

ANALYSIS OF THE INFLUENCE OF SERVANT LEADERSHIP AND DIGITAL LEADERSHIP ON EMPLOYEE PERFORMANCE WITH COMPETENCE AS AN INTERVENING VARIABLE IN THE SERVICE HEALTH IN LANGSA CITY

Khairina¹, Faisal Matriadi², Ikramuddin³, Marbawi⁴, Mariyudi⁵,
Yulius Dharma⁶, A Hadi Arifin⁷

^{1,2,3,4,5,6} Master of Management Science, Universitas Malikussaleh Indonesia

Corresponding Author : fmatriadi@unimal.ac.id

Abstract

This study aims to Analyze The Effect Of Servant Leadership And Digital Leadership On Employee Performance With Competency As An Intervening Variable In The Health Office In Langsa City. The sampling method used in this study is the saturated sampling method. The saturated sampling method is a sampling technique when all members of the population are used as samples. The number of samples in this study was 148 respondents, because the total number of the population used as a sample was 148 respondents. The influence of Digital Leadership, Servant leadership on employee competence at the Langsa City Health Office. The influence of competence, Digital Leadership, Servant leadership on employee performance at the Langsa City Health Office. Competence is able to partially mediate the relationship between the Servant leadership variable and employee performance. Competence is able to partially mediate the relationship between the Digital leadership variable and employee performance.

Keywords: *Servant Leadership, Digital Leadership, Employee, Competency.*

1. INTRODUCTION

The Health Service is a government agency responsible for the development of public health at the Regency/City and Provincial levels, and has a role as a technical service. Its main tasks include carrying out part of the regional government's affairs in the health sector, providing operational technical support, and carrying out development and coaching in various aspects, such as health services, prevention of infectious diseases, environmental sanitation, family health, pharmaceutical services, and beverage supervision. Human resources are identified as a crucial factor in determining the success or failure of an organization, as stated by Marchington et al. (2016).

The importance of human resources in this context shows that workforce management is a key aspect for the success of an organization or government agency in facing rapidly changing economic dynamics. In addition, Servant leadership and Digital leadership are also recognized as important factors that influence performance. Servant leadership plays a role as an individual's strength in supporting organizational performance, while high Digital leadership is associated with increased performance (Kasmir 2019). Although the Langsa City Health Office has increased the number of employees, this has not had a significant impact on improving performance. The function of employee relations at the Langsa City Health Office is considered not to be running optimally, especially regarding licensing supervision and implementation of service standards. Therefore, efforts are needed to improve these aspects to improve the effectiveness and performance of the organization as a whole. In addition, The less than optimal performance of the Langsa City Health Service employees based on observations made, there are still several other problems which are summarized in the following table:

ANALYSIS OF THE INFLUENCE OF SERVANT LEADERSHIP AND DIGITAL LEADERSHIP ON EMPLOYEE PERFORMANCE WITH COMPETENCE AS AN INTERVENING VARIABLE IN THE SERVICE HEALTH IN LANGSA CITY

Khairina¹, Faisal Matriadi², Ikramuddin³, Marbawi⁴, Mariyudi⁵, Yulius Dharma⁶, A Hadi Arifin⁷

Table 1.1
Results of Observation of the Performance of the Langsa City Health Service.

o	The problem
	<p>Lack of coordination at the Health Service, related to the invitation letter for coordination which has been sent to the hospital 2 days before the activity, so that the health service finds it difficult to delegate staff to coordinate.</p> <p>As a UPTD of the Health Office, so far there has been very little attention paid to the service aspect.</p> <p>In the implementation of the evaluation carried out by the health office, it was never carried out, but the evaluation was carried out because there were extraordinary cases (Covid, kidney failure, etc.)</p>

Source: Observation Results (2023)

According to Mathis (2020), the role of employee performance has significant significance for the smooth running of the organization; if the performance is low, it can hinder the achievement of the agency's goals. Along with that, Mangkunegara (2019) explains that performance includes employee work results seen in terms of quality and quantity, as a measure of achievement in a certain time period that is adjusted to the tasks and responsibilities carried out.

Various theoretical factors can influence individual performance, and according to Susanto (2019), one important factor is Servant leadership. Servant leadership is a leadership philosophy that emphasizes service to others as the core of leadership. In the context of health services, the application of Servant leadership principles can have a significant impact on employee performance. Service-oriented leadership encourages leaders to pay attention to the needs and development of their employees, create an inclusive and supportive work environment, and promote effective collaboration and communication. Thus, employees in health services can feel more appreciated, motivated, and contribute optimally to their organization's mission. In addition, this approach also allows for the creation of a more adaptive and innovative work culture, which in turn can increase efficiency and effectiveness in providing health services to the community.

Servant leadership, or servant leadership, is a form of leadership that begins with a genuine urge to serve, by prioritizing the needs of followers, working with them to achieve common goals, and helping them achieve success. Greenleaf (1970), as cited by Hutahaeen (2021), defines Servant leadership as a concept in which a person becomes a servant first, starting with a natural urge to serve before deciding to lead.

Servant leadership which is a leadership style that focuses on serving others and prioritizing their needs above one's own needs. The health service is very important, but there are several challenges that are often faced by hospital employees at the Langsa City Health Service when implementing the principle of servant leadership. One of them is that it is in accordance with previous research which states that servant leadership has an effect on employee performance, namely Hamied (2023), Amalia et al., (2024), Lubis (2022), Fauzyah & Sirait (2023), Ren (2024). However, the results obtained by Ejiroghene et al., (2023) and Arshad & Iqbal (2022) that there is no influence of servant leadership on employee performance.

In addition to Servant Leadership, the next factor identified as a problem of less than optimal employee performance at the Langsa City Health Service is related to employee digital leadership. The use of information technology in various fields certainly helps organizations to achieve their desired goals. Along with its development, the industrial revolution 4.0 and the government revolution 4.0 have become fundamental in the transformation of government in adopting the use of technology. It is hoped that with the help of information technology, it will facilitate and accelerate the provision of services.

The industrial revolution 4.0 encourages automation systems at all stages of public service through information systems that combine resources, information technology, and information relationships (Rochmansjah & Karno, 2020). There have been many studies that have conducted studies related to Servant leadership, Digital leadership and employee performance, including those conducted by Uloli, et al (2019), Haryadi (2022), Stephen & Stephen (2016), Alshehhi, et al (2021), Sunarsi, et al (2021), and Nugrohoseno & Hasibuan (2022) concluded that Servant leadership can help employee performance, because it is able to create Digital leadership for employees to provide the best abilities in utilizing time as optimally as possible.

The third factor that influences employee performance is competence. Competence is a combination of knowledge, skills, and attitudes possessed by an individual to successfully complete certain tasks in a work environment. The more a person's competence matches the demands of the job, the higher the performance that can be achieved. In this context, there are two main dimensions that influence this relationship. First, the right competence can increase efficiency in carrying out work tasks, reduce errors, and accelerate the achievement of desired results. Second, competence that is relevant to the tasks carried out will increase motivation and job satisfaction, because individuals feel more capable and confident in doing their jobs. Therefore, effective management in identifying, developing, and utilizing employee competence will have a positive impact on overall organizational performance.

Employee competency can be assessed through Skills Measurement which identifies individual strengths and weaknesses in performing certain tasks. By objectively assessing skills, organizations can find out where employees excel and where they need further development to improve their performance. Then, self-evaluation which provides an opportunity for individuals to reflect on their performance, identify areas for improvement, and plan personal development steps. By conducting regular self-evaluation, employees can increase their awareness of their strengths and weaknesses, allowing them to develop competencies that are relevant to their tasks. Furthermore, improved performance outcomes are directly related to competency development. By improving skills and knowledge that are relevant to their jobs, employees can significantly improve their performance. Strong competencies in performing certain tasks can produce better and more efficient results.

Based on research conducted by Mahmood et al., (2018), June & Mahmood (2011) and Zainol (2019) the findings of this study reveal that relationship competence and commitment competence have a positive and significant effect on performance. This was also done by The Resurrection (2024) conclude that competency has been proven to have an effect on employee performance. However, the results of research conducted by Rotich & Maket (2024) competence does not affect employee performance in a work environment that does not support the effective application of competence. Even though an employee has high competence, if the work environment does not provide adequate resources, direction, or motivation, these abilities cannot be applied optimally. In addition, unfair organizational policies or the lack of an appropriate reward system can also cause employee performance not to reflect their competence.

Based on the research above, it can be seen that each variable has different results. Servant leadership, which emphasizes service to employees and individual development, is expected to improve employee performance through increased satisfaction and work motivation. On the other hand, Digital leadership that focuses on the use of technology and digital innovation can encourage efficiency and effectiveness in work, which should also have positive implications for employee performance. However, the results of the study showed variations, where several studies found that the influence of these two types of leadership on employee performance was not always significant. This could be due to differences in the implementation of leadership styles, organizational context, or the level of technology acceptance among employees.

Competence as an intervening variable plays an important role in clarifying the relationship between leadership and performance. When employees have high competence, the positive effects of Servant leadership and Digital leadership tend to be more pronounced because employees are better able to apply the direction and technology given in their daily tasks. However, if employee competence is low, the impact of leadership style may not be maximized. Research that does not find a significant effect between these variables may occur due to the lack of adequate employee

ANALYSIS OF THE INFLUENCE OF SERVANT LEADERSHIP AND DIGITAL LEADERSHIP ON EMPLOYEE PERFORMANCE WITH COMPETENCE AS AN INTERVENING VARIABLE IN THE SERVICE HEALTH IN LANGSA CITY

Khairina¹, Faisal Matriadi², Ikramuddin³, Marbawi⁴, Mariyudi⁵, Yulius Dharma⁶, A Hadi Arifin⁷

competence to fully utilize the benefits of the leadership provided. Therefore, variations in research results may reflect differences in employee competence levels at the Langsa City Health Office as well as the effectiveness of implementing different leadership strategies.

Although research on the influence of Servant leadership and Digital leadership on employee performance has been conducted, as found in the various studies above, there are several research gaps that are relevant to the context of the Health Office in Langsa City. First, most previous studies have focused more on the private sector or certain industries, so they do not provide a clear picture of how these two types of leadership operate in the context of the public sector, especially in the health sector. Second, the role of competence as an intervening variable has not been explored in depth. Existing studies tend to look at the direct influence of Servant leadership and Digital leadership on employee performance without considering how employee competence is an intervening variable in this relationship. In addition, previous studies often do not consider specific contextual factors that influence leadership effectiveness and performance in the health sector in small or medium-sized cities such as Langsa. By exploring these gaps, future research can provide more specific and practical insights to improve employee performance through the effective implementation of Servant leadership and Digital leadership.

2. LITERATURE REVIEW

2.1 Servant leadership

Servant leadership, or servant leadership, is a form of leadership that begins with a genuine desire to serve, by prioritizing the needs of followers, working with them to achieve common goals, and helping them achieve success. Robert K. Greenleaf (1970), as quoted by Sepmady Hutahae (2021), defines Servant leadership as a concept in which a person becomes a servant first, starting with a natural desire to serve before deciding to lead. According to Sendjaya and Sarros (2019), Servant leadership is about prioritizing the needs, aspirations, and interests of others over one's own interests. Servant leaders are committed to serving others.

2.2 Digital Leadership

Leadership is a person's ability to influence and guide others through communication interactions in order to achieve goals set by the organization. In other words, leadership can be explained as a process related to management functions such as planning, organizing, moving, controlling, and evaluating various resources in an organization. Oberer & Erkollar (2018) stated that leadership is the process of influencing followers towards achieving organizational or company goals. Meanwhile, Budiarto (2019) defines leadership as the activity of influencing, organizing, directing, or moving others to carry out a task in order to achieve goals.

2.3 Competence

According to Moehariono (2019) Competence is a characteristic that underlies a person in relation to the effectiveness of individual performance in his/her work or an individual characteristic that has a causal relationship or as a cause and effect with the criteria that are used as a reference, effective or superior prime performance in the workplace in certain situations. According to The Last Supper (2018), competence is a fundamental characteristic that a person has that has a direct influence on or can predict excellent performance. According to Wibowo (2018), competence is an ability to carry out or perform a job or task that is based on skills and knowledge and supported by the work attitude required by the job. According to The Wise (2019), competence as the characteristics of knowledge, skills, behavior, and experience to perform a particular job or role effectively.

3.4 Employee Performance

Then according to Sulistiyani (2018) a person's performance is a combination of business ability and opportunities that can be assessed from the results of his work. According to The Unknown (2019) stated that performance is a work result achieved by someone in carrying out the tasks assigned

to him based on skills, experience and sincerity and time. According to Witmore (1997) performance is the implementation of functions required of a person or an act, an achievement, a public exhibition of skills, performance is a condition that must be known the level of achievement of the results of an organization or company and know the positive and negative impacts of an operational policy.

3.5 Conceptual Framework

The relationship between the variables used in this study can be seen in Figure 1 below:

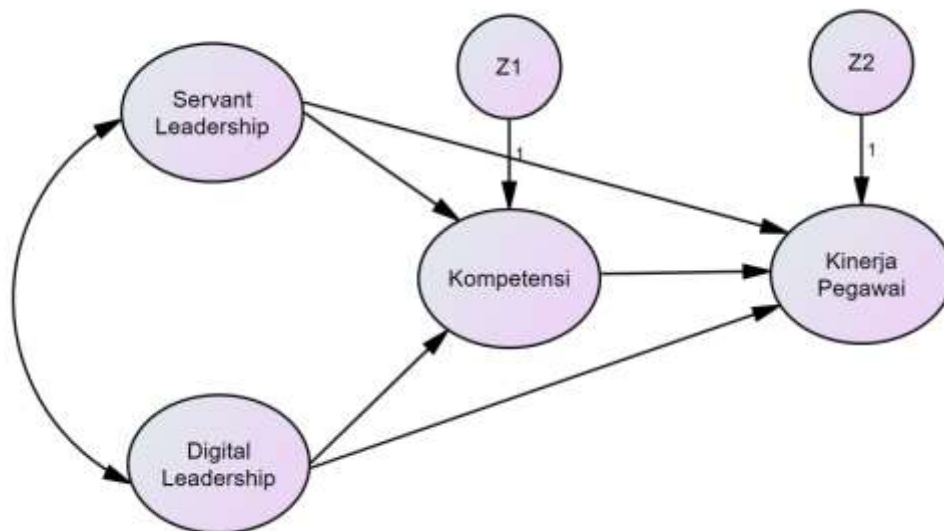


Figure 1 Conceptual Framework

3.6 Hypothesis

- Hypothesis 1 Servant leadership has a significant influence on competence at the Langsa City Health Service
- Hypothesis 2 Digital leadership has a significant influence on competence at the Langsa City Health Service
- Hypothesis 3 Servant leadership has a significant influence on employee performance at the Langsa City Health Service
- Hypothesis 4 Digital leadership has a significant influence on employee performance at the Langsa City Health Service
- Hypothesis 5 Competence has a significant influence on Employee Performance at the Langsa City Health Service
- Hypothesis 6 Servant leadership has a significant influence on employee performance with competence as an intervening variable at the Langsa City Health Service
- Hypothesis 7 Digital leadership has a significant influence on employee performance with competence as an intervening variable at the Langsa City Health Service

3. RESEARCH METHODOLOGY

3.1 Research Objects and Locations

This research is located at the Langsa City Health Office, which is located at: Jl. Prof. A. Majid Ibrahim BTN Seuriget Complex Block J, West Langsa District, Langsa City. The objects of this study are all employees at the Langsa City Health Office.

3.2 Population and Sample

In this study, the population of this study were employees at the Langsa City Health Service and the number of samples in this study was 148 people, because the total population used as a sample was 148 people.

ANALYSIS OF THE INFLUENCE OF SERVANT LEADERSHIP AND DIGITAL LEADERSHIP ON EMPLOYEE PERFORMANCE WITH COMPETENCE AS AN INTERVENING VARIABLE IN THE SERVICE HEALTH IN LANGSA CITY

Khairina¹, Faisal Matriadi², Ikramuddin³, Marbawi⁴, Mariyudi⁵, Yulius Dharma⁶, A Hadi Arifin⁷

3.3 Data collection technique

The primary data collection method used by distributing questionnaires in this study. The questionnaire is a collection of data obtained directly from respondents, carried out by giving a set of questions to respondents about the variables measured in this study are the variables of Servant leadership, Digital leadership competence and employee performance using a Likert scale. The variables measured are described in indicators which are then used as instrument items in the form of statements containing 5 levels of answer preferences with choices

4. RESULTS AND DISCUSSION

4.1 Full Structural Model (SEM) Analysis

The results of the full model test before modification are shown in Figure 2.

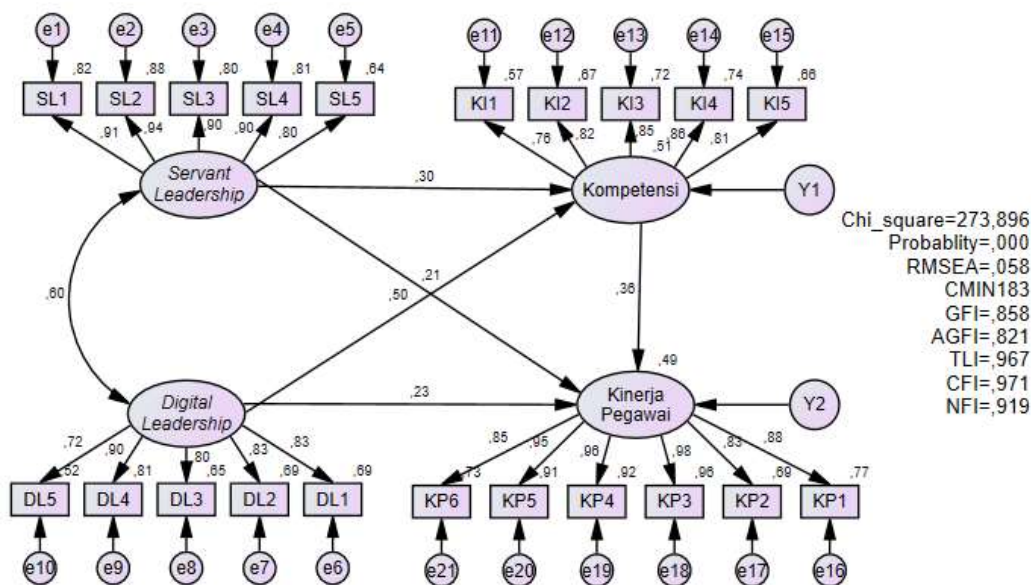


Figure 2 Full Model Before Modification

Source: Research Results (2024)

According to the figures shown in Figure 2 and the figures in Table 5.15, it can be explained that in general the research model has met the criteria of goodness of fit index, except for the GFI value (0.858 marginal) which is smaller than 0.90 and AGFI of 0.821, and P-Value of 0.000 (marginal) so that it can be concluded that this research model is not fully fit or the data does not fully support the model. The overall GOF value is shown in the following table 2:

Table 2 Goodness of Fit Full Model Before Modification

NO	Criteria	Expected Value	Yield Value	Conclusion
1	Chi Square	Expected Small	273,896	Good Fit
2	Goodness Of Fit Index(GFI)	> 0.90	0.858	Marginal Fit
3	Root Mean Square Error of Approximation(RMSEA)	< 0.05-0.08	0.058	Good Fit
4	Adjusted Goodness Of Fit Indexs (AGFI)	> 0.90	0.821	Marginal Fit
5	Tucker Lewis Indexs (TLI)	> 0.90	0.967	Good Fit
6	Comparative Fit Indexx (CFI)	> 0.90	0.919	Good Fit
7	CMIN/DF	< 2.00	0.183	Good Fit

Source: Research Results (2024)

Because the model is not yet fit as a whole, the research model needs to be modified so that the model really has a high and perfect fit value. Model modification is based on the modification indices value suggested by the system. Modification is done by connecting between errors suggested by the system while still paying attention to the theoretical concept for justification. The modification indices value is shown in Table 3

Table 3 Modification Indices

		MI	Change of Partners
e21 <-->	Y2	5,387	-,107
e16 <-->	e20	6,717	-,060
e16 <-->	e17	6,018	,098
e15 <-->	<i>Servant_Leadership</i>	5,919	,182
e14 <-->	e17	4,270	,091
e12 <-->	<i>Digital_Leadership</i>	7,506	,157
e12 <-->	<i>Servant_Leadership</i>	9,158	-,197
e12 <-->	e20	7,435	,075
e11 <-->	e15	7,503	-,182
e10 <-->	Y2	6,985	-,170
e9 <-->	e11	5,675	-,115
e9 <-->	e10	5,413	,110
e8 <-->	e15	6,032	-,134
e7 <-->	e21	6,053	,100
e6 <-->	<i>Servant_Leadership</i>	7,553	,181
e6 <-->	e16	9,102	-,128
e6 <-->	e11	5,226	,135
e5 <-->	e14	9,319	,148
e4 <-->	e20	4,508	,048
e4 <-->	e16	8,348	-,099
e4 <-->	e5	6,126	,104
e2 <-->	e9	5,528	-,068
e1 <-->	e14	7,033	-,099
e1 <-->	e13	6,301	,098

ANALYSIS OF THE INFLUENCE OF SERVANT LEADERSHIP AND DIGITAL LEADERSHIP ON EMPLOYEE PERFORMANCE WITH COMPETENCE AS AN INTERVENING VARIABLE IN THE SERVICE HEALTH IN LANGSA CITY

Khairina¹, Faisal Matriadi², Ikramuddin³, Marbawi⁴, Mariyudi⁵, Yulius Dharma⁶, A Hadi Arifin⁷

4.2 Full Model Test After Modification

The results of the modification are shown in Figure 3.

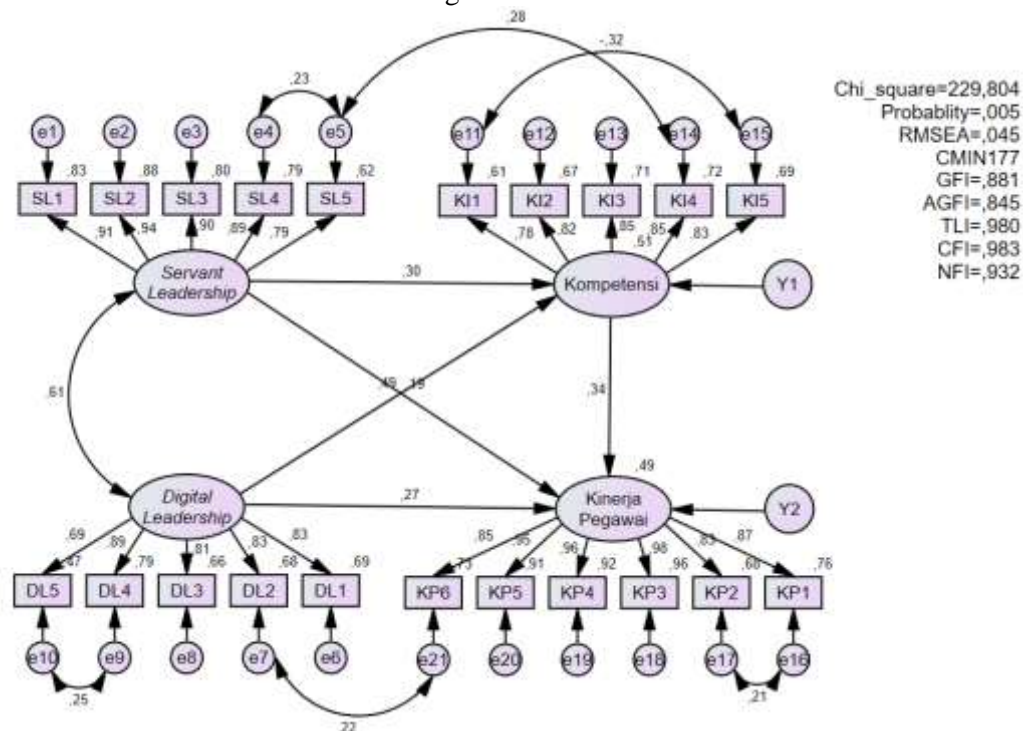


Figure 3 Full Model After Modification

Source: Research Results (2024)

Based on Figure 3, it can be explained that the modifications made were nine correlations. After the modification of the research model, the GOF values were all good. The Goodness of Fit value after the model was modified can be seen in Table 4.

Table 4 Goodness of Fit Full Model After Modification

NO	Criteria	Expected Value	Value Before Modification	Mark After Modification	Conclusion
1	Chi Square	Expected Small	273,896	229,804	Good Fit
2	Goodness Of Fit Index(GFI)	> 0.90	0.858	0.881	Marginal Fit
3	Root Mean Square Error of Approximation(RMSEA)	< 0.05-	0.058	0.045	Good Fit
4	Adjusted Goodness Of Fit Indexs (AGFI)	> 0.90	0.821	0.845	Marginal Fit
5	Tucker Lewis Indexs (TLI)	> 0.90	0.967	0.980	Good Fit
6	Comparative Fit Indexx (CFI)	> 0.90	0.919	0.983	Good Fit
7	CMIN/DF	< 2.00	0.183	0.177	Good Fit

8	<i>P-Value</i>	< 0.05	0,000	0.005	<i>Marginal Fit</i>
---	----------------	--------	-------	-------	---------------------

Source: Research Results (2024)

Based on the data in Table 4, it can be explained that all GOF values have met the required criteria compared to the values before modification, although some GOF values are still marginal, but there is an increase in value from before, so the model can be said to be fit, meaning the data is in accordance with the model and can explain the model well.

4.3 Hypothesis Testing

4.3.1 Direct Influence

Table 5 Direct Influence

		Stand Estimate	Unstd. Estimate	SE	CR	P
Competence	<--- <i>Digital Leadership</i>	0.497	0.477	0.093	5,105	***
Competence	<--- <i>Servant Leadership</i>	0.295	0.245	0.074	3,303	***
Employee_Performance	<--- Competence	0.364	0.418	0.118	3,555	***
Employee_Performance	<--- <i>Servant Leadership</i>	0.206	0.196	0.082	2,393	,017
Employee_Performance	<--- <i>Digital Leadership</i>	0.234	0.257	0.109	2,360	,018

Source: Research Results (2024)

Based on the figures as shown in Table 5 it can be explained that:

1. The coefficient value of the Digital Leadership variable on competence is 0.497 with a probability value of 0.000 (***) which is much smaller than 0.05, (significant at the 5% level), meaning that Digital Leadership has a positive and significant effect on employee competence at the Langsa City Health Office.
2. The coefficient value of the Servant leadership variable on competence is 0.295 with a probability value of 0.000 (***) which is much smaller than 0.05, (significant at the 5% level), meaning that Servant leadership has a positive and significant effect on employee competence at the Langsa City Health Office.
3. The coefficient value of the competency variable on employee performance is 0.364 with a probability value of 0.000 (***) which is much smaller than 0.05, (significant at the 5% level), meaning that competency has a positive and significant effect on employee performance at the Langsa City Health Office.
4. The coefficient value of the Digital Leadership variable on employee performance is 0.234 with a probability value of 0.018 which is much smaller than 0.05, (significant at the 5% level), meaning that Digital Leadership has a positive and significant effect on employee performance at the Langsa City Health Office.
5. The coefficient value of the Servant leadership variable on employee performance is 0.206 with a probability value of 0.017 which is much smaller than 0.05, (significant at the 5% level), meaning that Servant leadership has a positive and significant effect on employee performance at the Langsa City Health Office.

4.3.2 Direct, Indirect and Total Influence

Table 6 Direct, Indirect and Total Influence

	<i>Servant leadership</i>	<i>Digital leadership</i>	Com petence
<i>Direct Effect</i>			
Competence	0.295	0.497	-
Employee performance	0.206	0.234	0.364
<i>Indirect Effect</i>			

ANALYSIS OF THE INFLUENCE OF SERVANT LEADERSHIP AND DIGITAL LEADERSHIP ON EMPLOYEE PERFORMANCE WITH COMPETENCE AS AN INTERVENING VARIABLE IN THE SERVICE HEALTH IN LANGSA CITY

Khairina¹, Faisal Matriadi², Ikramuddin³, Marbawi⁴, Mariyudi⁵, Yulius Dharma⁶, A Hadi Arifin⁷

Competence	-	-	-
Employee performance	2,439	2,671	-
Total Effect			
Competence	-	-	-
Employee performance	2,645	2,905	0.364

Source: Research Results (2024)

Based on the values shown in Table 6, the direct influence, indirect influence and total influence of each variable can be explained as follows:

1. Direct Influence:

- The effect of servant leadership variables on employee competence and performance is 0.295 and 0.206 respectively.
- The digital leadership variable on employee competency and performance variables is 0.497 and 0.234 respectively.
- The competence variable on employee performance is 0.364

2. Indirect Influence:

- Servant leadership variable on employee performance through competency is 2.439
- Digital leadership variable on employee performance through competency is 2.671

3. Total Influence:

- Servant leadership variable on employee performance (2.645)
- Digital leadership variable on employee performance (2.905).

4.4 DISCUSSION

4.4.1 The Influence of Servant Leadership on Competence at the Langsa City Health Service

Based on the results of the research that has been carried out, the results show that the variables *Servant leadership*, has an effect on employee competence with an estimate of 0.295 and a probability value of 0.000 (***) which means that there is a positive and significant effect of servant leadership on employee competence. This shows that accepting H1 which states that Servant leadership has an effect on employee competence Leaders can create a work environment that supports professional growth, facilitates training and continuing education, and provides the resources and support needed to improve staff skills and knowledge. Empirically, there are many previous studies that examine the effect of Servant leadership on competence, for example, research conducted by Hee Song Ng, Daisy Mui Hung Kee, (2023) concluded that Servant leadership has a partial influence on competence.

4.4.2 The Influence of Digital Leadership on Competence at the Langsa City Health Service

Based on the results of the research that has been carried out, the results show that the variables *Digital leadership* influences competence with an estimate of 0.497 with a probability value of 0.000 (***) which is much smaller than 0.05, (significant at the 5% level) meaning that Digital leadership has a positive and significant effect on employee competence at the Langsa City Health Office. The Langsa City Health Office utilizes information and communication technology effectively in resource management, decision making, and provision of health services. Empirically, there are many previous studies that examine the influence of digital leadership on competence, such as research that...done by Senadjki et al., (2023), concluded that digital leadership has a significant influence on employee competence. Lim & Teoh (2022), Musid et al., (2023), this study shows that digital innovation and technology can improve digital leadership. However, there are barriers in the form of infrastructure and funding, lack of research on digital leadership, problems in measurement and assessment, industry support. Arham et al., (2024), which concludes that digital leadership has an

impact on employee competence.

4.4.3 The Influence of Servant Leadership on Employee Performance at the Langsa City Health Service

Based on the results of the research that has been carried out, the results show that the variables *Servant leadership*, has an effect on employee performance with an estimate of 0.206 and a probability value of 0.017, which means that there is a positive and significant effect of Servant leadership on employee performance. This shows that accepting H1 which states that Servant leadership has an effect on employee performance at the Langsa City Health Office. The results of this study are supported by several studies that have been conducted previously, including research conducted by Ejiroghene et al., (2023) Arshad & Iqbal (2022), the research results obtained that partially Servant leadership has an influence on employee performance. Ishfaq & Ali (2023), the research results obtained that partially Servant leadership has an influence on employee performance. Ren, (2024), the research results obtained that partially Servant leadership has an influence on employee performance. Amalia et al., (2024) where the research results show that Servant leadership has a positive and significant influence on employee digital leadership.

4.4.4 The Influence of Digital Leadership on Employee Performance at the Langsa City Health Service

Based on the results of the research that has been carried out, the results show that the variables with the acquisition The coefficient value of the Digital leadership variable on employee performance is 0.234 with a probability value of 0.018 which is much smaller than 0.05, (significant at the 5% level), meaning that Digital leadership has a positive and significant effect on employee performance at the Langsa City Health Office. The results of the study from Ling et al., (2023), Banikhaled (2022) stated that digital leadership has a positive and significant influence on employee performance, this also done by Uloli, et al (2019), Haryadi (2022), Stephen & Stephen (2016), Alshehhi, et al (2021), Sunarsi, et al (2021), and Nugrohoseno & Hasibuan (2022) concluded that Servant leadership can help employee performance, because it is able to create Digital leadership for employees to provide the best abilities in utilizing time as optimally as possible.

4.4.5 The Influence of Competence on Employee Performance at the Langsa City Health Service

Based on the results of the research that has been carried out, the results show that the variables with estimate of 0.364 with a probability value of 0.000 (***) which is much smaller than 0.05, (significant at the 5% level) meaning that competence has a positive and significant effect on employee performance at the Langsa City Health Office. Empirically, there are many previous studies that examine the effect of competence on employee performance, such as research conducted by (Mustaqim et al., 2023) Mahmood et al., (2019) June & Mahmood (2011) And Zainol (2019) The findings of this study reveal that relationship competence and commitment competence have a positive and significant effect on performance. This was also done by The Resurrection (2024) conclude that competency is proven to influence employee performance.

4.4.6 The Influence of Servant Leadership on Employee Performance with Competence as an Intervening Variable at the Langsa City Health Service

Based on the figures shown in Figure 5.12, it can be explained that the coefficient of path a is 0.295 (significant), the coefficient of path b is 0.364 (significant), the coefficient of path c is 0.206 (significant) and the coefficient of path c' is 2.439 (significant) where the coefficient value is also smaller than the coefficient value of path c. Therefore, paths a, b and c are significant and path c' is also significant, it can be concluded that the competency variable partially mediates the relationship between the servant leadership variable and employee performance. This means that the competency variable fully mediates the influence of the servant leadership variable on employee performance and the servant leadership variable itself also partially influences employee performance at the Langsa City Health Office. So it can be concluded that competency mediates the influence of servant leadership on employee performance. Based on research conducted by Irfan et al., (2022) Mahmood et

ANALYSIS OF THE INFLUENCE OF SERVANT LEADERSHIP AND DIGITAL LEADERSHIP ON EMPLOYEE PERFORMANCE WITH COMPETENCE AS AN INTERVENING VARIABLE IN THE SERVICE HEALTH IN LANGSA CITY

Khairina¹, Faisal Matriadi², Ikramuddin³, Marbawi⁴, Mariyudi⁵, Yulius Dharma⁶, A Hadi Arifin⁷

al., (2019) It is known that employee competency is a partial mediator between service leadership and employee performance. The findings of this study will facilitate city councils and other local authorities in Malaysia to prioritize the analysis of service leadership and training effectiveness as part of the service leadership planning and implementation process because it has an impact on employee competency and employee performance.

4.4.7 The Influence of Digital Leadership on Employee Performance with Competence as an Intervening Variable at the Langsa City Health Service

Based on the figures shown in Figure 5.13, it can be explained that the coefficient of path a is 0.497 (significant), the coefficient of path b is 0.364 (significant), the coefficient of path c is 0.234 (significant) and the coefficient of path c' is 2.671 (significant) where the coefficient value is also smaller than the coefficient value of path c. Therefore, paths a, b and c are significant and path c' is also significant, it can be concluded that the competency variable partially mediates the relationship between the digital leadership variable and employee performance. This means that the Competency variable fully mediates the influence of the digital leadership variable on employee performance and the digital leadership variable itself also partially influences employee performance at the Langsa City Health Office. Competence as a mediator between the influence of Digital leadership on employee performance highlights the important role of Digital leadership in shaping individual competencies, which then affect their performance. Work discipline, which includes aspects such as punctuality, absence, orderliness, and participation in development, plays a key role in shaping employee behavior and work attitudes. When an employee demonstrates a high level of discipline, they tend to have more organized, focused, and efficient work patterns.

5. Conclusion

Based on the research results as described in the discussion section, several conclusions can be formulated as follows:

1. The influence of digital leadership on competence is 0.497 with a probability value of 0.000 (***) which is much smaller than 0.05, (significant at the 5% level), meaning that digital leadership has a positive and significant influence on employee competence at the Langsa City Health Office.
2. The influence of servant leadership on competence is 0.295 with a probability value of 0.000 (***) which is much smaller than 0.05, (significant at the 5% level), meaning that servant leadership has a positive and significant influence on employee competence at the Langsa City Health Office.
3. The influence of competence on employee performance is 0.364 with a probability value of 0.000 (***) which is much smaller than 0.05, (significant at the 5% level), meaning that competence has a positive and significant influence on employee performance at the Langsa City Health Service.
4. The influence of digital leadership on employee performance is 0.234 with a probability value of 0.018 which is much smaller than 0.05, (significant at the 5% level), meaning that digital leadership has a positive and significant influence on employee performance at the Langsa City Health Office.
5. The influence of servant leadership on employee performance is 0.206 with a probability value of 0.017 which is much smaller than 0.05, (significant at the 5% level), meaning that servant leadership has a positive and significant influence on employee performance at the Langsa City Health Office.
6. Servant leadership variable has a significant effect on employee performance with competence as an intervening variable. This means that the Competence variable fully mediates the influence of the Servant leadership variable on employee performance and the Servant leadership variable itself also partially influences employee performance at the Langsa City Health Office. So it can

be concluded that competence mediates partially (partial mediation) the influence of Servant leadership on employee performance.

7. The Digital leadership variable has a significant effect on employee performance with competence as an intervening variable. This means that the Competence variable fully mediates the influence of the Digital leadership variable on employee performance and the Digital leadership variable itself also partially influences employee performance at the Langsa City Health Office.

6. Suggestions

Based on the research results, some suggestions for research or practice at the Langsa City Health Service are as follows:

1. It is expected that organizations focus on developing digital leadership skills among managers and leaders. Training and development programs specifically aimed at improving Digital Leadership capabilities can help employees improve their competencies and, ultimately, their performance.
2. It is recommended that organizations consider integrating Servant Leadership principles into their work culture to increase employee support and engagement. Training for leaders in Servant Leadership practices can help improve their relationships with employees and support their competency and performance.
3. It is recommended that organizations develop training and development programs that focus on improving employee competency. This includes providing technical and skills training relevant to their jobs, as well as opportunities for learning and development.

7. Research Limitations

The limitations of the research in compiling this thesis are as follows:

1. Limitations in instrument design, such as question length and complexity, affect respondent engagement, reduce response rates, and cause respondent fatigue which negatively impacts the quality of data collected.
2. Time and resource constraints require that this research be limited to a specific period, which may not reflect dynamic changes occurring outside the time frame of this research.

REFERENCES

- Alparedi, T., & Toni, H. (2021). Pengaruh Gaya Kepemimpinan, Budaya Organisasi, Dan Komunikasi Organisasi Terhadap Kepuasan Kerja Serta Dampak Terhadap Kinerja Karyawan Bank Danamon Simpan Pinjam Cluster. *J-Mas (Jurnal Manajemen Dan Sains)*, 6(2), 291. <https://doi.org/10.33087/jmas.V6i2.291>
- Amalia, S. N., Kusumapradja, R., & Jus, I. (2024). *Pengaruh Budaya Organisasi Dan Gaya Kepemimpinan Servant leadership Terhadap Kepuasan Kerja Dengan Organizational Citizenship Behavior Sebagai Variabel Intervening Di Rs Khusus Paru Karawang*. 4, 8831–8845.
- Ansori, M. (2020). *Metode Penelitian Kuantitatif*. Airlangga University Press.
- Anwar Prabu Mangkunegara. (2019). *Perencanaan Dan Pengembangan Sumber Daya Manusia*. Refika Dharma.
- Anwar, R. (2023). *Pengaruh Budaya Organisasional Dan Kepuasan Kerja Terhadap Komitmen Organisasi Melalui Organizational Citizenship Behavior (Ocb) Sebagai Variabel Intervening Pada Cv. Has Survey*.
- Arham, F., Norizan, S., Koe, W., & Firdhaus, A. (2024). *Mapping The Landscape Towards Sustainability : A Bibliometric Analysis Of Digital leadership And Performance A Ahmad*. 1–19.
- Arshad, S., & Iqbal, A. (2022). *The Moderating Role Of Team Climate Between Servant leadership , Employee Ambidexterity And Work Performance The Moderating Role Of Team Climate Between Servant leadership , Employee Ambidexterity And Work Performance*. December.

ANALYSIS OF THE INFLUENCE OF SERVANT LEADERSHIP AND DIGITAL LEADERSHIP ON EMPLOYEE PERFORMANCE WITH COMPETENCE AS AN INTERVENING VARIABLE IN THE SERVICE HEALTH IN LANGSA CITY

Khairina¹, Faisal Matriadi², Ikramuddin³, Marbawi⁴, Mariyudi⁵, Yulius Dharma⁶, A Hadi Arifin⁷

- <https://doi.org/10.54183/jssr.v2i4.68>
- Banikhalel, M. H. (2022). *Management Science Letters*. 12, 223–228. <https://doi.org/10.5267/j.msl.2022.6.002>
- Edy Sutrisno. (2019). *Manajemen Sumber Daya Manusia*. Kencana.
- Ejiroghene, A. E., Ajedafemu, O. A., Abraka, P. M. B., & State, D. (2023). *Mediating Effect Of Job Engagement On The Relationship Between Servant leadership And Employee Performance Mediating Effect Of Job Engagement On The Relationship Between Servant leadership And Employee Performance Department Of Business Administration Faculty Of Management Science Corresponding Author : Aruorenee@delsu.edu.ng*. June. <https://doi.org/10.30845/ijbss.v14n1p8>
- Fauzyah, I., & Sirait, D. A. (2023). *Pengaruh Model Kepemimpinan Servant leadership Dan Budaya Organisasi Terhadap Kinerja Anggota Polisi Di Polres Metro Jaya Jakarta Selatan*. 7(2), 117–124.
- Ghozali, G. (2018). *Pengaruh Citra Merek, Harga, Dan Kepercayaan Terhadap Niat Pembelian Produk Batik Danar Hadi Di Surabaya*. Stie Perbanas Surabaya.
- Hee Song Ng, Daisy Mui Hung Kee, P. (2023). *Effect Of Entrepreneurial Competencies On Firm Performance Under The Influence Of Organizational Culture*. 10(4), 2459–2466.
- Husein Umar. (2018). *Metode Penelitian Untuk Skripsi Dan Tesis Bisnis*. Raja Grafindo Persada.
- Irawan, A. L., & Matriadi, F. (2023). *The Influence Of Leadership Style On Organizational Commitment With Job Satisfaction As An Intervening Variable In Lhokseumawe Police*. 1548–1557.
- Irfan, M., Salameh, A. A., Saleem, H., Naveed, R. T., Dalain, A. F., & Shahid, R. M. (2022). *Impact Of Servant leadership On Organization Excellence Through Employees ' Competence : Exploring A Cross-Cultural Perspective*. October, 1–13. <https://doi.org/10.3389/fenvs.2022.985436>
- Ishfaq, U., & Ali, A. (2023). *Influence Of Servant leadership On Organizational Performance : Evidence From Hospitals In Pakistan Influence Of Servant leadership On Organizational Performance : Evidence From Hospitals In Pakistan*. June, 9–17.
- June, S., & Mahmood, R. (2011). *The Relationship Between Role Ambiguity , Competency And Person-Job Fit With The Job Performance Of Employees In The Service Sector Smes In Malaysia* © Society For Business And Management Dynamics © Society For Business And Management Dynamics. 1(2), 79–98.
- Kusworo. (2019). *Manajemen Konflik Dan Perubahan Dalam Organisasi*. Alqaprint Jatinangor.
- Lim, C. H., & Teoh, A. P. (2022). *Predicting The Influence Of Digital leadership On Performance Of Private Higher Education Institutions : Evidence From Malaysia Chang Hong Lim Introduction Private Higher Education Institutions (Pheis) , 000 In 2010 . However , Statistics In Higher Education Department (2019) Showed That The Number Of Pheis Has Dropped From 479 (January 2018) To 451 (February*. 10(1), 1–38.
- Ling, K. C., Lee, M., Cheng, S., Yap, A., Ling, M., Sin, C. K., & Li, Z. (2023). *Readiness Of Digital Transformation Among Malaysian Digital Talents*. 18(4), 161–181. <https://doi.org/10.5539/ijbm.v18n4p161>
- Lubis, T. A. (2022). *Pengaruh Servant leadership Terhadap Kinerja*. 11(04), 993–1007.
- Mahmood, R., Hee, O. C., Yin, O. S., & Hanis, M. S. (2019). *The Mediating Effects Of Employee Competency On The Relationship Between Training Functions And Employee Performance*. July 2018. <https://doi.org/10.6007/ijarbss.v8-i7/4410>
- Mahmood, R., Hee, O. C., Yin, O. S., Hanis, M. S., Mahmood, R., Hee, O. C., Yin, O. S., & Syafiq, M. (2018). *The Mediating Effects Of Employee Competency On The Relationship Between Training Functions And Employee Performance The Mediating Effects Of Employee Competency On The Relationship Between Training Functions And Employee Performance*. 8(7), 664–676. <https://doi.org/10.6007/ijarbss.v8-i7/4410>
- Maida Mega Rahmania. (2024). *Pengaruh Kompetensi Dan Budaya Organisasi Terhadap Kinerja*

- Pegawai Melalui Komitmen Organisasi Sebagai Variabel Intervening (Studi Pada Kantor Pelayanan Pajak Perusahaan Masuk Bursa Jakarta Selatan). *Tesis*. Upn Veteran Jawa Timur
- Malayu S.P Hasibuan. (2018). *Manajemen Dasar, Pengertian Dan Masalah*. Haji Mas Agung.
- Matriadi, F., Malikussaleh, U., Ikramuddin, I., & Malikussaleh, U. (2021). *Implementation Of Digital Leaderships On Aceh Table Of Contents Articles*. August.
- Moeheriono. (2019). *Pengukuran Kinerja Berbasis Kompetensi: Competency Based Human Resource Management*. Ghalia Indonesia.
- Musid, N. A., Effendi, M., Mohd, E., Hamid, H. A., Musid, N. A., Effendi, M., Mohd, E., & Hamid, A. H. A. (2023). *Leading Digital leadership In Schools : Future Implications Towards Nation Based On The Quadruple Helix Model Leading Digital leadership In Schools : Future Implications Towards Nation Based On The Quadruple Helix Model*. 1(1), 1958–1969. <https://doi.org/10.6007/Ijarpd/V12-I1/16570>
- Mustaqim, H., Alhemp, R. R., & Siregar, B. A. (2023). *The Relationship Between Employee Engagement And Goal Orientation Towards Competence And Employee Performance The Relationship Between Employee Engagement And Goal Orientation Towards Competence And Employee Performance*. November. <https://doi.org/10.47750/Qas/25.198.23>
- Noe, Raymond. (2018). *Employee Training And Development* (Second Edi). Mcgraw-Hill Irwin.
- Noeraini, I. A., & Sugiyono, S. (2016). Pengaruh Tingkat Kepercayaan, Kualitas Pelayanan, Dan Hargaterhadap Kepuasan Pelanggan Jne Surabaya. *Jurnal Ilmu Dan Riset Manajemen (Jirm)*, 5(5).
- Notoatmodjo, S. (2018). *Pengembangan Sumber Daya Manusia*. Pt. Rineka Cipta.
- Nur Hakimah Bt Mohd Suhaimi, Abdullah Al Mamun, Noor Raihani Zainol, N. N. And R. A. S. (2019). The Moderating Effect Of A Supportive Environment Toward The Relationship Of Entrepreneurial Competencies And The Performance Of Informal Women Entrepreneurs In Kelantan, Malaysia. *The Journal Of Developing Areas*, Vol. 52, N.
- Prihadi. (2018). *Assessment Centre: Identifikasi, Pengukuran Dan Pengembangan Kedisiplinan Dosen*. Gramedia Pustaka Utama.
- Ramelan. (2019). *Teknik Penilaian Berbasis Kompetensi*. Gramedia Pustaka.
- Ren, L. (2024). *The Impact Of Servant leadership On Team Innovative Performance : Mediating Role Of Employee Innovative Behavior*. 18(2), 291–304.
- Rotich, B., & Maket, L. (2024). *How Social Intelligence Competency And Organizational Commitment Affect Employee Performance*. 11(March). <https://doi.org/10.37745/Ijbm.2013/Vol11n81734>
- Sagbas, M., Oktaysoy, O., Topcuoglu, E., Kaygin, E., & Erdogan, F. A. (2023). *Behavioral Sciences The Mediating Role Of Innovative Behavior On The Effect Of Digital leadership On Intrapreneurship Intention And*.
- Sahat Sihombing, Endang Siti Astuti, Mochammad Al Musadieg, Djamhur Hamied, K. R. (2023). The Effect Of Servant leadership On Rewards, Organizational Culture And Its Implication For Employee's Performance. *International Journal Of Law And Management*, Vol.60 No.(Issue 2). Emerald Publishing Limited
- Sedarmayanti. (2018). *Manajemen Dan Komponen Terkait Lainnya*. Refika Aditama.
- Senadjki, A., Nee, H., Yong, A., Ganapathy, T., & Ogbeibu, S. (2023). *Unlocking The Potential : The Impact Of Digital leadership On Firms ' Performance Through Digital Transformation Firms*. <https://doi.org/10.1108/Jbsed-06-2023-0050>
- Simamora, H. (2019). *Manajemen Sumber Daya Manusia*. Stie Ykpn.
- Spencer Jr, Lyle M., Dan S. M. S. (2015). *Competence At Work: Models For Superior Performance* (1st Editio). John Wiley & Sons, Inc.
- Sudarmanto. (2019). *Kinerja Dan Pengembangan Kompetensi Sdm Teori, Dimensi, Dan Implementasi Dalam Organisasi*. Pustaka Pelajar.
- Sugiono. (2019). *Metode Penelitian Kuantitatif, Kualitatif Dan R & D*. Alfa Beta.
- Supranavičienė, U. (2023). *Servant leadership Competencies Development Challenges For Middle Managers In The Organisation*. 51, 84–97.
- Wibowo. (2018). *Manajemen Kinerja*. Rajawali Pers.

ANALYSIS OF THE INFLUENCE OF SERVANT LEADERSHIP AND DIGITAL LEADERSHIP ON EMPLOYEE PERFORMANCE WITH COMPETENCE AS AN INTERVENING VARIABLE IN THE SERVICE HEALTH IN LANGSA CITY

Khairina¹, Faisal Matriadi², Ikramuddin³, Marbawi⁴, Mariyudi⁵, Yulius Dharma⁶, A Hadi Arifin⁷

Wibowo. (2019). *Manajemen Kinerja* (Edisi Ket). Pt Raja Grafindo Persada.

Wirawan. (2019). *Evaluasi Kinerja Sumber Daya Manusia Teori, Aplikasi, Dan Penelitian*. Salemba Empat.