2022
Capaian	84,56%	97%	98,68%.	92,82%

Data Source East Kalimantan KPU Performance Report 2019-2022

The data from the performance report can be used as a basic assumption that the organizational performance of KPU in East Kalimantan Province, which can be said to be good but not optimal, can be influenced by various factors, including human resource factors and leadership factors. Human resources in an organization can work efficiently and effectively, the right leaders are needed to influence, manage and mobilize employees, as well as adapt to situations inside and outside the organization. Leadership is inviting and directing followers or subordinates to achieve common goals by creating a work environment that is more authoritative, effective, directed and controlled in order to achieve the goals or targets of predetermined performance indicators (Teruna and Ardiansyah, 2021).

The 2019 elections have been held but have left many problems during the voting on April 17 2019. As well as a lot of potential fraud that occurs at the polling stations (TPS). At the same time, the Election Supervisory Body (Bawaslu) said that there were more than 5,400 KPPS directing voters to vote for certain candidates, vote counting errors, sampling databases that had not yet held voting, the number of additional TPS, the number of voters had swelled, and an inaccurate voter database showed unpreparedness. KPU in holding simultaneous elections.

Responding to some of these matters, the KPU has quite a tough task to increase public trust or at least maintain public trust, especially in the face of the 2024 Simultaneous Elections. Because the KPU always echoes the motto "KPU Serving", which means showing the KPU's seriousness in providing optimal service to election participants and the public as the subject of holding legislative elections as well as simultaneous presidential and vice-presidential elections in 2024.

The purpose of this study was to analyze the direct influence of servant leadership on the self-efficacy of the employees of the General Election Commission (KPU) Secretariat of East Kalimantan Province, to analyze the direct influence of servant leadership on the involvement

of employees of the General Election Commission (KPU) Secretariat of East Kalimantan Province and to analyze the direct influence of servant leadership towards Organizational Citizenship Behavior (OCB) at the employees of the General Election Commission (KPU) Secretariat of East Kalimantan Province. The benefit of this research is to provide empirical evidence of the influence of servant leadership, self-efficacy, employee involvement and Organizational Citizenship Behavior (OCB) on the performance of employees of the General Election Commission (KPU) Secretariat of East Kalimantan Province.

METHOD

This research is a process carried out in stages, namely from planning and designing research, determining the focus of research, research time, data collection, data analysis, and presenting research results. The writing of the results of this research is carried out descriptively or through descriptions that describe and explain the subject of research. The approach in this study follows the steps of quantitative research work. This research is called quantitative because the nature of the data collected is quantitative data, which uses measuring instruments.

Research data is presented in the form of simple tables or charts to display facts that are more concise and easy for readers to understand. Then the table is accompanied by a narrative as a form of the author's effort to provide more complete and detailed information. The population in this study is employees of the Secretariat of the General Elections Commission (KPU) of East Kalimantan Province. The sampling technique used in this study is using saturated samples, which is a sampling technique when all members of the population are used as samples. The sample of this study was 70 employees of the General Election Commission (KPU) Secretariat of East Kalimantan Province.

The research instrument used in this study is a structured questionnaire and uses a Likert scale to measure the variables used as research objects. Questionnaires, both in *hardcopy* and digital formats, were distributed to employees of the General Election Commission (KPU) Secretariat of East Kalimantan Province. Completed and returned questionnaires will be analyzed which qualifies for further analysis.

RESULTS AND DISCUSSION

RESULTS

Results of Analysis of the Direct Influence of Serving Leadership Positively and Significantly on Self-Efficacy of KPU Secretariat Employees in East Kalimantan Province

Based on the results of the research in Figure 5.10 Output Path Coefficients shows that there is a direct influence of servant leadership positively and significantly on the self-efficacy of employees of the General Election Commission (KPU) Secretariat of East Kalimantan Province with a P value of 0.00 below the value of $\alpha < 0.05$, the value The T-statistic of 90.397 above the T-table of 1.96 and the Path Coefficients of 0.952 is positive, which means that the better the leadership serves, the self-efficacy will increase so that **H1 is accepted**.

Results of Analysis of the Direct Influence of Serving Leadership Positively and Significantly on the Involvement of KPU Employees in East Kalimantan Province

Based on the research results in Figure 5.7 Output Path Coefficients shows that there is a direct and significant influence of serving leadership on the involvement of employees of the General Election Commission (KPU) Secretariat of East Kalimantan Province with a P value of 0.00 below the value of $\alpha < 0.05$, the value of T -statistics of 120.442 above T-table 1.96 and Path Coefficients of 0.972 are positive, which means the better the leadership serves, the employee involvement will increase so that **H2 is accepted**.

Results of the Analysis of the Direct Influence of Serving Leadership Positively and Significantly on Organizational Citizenship Behavior (OCB) in the KPU Secretariat Employees of East Kalimantan Province

Based on the research results in Figure 5.7 Output Path Coefficients shows that there is a direct and significant influence of serving leadership on Organizational Citizenship Behavior (OCB) Secretariat of the General Election Commission (KPU) of East Kalimantan Province with a P value of 0.00 below the value of $\alpha < 0, 05$, the value of the T-statistic is 126.765 above the T-table of 1.96 and the Path Coefficients of 0.958 is positive, which means that the better the leadership serves, the Organizational Citizenship Behavior (OCB) will increase so that **H3 is accepted**.

Results of Analysis of the Positive and Significant Direct Effect of Self-Efficacy on the Performance of KPU Secretariat Employees in East Kalimantan Province

Based on the research results in Figure 5.7 Output Path Coefficients shows that there is a direct direct effect of self-efficacy in a negative and significant way on the performance of employees of the General Election Commission (KPU) employees of East Kalimantan Province with a P value of 0.00 below the value of $\alpha < 0.05$, the T-statistic value is 5.937 above the T-table 1.96 and the Path Coefficients -0.374 and is negative, which means that the higher the self-efficacy, the lower the employee's performance so that **H4 is rejected**.

The results of the analysis of the direct influence of employee involvement in a positive and significant way on the performance of the employees of the KPU Secretariat of East Kalimantan Province

Based on the research results in Figure 5.7 Output Path Coefficients shows that there is a positive and significant direct effect of employee involvement on the performance of employees of the General Election Commission (KPU) employees of East Kalimantan Province with a P value of 0.00 below the value of $\alpha < 0.05$, the value of the T-statistic is 5.097 above the T-table of 1.96 and the Path Coefficients of 0.305 and is positive, which means that the higher the employee's involvement, the higher the employee's performance so that **H5 is accepted**.

Results of Analysis of the Positive and Significant Direct Effect of Organizational Citizenship Behavior (OCB) on the Performance of KPU Secretariat Employees in East Kalimantan Province

Based on the research results in Figure 5.7 Output Path Coefficients shows that there is a positive and significant direct influence of Organizational Citizenship Behavior (OCB) on the performance of employees of the General Election Commission (KPU) employees of East Kalimantan Province with a P value of 0.00 below the value $\alpha < 0.05$, the T-statistic value is 8.660 above the T-table 1.96 and Path Coefficients is 0.741 and is positive, which means that the higher the Organizational Citizenship Behavior (OCB), the employee's performance is increasing so that **H6 is accepted.**

The results of the analysis of the direct influence of employee involvement in a positive and significant way on the performance of the employees of the KPU Secretariat of East Kalimantan Province

Based on the research results in Figure 5.7 Output Path Coefficients shows that there is a positive and significant direct effect of employee involvement on the performance of employees of the General Election Commission (KPU) employees of East Kalimantan Province with a P value of 0.00 below the value of $\alpha < 0.05$, the value of the T-statistic is 5.097 above the T-table of 1.96 and the Path Coefficients of 0.305 and is positive, which means that the higher the employee's involvement, the higher the employee's performance so that **H5 is accepted.**

Results of Analysis of the Positive and Significant Direct Effect of Organizational Citizenship Behavior (OCB) on the Performance of KPU Secretariat Employees in East Kalimantan Province

Based on the research results in Figure 5.7 Output Path Coefficients shows that there is a positive and significant direct influence of Organizational Citizenship Behavior (OCB) on the performance of employees of the General Election Commission (KPU) employees of East Kalimantan Province with a P value of 0.00 below the value $\alpha < 0.05$, the T-statistic value is 8.660 above the T-table 1.96 and Path Coefficients is 0.741 and is positive, which means that the higher the Organizational Citizenship Behavior (OCB), the employee's performance is increasing so that **H6 is accepted.**

Results of Indirect Influence Analysis of Leadership Serving Positively and Significantly on Performance Through Employee Involvement in KPU Secretariat Employees of East Kalimantan Province

Based on the research results in Figure 5.8 Output indirect effects show that there is an indirect effect of serving leadership on employee performance through the involvement of employees of the KPU Secretariat of East Kalimantan Province from a path coefficient value of 0.296 with a t count of 5.077 (greater than 1.96) which means significant. The resulting influence is 0.296, which means that employee involvement plays a positive role as a mediator in serving leadership on performance so that **H9 is accepted.**

The results of the analysis of the indirect influence of leadership serve positively and significantly on performance through Organizational Citizenship Behavior (OCB) for employees of the KPU Secretariat of East Kalimantan Province

Based on the research results in Figure 5.8 Output indirect effects show that there is an indirect effect of serving leadership on employee performance through OCB at the KPU Secretariat of East Kalimantan Province from a path coefficient value of 0.710 with a t count of 8.746 (greater than 1.96) which means significant. The resulting influence is 0.710, which means that OCB plays a positive role as a mediator in serving leadership on performance so that **H10 is accepted.**

DISCUSSION

The Direct Effect of Servant Leadership on Self-Efficacy

Based on the results of the analysis and testing of the hypotheses in this study, it is evident that servant leadership has a positive and significant effect on the self-efficacy of the employees of the KPU Secretariat of the Province of East Kalimantan. This means that if service leadership is increased, it will increase the self-efficacy of the employees of the KPU Secretariat of the Province of East Kalimantan. The results of the analysis also show that the service leadership system and self-efficacy are in the high category which indicates that servant leadership is well implemented at the KPU Secretariat of the Province of East Kalimantan so that the employees of the KPU Secretariat of the Province of East Kalimantan have good self-efficacy at work.

If you want to increase self-efficacy, the dominant indicator that must be considered is empathy. This empathy encourages leaders to better understand what their employees feel. So that leaders can better understand and take appropriate action to increase employee self-efficacy. Meanwhile, the indicator that contributed the lowest was persuasion, where leadership serves to provide confidence to employees which encourages employees to have good self-efficacy and not by force.

Serving leadership implemented by the KPU Secretary of East Kalimantan Province has a strong influence on self-efficacy as evidenced by the results of the path coefficient analysis of 0.952. This means that leadership serves the importance of its implementation so that employee efficacy becomes better so that theoretical generalization occurs, as evidenced by previous research by Zeeshan et al. (2021) which shows that servant leadership influences employee self-efficacy. Servant leadership focuses on the important role of leaders in increasing employee self-efficacy through clarifying job duties and providing social support to employees. Servant leaders are leaders who are more concerned with the personal development of their employees than with their personal and organizational interests, thus allowing their employees to develop new skills through involvement with the organization. Furthermore, employees who work under the supervision of a servant leader may develop higher levels of self-efficacy due to the nature of serving their leader which includes empowering, helping employees to grow and succeed, creating a positive work environment and behaving ethically.

The results of this study are also in line with the results of Ji & Yoon's research (2021) which state that servant leadership influences employee self-efficacy. Servant leadership was found to positively influence employee self-efficacy. Servant leadership can lead employees through service and dedication, enabling them to fulfill their potential and accept responsibility without

feeling overwhelmed. Leaders can create a positive and open organizational culture and gain trust and encourage their members to participate in challenging assignments. A leader must provide administrative support and endorse the behaviors and skills required for each stage of employee performance.

This research is also in line with the results of Fahrana's research (2022) which states that servant leadership is able to make employees feel comfortable. It can be further justified that when leaders empower their employees then employees feel more control over work-related tasks, which increases employee confidence that they have the ability to successfully complete their responsibilities. Therefore, servant leadership is identified as an antecedent of employee self-efficacy because it provides and develops internal employee resources in the form of skills and abilities, which employees will seek to preserve in the form of self-efficacy (Zeeshan et al., 2021).

This finding adds to the value of the existing literature by emphasizing that self-efficacy can be achieved by applying servant leadership. The values of self-efficacy indicators reflected in the results of this study include employees being able to carry out tasks in accordance with the variations in the level of tasks assigned, employees feel that other people are confident in their success in carrying out tasks, and employees are confident to survive even though there are many obstacles in their work.

The Direct Effect of Servant Leadership on Employee Engagement

Based on the results of analysis and hypothesis testing in this study, it is evident that servant leadership has a positive and significant effect on employee involvement at the KPU Secretariat of East Kalimantan Province. This means that if service leadership is increased, it will increase the involvement of the KPU Secretariat employees in East Kalimantan Province. The results of the analysis also show that the servant leadership system and employee involvement are in the high category which indicates that servant leadership is well implemented at the KPU Secretariat of the East Kalimantan Province so that the employees of the KPU Secretariat of the East Kalimantan Province have good involvement in work.

If you want to increase employee involvement, the dominant indicator that must be considered is empathy. This empathy encourages leaders to better understand what their employees feel. So that leaders can better understand and take appropriate action to increase employee engagement. Meanwhile, the indicator that gave the lowest contribution was persuasion, in which servant leadership gave confidence to employees that encouraged employees to have good employee involvement and not by force.

Serving leadership implemented by the KPU Secretary of East Kalimantan Province has a strong influence on employee involvement as evidenced by the results of the path coefficient analysis of 0.972. This means that leadership serves the importance of its implementation so that employee involvement becomes better so that theoretical generalization occurs, as evidenced by previous research by Singh et al. (2020) and research by Rahman et al. (2021) which revealed that servant leadership has a significant and positive effect on employee engagement. As identified by previous research, as a means of benefiting individuals within the organization, these servant leaders encourage power-sharing between the two parties, namely employees and pioneers. In addition, enriching the work environment with caring nature and the overall quality of good organizational life and inviting employees to fully

participate or be involved in the decision-making process makes one of the prominent attitudes of this servant leader. In addition, employees can freely move towards their goals while under the supervision of a serving leader.

The results of this study are also in line with the results of Simamora et al. (2019) which states that servant leadership has a direct effect on employee engagement. Shasena (2021) says that the model of serving leadership or serving leadership that is applied will motivate an employee to achieve more and will have the effect of increasing employee performance in completing the tasks given to him. In an organizational setting, the role of a leader greatly influences the performance produced by his employees, both government organizations and private organizations in achieving mutually agreed goals through activities driven by a leader who is active in producing good organizational performance. Good.

This research shows good employee involvement which can be seen from the values of employee involvement indicators, among others, employees work very hard when doing work, employees are willing to go the extra mile for the institution/organization, and employees are emotionally involved in carrying out the work. This shows that employees will not do their work half-heartedly but will do their job as well as possible even though they have to make a stronger effort because it has been based on the values of strong employee involvement and direct influence from servant leadership in the organization.

The direct influence of servant leadership on Organizational Citizenship Behavior (OCB)

Based on the results of the analysis and testing of the hypotheses in this study, it is evident that servant leadership has a positive and significant effect on the OCB of the KPU Secretariat employees of the Province of East Kalimantan. This means that if service leadership is increased, it will increase the OCB of the KPU Secretariat employees in East Kalimantan Province. The results of the analysis also show that the serving leadership system and OCB are in the high category which indicates that servant leadership is well implemented at the KPU Secretariat of the Province of East Kalimantan so that the employees of the KPU Secretariat of the Province of East Kalimantan have good OCB at work.

If you want to increase OCB, the dominant indicator that must be considered is empathy. This empathy encourages leaders to better understand what their employees feel. So that leaders can better understand and take appropriate actions to improve OCB. Meanwhile, the indicator that made the lowest contribution was persuasion, in which servant leadership gave confidence to employees that encouraged employees to have good OCB and not by force.

Serving leadership implemented by the KPU Secretary of East Kalimantan Province has a strong influence on OCB as evidenced by the results of the path coefficient analysis of 0.958. This means that serving leadership is important in its implementation so that employee engagement becomes better so that theoretical generalization occurs, as evidenced by previous research by Bantha & Sahni (2021) which revealed that there is a positive relationship between servant leadership and employee OCB. Even in Shafi et al. (2020) stated that empirically servant leadership is a potential determinant of OCB. There is a lot of emphasis on going beyond personal interests towards employee interests through creating a social context which will have a positive impact on employee attitudes. Servant leaders want employees to be part of the organization by participating in developing employee OCB.

This research is not in line with Pratiwi and Nawangsari's research (2021) which states that servant leadership has a negative and insignificant effect on OCB. The OCB of employees as seen from the results of this study include how the work environment is concerned with the interests of others by helping each other when work is not completed, how employees try not to complain, how employees are involved in activities that exist in the organization and care about the continuity of organizational work, and how employees carry out activities in compliance with the rules that exist in the organization, namely the KPU Secretariat of the Province of East Kalimantan. The results of this study are also in line with the results of research by Thao & Kang (2020) which state that servant leadership is positively related to OCB and research by Roza et al (2021). So it can be said that employees of serving leaders are more likely to carry out positive behavior towards the organization in line with the leadership style that is consistently applied at the KPU Secretariat of the Province of East Kalimantan.

Direct Effect of Self-Efficacy on Performance

Based on the results of the analysis and hypothesis testing in this study, it is evident that self-efficacy has a negative and significant effect on the performance of the KPU Secretariat employees in East Kalimantan Province. This means that if self-efficacy is increased it will reduce the performance of the KPU Secretariat employees in East Kalimantan Province. The results of the analysis also show that the self-efficacy system and employee performance are in the high category which indicates that employee self-efficacy is good at the KPU Secretariat of the Province of East Kalimantan so that the employees of the KPU Secretariat of the Province of East Kalimantan have good performance as well.

If you want to improve performance, the dominant indicator that must be considered is the level, that is, employees should carry out tasks that are in accordance with the variety of tasks given by the leader. By paying attention to this level, leaders must be able to distribute tasks according to the competence of their employees. When the work given to employees is too varied, employees will feel confused which can result in hampered performance and will even decrease because employees have to learn new things. Meanwhile, the indicator that gave the lowest contribution was strength, namely the confidence of employees to survive despite many obstacles in their work, where employees must be confident in facing any problems that exist. However, when employees feel too confident that they can face problems at work, employees will tend to do work trivially, not carefully and in a hurry, this will result in decreased performance. All problems and obstacles that occur should be analyzed first and discussed with the leadership.

The results of this study are not in line with those of Turay et al. (2019) which revealed that there is a positive and significant effect of self-efficacy on employee performance. Self-efficacy scores will have a greater influence on employee performance if institutional support is strong. Self-efficacy has a significant effect on employee performance which is influenced by their skills and knowledge in the workplace. Employees with adequate skills and knowledge regarding their field of work will tend to be able to complete their work well.

However, in this study the higher the self-efficacy, the lower the employee's performance. This can be caused by the definition of employee performance which also has a different point of view. Employee performance in this study highlights how employees will try to complete tasks perfectly, according to the target amount and time, be effective, and be able to complete

tasks independently and with full responsibility. The results of this study are in line with the results of Khairani's research (2023) which found that self-efficacy has a negative and significant effect on the performance of employees of the Tanjung Pinang Employment BPJS Office.

The results of this study are also different from those of Nurdin et al. (2020), Meria and Tamzil (2021), Sulastri (2020) and Sjamsuri (2019) which state that self-efficacy influences employee performance positively and significantly. Self-efficacy possessed by an employee will affect his efforts in achieving predetermined performance targets. Employees with high self-efficacy will increase their efforts diligently and reduce stress when facing problems at work. People with high self-efficacy believe that they have the abilities needed to do a particular job, that they are able to make the necessary effort, and that no outside events will prevent them from achieving the expected level of performance. High self-efficacy beliefs will show behavior patterns that lead to success, such as trying hard diligently, solving problems creatively, learning from setbacks, visualizing success, and reducing stress.

The Direct Effect of Employee Involvement on Performance

Based on the results of the analysis and hypothesis testing in this study, it is evident that employee involvement has a positive and significant effect on the performance of the KPU Secretariat employees in East Kalimantan Province. This means that if employee involvement is increased, the performance of the KPU Secretariat employees in East Kalimantan Province will improve. The results of the analysis also show that employee involvement and employee performance are in the high category which indicates that employees have good involvement in both the East Kalimantan Provincial KPU Secretariat so that employee performance at the East Kalimantan Provincial KPU Secretariat is also good.

If you want to improve performance, the dominant indicator that must be considered is cognitive engagement, namely the efforts of employees to work hard to achieve the set performance targets. Meanwhile, the indicator that contributed the least was emotional engagement. When employees are emotionally involved in everything that is done, employees will be more sincere in working so that performance will increase.

The KPU Secretariat of East Kalimantan Province has the motto to serve 24 hours, this of course requires good physical engagement from every employee, so that in carrying out 24 hour duties, employees feel sincere and voluntary. When this can be fulfilled, the performance of the employees of the East Kalimantan Province KPU Secretariat can be maximized.

The results of this study are in line with the results of research by Dewi et al. (2022), Samud et al. (2021), Nurdinah and Kurniawan (2019) and Hardianto (2021) which reveal that employee involvement has a positive and significant effect on employee performance. Employee engagement is the involvement of an employee which refers to the commitment shown by the employee to the work and organization where he works. High employee involvement will support the achievement of the employee's performance. Employee performance as an activity that involves the knowledge, skills, experience and ability of employees to carry out the work assigned to them effectively and efficiently.

The results of this study are also similar to those of Suherman et al. (2023) which states that employee involvement has a significant and positive impact on job performance. Employee engagement will lead to increased performance. Employees who have work involvement will

be motivated to give everything. Conversely, employees with a low level of involvement can not only have an impact on decreased performance, but can also increase the desire to change jobs, reduce service-related satisfaction, and increase absenteeism.

Direct Effect of Organizational Citizenship Behavior (OCB) on Performance

Based on the results of the analysis and testing of the hypotheses in this study, it is evident that OCB has a positive and significant effect on the performance of the employees of the KPU Secretariat of the Province of East Kalimantan. This means that if the leadership of OCB is increased, it will improve the performance of the employees of the KPU Secretariat of East Kalimantan Province. The results of the analysis also show that the OCB system and performance are in the high category which indicates that OCB is implemented properly by employees at the KPU Secretariat of the Province of East Kalimantan so that the performance of the employees of the KPU Secretariat of the Province of East Kalimantan is also good.

If you want to improve performance, the dominant indicator that must be considered is conscientiousness, namely employees carrying out all activities in compliance with the existing rules at the East Kalimantan KPU Secretariat. Regulation is something that is made and implemented by individuals to create an orderly, orderly and conducive condition. By complying with the regulations, performance is expected to be in accordance with the targets set. Meanwhile, the indicator that made the lowest contribution was civic virtue, where employees are always involved in existing activities and care about the continuity of work at the KPU Secretariat of the Province of East Kalimantan.

OCB carried out by employees of the KPU Secretariat of East Kalimantan Province has a strong influence on performance as evidenced by the results of the path coefficient analysis of 0.741. This means that the implementation of OCB is important so that performance becomes better so that generalization of the theory occurs, as evidenced by previous research by Oktavia et al. (2020) and Bustomi et al. (2020) which revealed that there is an influence of OCB on employee performance. According to Saragih (2020) OCB is behavior that always puts the interests of others first, this is expressed in actions that lead to things that are not for the welfare of others. However, this research is not in line with Pratiwi ang Nawangsari's research (2021), which states that OCB has a negative and insignificant effect on employee performance.

OCB is a form of voluntary activity by members of an organization that supports organizational functions so as to form helpful (altruistic) behavior and is expressed in the form of selflessness and concern for the welfare of others. OCB has an important role in determining employee performance. So it can be said that the extra role of OCB has a positive correlation with employee performance. The results of this study are also similar to the results of Ridwan's research (2020) which states that OCB has a positive and significant effect on employee performance and Fatmawati's research (2018) which states that OCB is an employee social behavior that has a positive impact by contributing to the organization and work environment more than the demands of their role or position at work. Employees who have a high level of OCB generally want the organization where they work to develop better, employees make various efforts so that goals can be achieved together with organizational goals. Employees work without taking into account profits and losses, they can even work outside the limits set by the organization or do work without being told to do it first. Employees with high OCB levels can work with enthusiasm, high morale so that they can complete the work properly and

in accordance with organizational targets or even exceed it so that in the end they can improve employee performance.

The Direct Effect of Serving Leadership on Performance

Based on the results of the analysis and hypothesis testing in this study, it is evident that servant leadership has a positive and significant effect on the performance of the KPU Secretariat employees of the Province of East Kalimantan. This means that if service leadership is improved, it will improve the performance of the KPU Secretariat employees in East Kalimantan Province. The results of the analysis also show that the service leadership system and performance are in the high category which indicates that servant leadership is well implemented at the KPU Secretariat of the Province of East Kalimantan so that the performance of the employees of the KPU Secretariat of the Province of East Kalimantan is also good.

If you want to improve performance, the dominant indicator that must be considered is empathy. This empathy encourages leaders to better understand what their employees feel. So that leaders can better understand and take appropriate action to improve performance. Meanwhile, the indicator that contributed the least was persuasion, where leadership serves to provide confidence to employees that encourages employees to have good performance and not by force.

The results of this study are not in line with Pratiwi and Nawangsari's research (2021) which states that servant leadership has a positive and insignificant effect on employee performance. However, the research is in line with the results of Simamora et al. (2019), Nugroho and Putro (2021), Dani and Mujanah (2021), Prasetyo and Ramdayana (2020) and Sayoga et al. (2022) which revealed that the application of a servant leadership style will positively and significantly affect employee performance. The more leaders apply a servant leadership style, the more they improve the performance of their employees. Vice versa, the lower the servant leadership style applied by the leader, the lower the employee's performance.

The application of servant leadership has an influence on employee performance with the statement that the main characteristic that distinguishes servant leadership from other leadership is the desire to serve before the desire to lead. Leaders who apply servant leadership will build trust, fairness, and sympathy from employees. An open, caring, visionary, objective and wise attitude of a serving leader will influence employees to improve performance (Simamora et al., 2019).

The results of this study are also similar to those of Abbas et al. (2020) which states that servant leadership is a proactive predictor of employee performance. Employees often seek direction to fulfill expectations that are beneficial to the organization and the employees themselves. Servant leaders provide them with the necessary direction to make the workplace more dynamic by understanding the needs, abilities, and input required from employees. The positive influence of servant leadership through to employees provides increased performance, better integration, and builds management skills for cultural competence in the organization and increased individual performance.

Indirect Influence of Servant Leadership on Performance Through Self-Efficacy

Based on the results of analysis and hypothesis testing in this study, it is evident that servant leadership has a negative and significant effect on employee performance through self-efficacy

at the KPU Secretariat of East Kalimantan Province. Self-efficacy is proven to be able to mediate leadership variables on performance. Self-efficacy has been shown to be a mediating variable for servant leadership on performance, as evidenced by the results of the T-Statistics, the indirect effect of servant leadership on performance through self-efficacy is 6.010 greater than the direct effect of 4.013. Meanwhile, the negative coefficient value of -0.356 indicates that the higher the self-efficacy of employees at the KPU Secretariat of East Kalimantan Province, the lower the influence of servant leadership on performance.

If you want to improve performance, the dominant indicator that must be considered is empathy. This empathy encourages leaders to better understand what their employees feel. So that leaders can better understand and take appropriate action to improve performance. Meanwhile, the indicator that contributed the least was persuasion, where leadership serves to provide confidence to employees that encourages employees to have good performance and not by force.

The results of this study are different from the results of previous studies which state that servant leadership has a positive and significant effect on employee performance through self-efficacy or it can be said that the higher the servant leadership, the employee performance also increases through self-efficacy. The difference in the results of this study could be due to the fact that the research sample data did not succeed in proving the proposed hypothesis. This might have happened because the number of samples was insufficient so that the existing data did not or had not succeeded in proving the research hypothesis.

The results of Fahrana's research (2022) prove that Servant Leadership has a significant effect on employee performance through Self Efficacy. Servant leadership is a leader who prioritizes employees and the interests of the organization. Leaders who have this trait are able to make employees feel comfortable so that they can increase employee self-confidence and improve their performance in the organization or agency. However, this kind of leader is also not completely wanted by employees, because there are also employees who feel uncomfortable with leaders like this, therefore leaders must start with natural feelings and approach their employees first.

In general, previous studies have shown that self-efficacy has a positive effect on employee performance. For example, the results of research by Sulastri & Uriawan (2020) which state that employee self-efficacy has a positive and significant effect on employee performance. This shows that the higher the self-efficacy possessed by employees, the employee's performance will increase. Rijanti et al. (2020) also revealed in their research results that self-efficacy has a positive and significant influence on employee performance. Gunarto et al. (2022) also revealed that self-efficacy can be used as a predictor variable for employee performance or in other words the effect of employee self-efficacy is closely and significantly related to individual employee job performance.

The Indirect Effect of Servant Leadership on Performance Through Employee Engagement

Based on the results of the analysis and hypothesis testing in this study, it is evident that servant leadership has a positive and significant effect on employee performance through employee involvement in the KPU Secretariat of East Kalimantan Province. Employee involvement is proven to be able to mediate leadership variables on performance, as evidenced

by the results of T-Statistics the indirect effect of servant leadership on performance through employee involvement is 5.077 greater than the direct effect of 4.013. While the positive coefficient value of 0.296 indicates that the higher the employee involvement in the East Kalimantan Province KPU Secretariat, the influence of servant leadership on performance is increasing.

If you want to improve performance, the dominant indicator that must be considered is empathy. This empathy encourages leaders to better understand what their employees feel. So that leaders can better understand and take appropriate action to improve performance. Meanwhile, the indicator that contributed the least was persuasion, where leadership serves to provide confidence to employees that encourages employees to have good performance and not by force.

This is not the case with research by Sari et al. (2021) which states that servant leadership has a significant negative impact on worker performance through work engagement. According to him, companies need to condition a strategy to increase positive attitudes and high employee involvement in work, among others, by placing employees in jobs that are in accordance with their competence, providing space and time for employees to master their field of work and completing work according to their competence, applying methods that are able to provide feel comfortable for employees, and provide opportunities to work actively participate in various activities in the company and give confidence that the results of their work make a positive contribution quickly to the organization.

However, the results of this study are in line with the results of research by Purwanto et al. (2020) who found that servant leadership has an indirect effect on performance through employee involvement as a mediating variable. Servant leadership has a close relationship with job involvement. This study extends the finding that there is a positive influence of servant leadership style on employee engagement. The higher the value of servant leadership, the higher the value of work involvement or employee involvement.

The results of this study are similar to those of Agatha & Go (2021) which revealed that servant leadership has a direct effect on employee engagement. Employees who work with servant leaders, have a strong bond with the organization because of the peer to peer relationship. Employees feel valued so they have responsibility, provide good service to stakeholders and the community, and contribute to the success of the organization. Aziez & Nugroho (2023) also revealed that servant leadership has a significant positive effect on employee engagement. Servant leadership is a leadership model that prioritizes services provided to other parties both horizontally (to fellow leaders) and vertically (to employees, stakeholders and the community). The success of an organization is strongly influenced by leadership style. Vertical leader services to employees will bring about employee engagement which can be defined as physical, cognitive, and psychological presence, feeling the atmosphere of the workplace, blending in with work to do their job to existing standards. Employee involvement has a positive effect, namely employees will do work with enthusiasm, dedication and enthusiasm.

Agatha & Go (2021) also revealed that employee engagement has a significant effect on employee performance, the higher the employee engagement, the higher the employee performance. Employee engagement can increase employees' positive feelings towards their organization which can improve employee performance. Employee involvement in the

organization where employees work, employees feel bound to work which makes employees feel proud of their work, so that with this involvement employees are more productive at work.

Darmayasa & Puja (2022) also revealed that there is a positive and significant influence between work involvement on performance. Employee involvement can show the level of integration between employees and their work. If the employee is integrated with his work, then the job will be seen as something very important, will be more involved.

The Indirect Effect of Servant Leadership on Performance Through Organizational Citizenship Behavior (OCB)

Based on the results of analysis and hypothesis testing in this study, it is evident that servant leadership has a positive and significant effect on employee performance through OCB at the KPU Secretariat of East Kalimantan Province. OCB is proven to be able to mediate leadership variables on performance, as evidenced by the results of T-Statistics, the indirect effect of servant leadership on performance through OCB is 8.746 greater than the direct effect of 4.013. While the positive coefficient value of 0.710 indicates that the higher the OCB at the KPU Secretariat of East Kalimantan Province, the effect of serving leadership on performance is increasing.

If you want to improve performance, the dominant indicator that must be considered is empathy. This empathy encourages leaders to better understand what their employees feel. So that leaders can better understand and take appropriate action to improve performance. Meanwhile, the indicator that contributed the least was persuasion, where leadership serves to provide confidence to employees that encourages employees to have good performance and not by force.

In contrast to this research, Pratiwi and Nawangsari's research (2021) states that OCB has not been proven to mediate servant leadership on employee performance. However, the results of this study are in line with the results of Kurnianto & Priyono's research (2023) which shows that servant leadership has a positive effect on employee Organizational Citizenship Behavior (OCB), servant leadership has a positive effect on employee performance, employee Organizational Citizenship Behavior (OCB) has a positive effect on employee performance, and employee Organizational Citizenship Behavior (OCB) mediate the influence of servant leadership on employee performance. In other words, the influence of servant leadership is more effective indirectly through Organizational Citizenship Behavior (OCB) than directly on employee performance.

Servant leadership has a significant effect on employee OCB behavior. This influence can be strengthened by the interaction between leaders and employees. Leaders who pay full attention to welfare, work motivation, and sincerely appreciate employee contributions will create an atmosphere of interaction between leaders and employees that is conducive to the formation of employee OCB behavior. Sari et al. (2021). Suparjo et al. (2023) also revealed that servant leadership has a positive and significant influence on Organizational Citizenship Behavior. The higher the degree of servant leadership that can be applied in the organization, the level of Organizational Citizenship Behavior that occurs will increase in employees. The servant leader is a service-first leader, starting with the natural feeling of someone wanting to serve and to put service first. Furthermore, consciously, this choice brings aspirations and

encouragement in leading others. The main goal of a servant leader is to serve and meet the needs of other parties, which optimally should be the main motivation for leadership. Servant leadership has an impact on the behavior of subordinates which will increase if the leader is accepted and liked and vice versa. Employees who display Organizational Citizenship Behavior (OCB) behavior are called good citizens.

Suparjo et al. (2023) also revealed that Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance. Organizational Citizenship Behavior (OCB) is a behavior that can encourage employees to do their work beyond the provisions provided by the organization so as to improve the employee's performance. Bustomi et al. (2020) also stated that Organizational Citizenship Behavior (OCB) had a positive and significant effect on employee performance. Activities helping other co-workers will speed up the completion of other co-workers' tasks and in turn will increase the productivity of these co-workers. Employees who have OCB, in which obedience, loyalty, and participation are very influential on their performance. Simamora et al (2019)

CONCLUSION

Serving leadership has a direct, positive and significant effect on the self-efficacy of the employees of the General Election Commission (KPU) Secretariat of East Kalimantan Province. This means that the better the application of servant leadership, the self-efficacy will increase. The most dominant indicator of servant leadership is empathy while the indicator that gives the lowest contribution is persuasion.

Serving leadership has a direct, positive and significant effect on the involvement of employees of the General Election Commission (KPU) Secretariat of East Kalimantan Province. This means that the better the implementation of servant leadership, the employee involvement will increase. The most dominant indicator of servant leadership is empathy while the indicator that gives the lowest contribution is persuasion.

Serving leadership has a direct positive and significant effect on the Organizational Citizenship Behavior (OCB) of the General Election Commission (KPU) Secretariat of East Kalimantan Province. This means that the better the application of servant leadership, the self-efficacy will increase. The most dominant indicator of servant leadership is empathy while the indicator that gives the lowest contribution is persuasion.

Self-efficacy has a direct and negative direct effect on the performance of employees of the General Election Commission (KPU) employees of East Kalimantan Province. This means that the better the implementation of self-efficacy, the employee's performance will decrease. The most dominant self-efficacy indicator is level while the indicator that contributes the lowest is strength.

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