

THE EFFECT OF SERVANT LEADERSHIP, SELF-AWARENESS, AND COMPETENCE ON ORGANIZATIONAL COMMITMENT AND PERFORMANCE OF EMPLOYEES OF PUBLIC WORKS IN BANGKALAN DISTRICT

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ABSTRACT

The purpose of this study was to analyze the effect of Servant Leadership, Self-Awareness and Competence on Organizational Commitment and Performance of Employees of Dinas Pekerjaan Umum, Bangkalan State, Indonesia. Sample in this study was 82 Employees of Dinas Pekerjaan Umum, Bangkalan State which gather using the Purposive Sampling technique. Data collection methods used survey techniques with questionnaires as instruments, and data analysis methods used PLS (Partial Least Square). The results of this study indicate that Servant Leadership, Self Awareness, and Competence has a significant effect on Organizational Commitment, Further analysis shows that Servant Leadership has a significant influence on the Performance, but Self Awareness Competence has not significant effect on the Performance, eventhouth Organizational Commitment has significant impact on the Performance, its mean that servant leadership and self awareness has important role on increasing the performance of the employees.

Keyword: *Servant leadership, self-awareness, competence, commitment organisation, and Employee Performance.*

PLEMINARY

Regional development is one of the efforts aimed at building harmony and balance of development between regions by their natural potential and utilizing this potential efficiently, orderly, and safely. Regional development is needed as the development of space to advance the area from various sectors (Sugiarto and Mutiarin, 2016). Regional development is a development that covers various sectors, including infrastructure. Regional development from the infrastructure sector can increase the wheels of the economy of a region as access to develop the potential that exists in that area. Regional development represented by the infrastructure sector (roads, electricity, telephone, and water) has a significant contribution to the expected output, namely an increase in per-capita income from the region. According to Soares, Nurpratiwi, and Makmur (2015), the role of regional government in the regional development planning process is to play a role in determining the success of the implementation process of government activities and development in the regions by using the

capabilities and powers they have so they can manage and implement programs in arranging with the right target.

The head of the Public Works Office has responsibility for the government about Spatial Planning in the area concerned, namely the fields of Water Resources, Highways, Spatial Planning, and Construction Services. (PUPR Office of Bangkalan Regency, 2019). For that, we need a human resource management strategy based on the concept that humans are not merely tools used in a program. Several other factors can affect the performance of humans themselves. The right policies in handling and empowering human resources are needed by the leadership to improve human work performance (Taufiqurokhman, 2009).

Leadership aspects can have different impacts on the desired results, this requires a leader with the right style who can provide services to employees and society, such as the application of leadership that is serving (Servant Leadership). As a civil servant whose job is to provide services to the community, Self-Awareness of their duties in providing services to the community is very necessary, besides that ability or Competence is also very necessary because employees in the Public Works section have the duties to provide services in special fields such as managing water resources, development plan, spatial planning so that a competent workforce is needed in carrying out their work. The three aspects above are likely to influence organizational commitment and employee performance.

In connection with increasing human resources, leadership has a strategic role in determining policies or decisions to improve the performance of these workers. Strategy determination is carried out by prioritizing short, medium, and long term results by planning or determining strategies in a planned, consistent, gradual manner with an efficient process. Strategic human resource management is defined as a linkage between HR and strategic goals and objectives in improving organizational performance. Based on the above phenomena, the problem in this study is whether Servant Leadership, Self-awareness, and Competence affect employee performance which is mediated by the Organizational Commitment at the Public Works Office of the Bangkalan Regency Government, Indonesia.

LITERATURE REVIEW

Servant Leadership was proposed by Robert K. Greenleaf to define that Servant Leadership is a leadership concept that arises from a sincere feeling in the heart to be the first to serve others. Servant Leadership is a leader who puts forward the principle of serving employees or subordinates so that those who serve or serve subordinates or employees to provide a good approach to have a positive influence on the development of the business being run (Ingram, 2016). This shows that Servant Leadership is carried out by a leader by involving his subordinates or employees using various dimensions or aspects of the approach through ethical, emotional, and spiritual relational. Serving leaders strive to develop followers or employees based on an altruistic and ethical orientation (Eva, 2019). The results of research by Stephen Eka Sapengga (2016) stated that servant leadership as measured by indicators of love, empowerment, vision, humility, and trust has a positive and significant effect on employee performance.

According to Dennis (2005), there are 5 Servant Leadership Assessment Instrument Indicators by considering several aspects shown by this leadership concept, including:

1. Love: A leader who serves gives love to his subordinates without conditions to build relations with his subordinates. Love refers to doing the right thing at the right time to his subordinates for the best policymaking.
2. Empowering: Serving leaders empower others and make employees feel the trust given to take action and listen to suggestions from their subordinates
3. Vision: Leaders who serve can provide an immediate view of the company/organization they lead by forming fission that can inspire the actions of their subordinates. As well as being able to shape the future of the company/organization that is more advanced and better.
4. Humility: Leaders who serve can maintain humility so that they do not always acknowledge that all contributions made in their organization are their contributions. Serving leaders can show respect for their contributions and give appreciation to the team so that their subordinates feel that their contributions are highly valued by their superiors.
5. Trust: Leaders who serve can give trust to both their superiors and their subordinates based on an advantage the personal leader has. So that it can give trust to others.

Self-Awareness or what can be interpreted as self-awareness is a way of thinking of a person about himself, his authority, responsibility, and targets in facing and resolving a problem so that the tasks and problems they carry can be resolved. That is why a person's awareness will greatly affect their performance in the organization (Prabowo, 2014). Self-Awareness or self-awareness can also be interpreted as continuous attention to the inner state of the individual. When an individual has good Self Awareness, the individual can control himself, namely being able to read social situations in understanding other people and understanding others about him (Putri, Tazkiyah and Amelia, 2019). According to Harianto (2011), the term psychology states that self-awareness begins by looking at the terminology of the personal term which means, alone or independently. From there we can get the understanding of self-awareness is that with the intelligence possessed, humans know what to do and why to do it.

According to Baron, Bramscombe, and Byrne (2008), there are several forms of self-awareness including:

1. Subjective Self Awareness: It is an individual's ability to differentiate between himself individually and his physical and social environment
2. Objective Self Awareness: The individual can be the object of his attention, awareness of his state of mind, and knowing that he knows and remembers that he does remember.
3. Symbolic Self Awareness: The individual's ability to form an abstract concept within himself through language. This ability makes individuals able to communicate, establish relationships, set goals, evaluate results, and build attitudes related to themselves and be able to defend against communications that threaten them.

Civil servants assigned to the Public Work Service are required to have competence, namely the ability to carry out work that is based on skills and knowledge and is supported by the work attitude demanded by the job, for that certain competencies are needed in their field, because competence is a person's ability and indicates how to behave or think someone, equate the situation,

and support for a long period (Wibowo, 2016). A person's competence has a significant effect on improving the performance of that individual in a predetermined work process. For this reason, increasing competence in each individual is needed to provide a level of efficiency and effectiveness of the work being carried out (Sujiati, 2017). High competence can improve employee performance, this is like the results of research by Sumantri, Brahmasari, and Mujanah (2018) which state that employee competence can affect employee performance. Likewise, the results of research by M. Khafit Ashar et al (2019), and Siti Mujanah et al. (2019) state that competence has a significant effect on employee performance.

In the process of monitoring the competencies possessed by each individual, indicators are needed to conduct assessments. According to Gordon, there are several aspects contained in the concept of competence, namely (Sutrisno, 2011):

1. Knowledge (Knowledge): Awareness in the cognitive field. For example, an employee knows how to identify learning and how to do good learning according to existing needs effectively and efficiently in the company.
2. Understanding: Into the cognitive and affective possessed by an individual. For example, an employee in carrying out learning must have a good understanding of the characteristics and conditions effectively and efficiently.
3. Ability / Skill (Skill): Something owned by an individual who carries out a task or job assigned to him. For example, the ability of employees to choose work methods that are considered more effective and efficient.
4. Value (Value): A standard of behavior that has been believed and psychologically integrated with a person. For example, the standard of behavior of natural employees in carrying out their duties (honesty, openness, democracy, and others).
5. Attitude: Feelings (pleasure-displeasure, like-dislike) or reactions to a stimulus that comes from outside. For example, reactions to economic crises, feelings about salary increases, and so on.
6. Interest (Interest): The tendency for someone to do an action. For example, doing a task activity.

Furthermore, a civil servant is also required to have the organizational commitment in providing services to the community, commitment can be used in measuring individual involvement with the organization. High commitment is characterized by three things, namely: strong trust and acceptance of the goals and values of the organization, a strong willingness to work for the organization, and a strong desire to remain a member of the organization (Dessler, 2015). Organizational commitment has 3 indicators, namely Affective Commitment, which is the degree of attachment of organizational members to organizational identity and involvement in the organization; Continuous Commitment which is an awareness of the costs incurred if members of the organization leave the organization; and normative commitment which is an obligation that appears in every employee to continue his membership in the organization because there is a moral obligation (Mayer and Allen, 1990).

High organizational commitment is needed in an organization because the creation of high commitment will affect the professional work climate (Lutfhi, 2011). Employee commitment is very important in improving employee performance because with commitment employees will always support achieving organizational goals because high employee commitment can improve their performance (Benny Agus Setiono, Ida Ayu Brahmasari, and Siti Mujanah, 2019). Employees who

have a significant impact on employee performance, such as the results of research by Yusuf Arnold, Ida Aju Brahmasari, and Riyadi Nugroho (2018). This means that organizational commitment plays an important role in improving employee performance.

Employee performance is a function of the interaction between ability and motivation. In the study of employee or employee performance management, some things require important consideration because the individual performance of an employee in the organization is part of organizational performance, and can determine the performance of the organization (Robbins, 2013). Meanwhile, there are 5 indicators to measure individual employee performance, namely:

1. Quality: Quality of work is measured by employees' perceptions of the quality of work produced and the perfection of tasks on employee skills and abilities.
2. Quantity: It is the amount produced expressed in terms such as the number of units, the number of activity cycles completed.
3. Timeliness: Is the level of activity completed at the beginning of the stated time, seen from the point of coordination with the output results and maximizing the time available for other activities.
4. Effectiveness: Is the level of use of organizational resources (manpower, money, technology, raw materials) maximized to increase the yield of each unit in the use of resources.
5. Independence: It is the level of an employee who will be able to carry out his work function. Work commitment. Is a level where employees have a work commitment to the agency and employee responsibilities to the office.

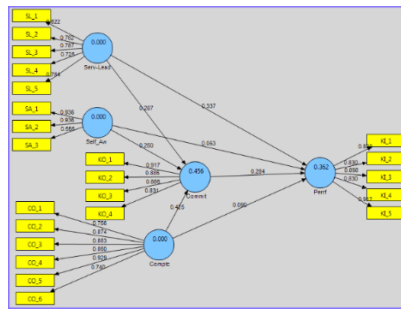
RESEARCH METHODS

In this study, the population was 82 employees of the Public Works and Spatial Planning Office of the Bangkalan Regency. This study uses purposive sampling technique so that the number of respondents is the same as the population. The collection technique used a survey method with a questionnaire instrument. The scale used in the preparation of the questionnaire is a Likert scale. In the measurement, each respondent is asked for his opinion about a statement with a rating scale for the answer Strongly Agree is given a value of 5, Agree is given a value of 4, simply agrees to be given a value of 3, the answer Disagree is given a value of 2 and the answer Strongly Disagree is given a value of 1.

RESEARCH RESULTS AND DISCUSSION

Outer Model PLS analysis

Convergent validity in PLS with reflective indicators is assessed based on outer loading. The rule of thumb used for convergent validity is a loading factor > 0.50 and average variance extracted (AVE) > 0.50 (Chin, 1995 in Jogiyanto and Abdillah, 2014: 60). Evaluation of the convergent validity of the outer loading value on each indicator in Servant Leadership, Self-Awareness, Competence, Organizational Commitment, and Performance variables can also be seen in Figure 1:



Gambar 1. Nilai Loading Factor

Another method to see discriminant validity is to look at the square root of average variance extracted (AVE) value. The recommended value is above 0.5. The following are the AVE values in this study:

Tabel 1. Average Variance Extracted (AVE)

| | AVE | \sqrt{AVE} |
|----------------------------|-------|--------------|
| Komitmen Organisasi | 0.775 | 0.880 |
| Competence | 0.711 | 0.843 |
| Kinerja | 0.738 | 0.859 |
| Self Awareness | 0.688 | 0.829 |
| Servant Leadership | 0.603 | 0.777 |

The table above shows that all constructs have AVE values above 0.5; Likewise, the square root value of AVE gets a value of more than 0.5 so that it meets a good validity test standard.

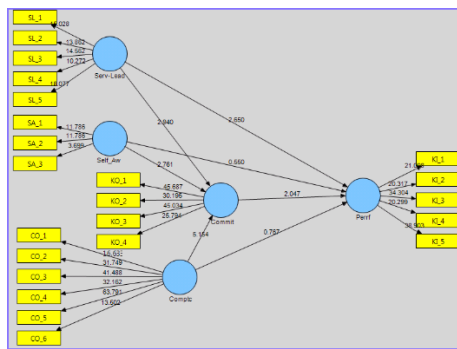
After the estimated model meets the criteria for the Outer Model, then the structural model (Inner model) is tested as can be seen in the R-Square value in the construct in table 2.

Tabel 2. Hasil Analisis R-Square

| Variabel | R Square |
|----------------------------|----------|
| Komitmen Organisasi | 0.456 |
| Competence | |
| Kinerja | 0.362 |
| Self Awareness | |
| Servant Leadership | |

Table 2 shows the R Square value of 0.456 for the Commitment construct, which means that Competence, Self Awareness, and Service Leadership can explain the Commitment variance of 45.6%. The Performance construct has an R Square value of 0.362, which means that Competence, Self Awareness and Service Leadership can explain the Performance variance of 36.2%.

The results of the path analysis calculations carried out by the smart-PLS program can be seen in Figure 2.



Gambar 2. Hasil Perhitungan Analisis Jalur – SmartPLS

Tabel 3. Rekapitulasi Analisis Jalur

| | Original Sample | Standard Error | T Stat. | Keterangan |
|----------------------------|-----------------|----------------|---------|------------------|
| Serv. Leadership → Commit | 0.287 | 0.091 | 3.139 | Signifikan |
| Self Awareness → Commit | 0.250 | 0.082 | 3.056 | Signifikan |
| Competence → Commit | 0.425 | 0.080 | 5.341 | Signifikan |
| Serv. Leadership → Kinerja | 0.337 | 0.123 | 2.734 | Signifikan |
| SelfAwareness → Kinerja | 0.053 | 0.105 | 0.500 | Tidak Signifikan |
| Competence → Kinerja | 0.090 | 0.116 | 0.775 | Tidak Signifikan |
| Commitment → Kinerja | 0.284 | 0.141 | 2.020 | Signifikan |

Servant Leadership has a significant effect on Organizational Commitment

The results of the calculations in table 18 indicate that Servant Leadership has a positive effect of 0.287 on Organizational Commitment. This influence is accompanied by a Tstatistic of 3.139 (Tstat > 1.96). Based on this, then H1 is accepted or in other words, Servant Leadership has a positive and significant effect on the Organizational Commitment of Employees of the Public Works Office of Bangkalan Regency. Thus, the increase in Servant Leadership will also encourage an increase in organizational commitment to the employees of the PUPR Office of Bangkalan Regency. This is like what Eva (2019) said that the application of servant leadership types can increase employee commitment. I Gede Hendry Kamanjaya et al. (2017) and Adityawan Widi Retmono (20 that servant leadership has a significant effect on employee performance.

Self Awareness has an influence on Organizational Commitment

The results of the calculations in table 3 show that self-awareness has a positive effect of 0.250 on Organizational Commitment. This influence is accompanied by a Tstatistic of 3.056 (Tstat > 1.96). Based on this, then H2 is accepted, or in other words, Self-awareness has a positive and significant impact on the Organizational Commitment of PUPR Service Employees in Bangkalan Regency. Thus, an increase in the level of self-awareness will also encourage an increase in organizational commitment to the employees of the PUPR Office of Bangkalan Regency. The results of this study support Prabowo's (2014) research which states that a person's awareness will greatly affect his performance in the organization.

Competence affects Organizational Commitment

The calculation results in table 18 show that Competence has a positive effect of 0.425 on

Organizational Commitment. This influence is accompanied by a Tstatistic of 5.341 ($T_{stat} > 1.96$). Based on this, then H3 is accepted, or in other words, Competence has a positive and significant impact on the Organizational Commitment of the PUPR Office of Bangkalan Regency Employees. Thus, increasing the level of Competence will also encourage an increase in organizational commitment to employees. The results of this study support the results of their research (Sujati, 2017), Sumantri et al. (2018), and M. Khafit Ashar et al (2019), and Siti Mujanah et al. (2019) which state that competence has a significant effect on employee performance.

Servant Leadership Affects Performance

The results of the calculations in table 3 indicate that Servant Leadership has a positive effect of 0.337 on performance. This influence is accompanied by a Tstatistic of 2.734 ($T_{stat} > 1.96$). Based on this, then H4 is accepted or in other words, Servant Leadership has a positive and significant effect on employee performance. Thus, increasing Servant Leadership levels will also encourage increased performance in employees. The results of this study also support the results of Stephen Eka Sapengga's research (2016) that Servant leadership affects employee performance.

Self Awareness has no significant effect on employee performance

The results of the calculations in table 3 indicate that Self Awareness has no significant effect on performance. This effect is accompanied by a Tstatistic of 0.500 ($T_{stat} \leq 1.96$). Thus, H5 is rejected, in other words Self Awareness has a positive but insignificant effect on Employee Performance. This shows that the increase in the level of self-awareness is not able to encourage an increase in employee performance. So that the results of this study contradict the results of his research (Putri, Tazkiyah and Amelia, 2019) and Harianto (2011).

Competence has no significant effect on employee performance

The results of the calculations in table 3 show that Competence has no significant effect on employee performance because the original sample value shows several 0.090 and a Tstatistic of 0.775 ($T_{stat} \leq 1.96$), thus H6 is rejected or in other words, Competence has a positive but insignificant effect. on Employee Performance. This shows that an increase in the level of Competence is not able to encourage an increase in employee performance. This study does not support the research results of Sujati, (2017), M. Khafit Ashar et al (2019), Siti Mujanah et al. (2019), and Sumantri et al. which states that employee competence can affect employee performance.

Organizational Commitment Affects Employee Performance

The results of the calculations in table 3 show that Organizational Commitment has a positive effect of 0.284 on performance. This effect is accompanied by a Tstatistic of 2.020 ($T_{stat} > 1.96$). Thus, H7 is accepted or in other words, Organizational Commitment has a positive and significant impact on the Employee Performance of the Public Works Office of the Bangkalan Regency Government. Thus, increasing the level of Organizational Commitment will also encourage the increased performance of employees. The results of this study support the results of research by Benny Agus Setiono, et al. (2019) and Yusuf Arnold et al. (2018) which states that employees who have high commitment will be able to bring high employee performance.

CONCLUSIONS AND SUGGESTIONS

CONCLUSION

Based on the results of research examining the influence of Servant Leadership, Self Awareness, Competence on organizational commitment and employee performance at the Public Works Office of the Bangkalan Regency Government, it can then be concluded that Servant Leadership has a positive and significant effect on Organizational Commitment, Self Awareness has a significant effect. positive and significant impact on Organizational Commitment, Competence has a positive and significant influence on Organizational Commitment, Servant Leadership has a positive and significant influence on Employee Performance, Self Awareness and Competence have an effect but not significant on the Performance of the Public Works Office of the Government of Bangkalan Regency. However, Organizational Commitment has a positive and significant effect on the Employee Performance of the Public Works Office of the Bangkalan Regency government.

SUGGESTION

Based on the findings in this study, the Public Works Office of the Bangkalan Regency Government can increase employee commitment by paying attention to lead through servant leadership, instilling self-awareness and increasing employee competence, as well as improving performance required employees who have high self-awareness and servant leadership, thus Employees can have a high commitment and performance as targeted, besides that the process of improving employee performance levels must pay attention to the Team Work process because working in the Public Works Department requires good team cooperation. Suggestions for further research can examine other variables such as teamwork, morale, and other variables that can improve employee performance and high organizational commitment directly or indirectly.

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