

Effect of Servant Leadership and Political Will Perception Toward Managerial Performance

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ABSTRACT

This study aims to test whether political will perception is able to mediate the influence of servant leadership on managerial performance

Methodology- This research uses quantitative methods. Data processing and hypothesis testing using WarPLS version 7.0. This research was conducted at the Government of Indragiri Hilir Regency, Riau Province, Indonesia. The sampling technique used is probability sampling with proportionate stratified random sampling. The sample was calculated using Herry King's Nomogram Table with an error rate of 5% where 135 respondents were selected.

Findings – It Found that. Political will perception is able to mediate the influence of servant leadership on managerial performance. The direct influence of Servant leadership on managerial performance is greater than the direct influence of political will perception on managerial performance. There is a direct influence of servant leadership on political will perception.

Novelty/value – Because political will perception has become an important factor that is able to mediate the influence of servant leadership on managerial performance, it is very important to understand how to maintain managerial performance by looking at indicators of political will perception.

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INTRODUCTION

Research on servant leadership attributes review: Developing a practical model. Servant leadership is a concept that has the potential to change organizations and society because it stimulates personal and organizational metamorphosis, RF Russell & Gregory Stone, (2002). In the Performance Report of the Indragiri Hilir Regency Government Agencies in 2020 there are still reports in the category of less than 50.00 – 64.99% and in the very poor category of 0 – 49.99, the percentage of achievements in the less category, namely the percentage of increased mobility of goods and people, the percentage of handling disturbances of stability, Conflict Figures. While the achievement in the very poor category is the number of violations of the Social Order Public Order.

Success or failure of a Government we often hear that lack of Political Will affects it, Post et al., (2010), Treadway et al., (2005), Kapoutsis et al., (2017). The importance of the political will variable cannot also be ignored in achieving organizational and individual organizational performance goals, as evidenced by research, KJ Harris et al., (2007) political will affects efficiency, JN Harris et al., (2016) Individuals who have high political skills show a positive linear relationship with work outcomes as political will increases.

The relationship between servant leadership and political will is normatively evident from the process of determining the APBD. According to the provisions of Article 104 of the Minister of Home Affairs No. 13 of 2006, Furthermore, according to Article 108 paragraph (2) of the Minister of Home Affairs Number 13 of 2006 Chaidir, (2017) Transformational leadership affects Intrinsic Motivation, Danielle Charbonneau, Julian Barling, (2001). Intrinsic Motivation is a Formative Indicator of Political will (Mintzberg, 1985) (Mintzberg, 1983)

After looking at previous research, there are not many supporting studies to empirically prove the issue of political will and managerial performance, the debate of new researchers is limited to the definition and construction and measurement of political will, political behavior and political skills, there are not many studies that support to prove it empirically. servant leadership and political will. Therefore, this study aims to examine whether political will perception is able to mediate the influence of servant leadership on managerial performance, to determine the direct influence of servant leadership on political will perception, to determine the direct influence of servant leadership on managerial performance. ,to determine the direct effect of political will perception on managerial performance.

LITERATURE REVIEW

Servant leadership strongly predicts the task performance of subordinates. The servant leadership style has attracted a lot of attention. Leaders who serve to contribute to individual performance Saleem et al., (2020). Servant leadership also affects sales performance, Cahyono et al., (2020) with indicators of listening, empathy, healing, community and has a positive and significant influence on sales performance. Research result Tomigolung, (2015) shows that the serving leadership dimension has a significant partial effect on employee performance at the Southeast Minahasa Regional Government Office. Study Ratnasari et al., (2020) The results showed that leadership style had a significant effect on performance. Overview of the attributes of servant leadership: Develop a practical model. Servant leadership is a concept that has the potential to change organizations and society because it stimulates personal and organizational metamorphosis (EJ Russell, 2012) (RF Russell & Stone, 2002).

The interaction between the characteristics of Servant Leadership and Organizational Commitment at the University of Isfahan (UI). The research was conducted by considering the correlational method. The characteristics of SL working together with each other can all predict 70% of the OC value. The correlation with statistical significance was significant, but the Beta coefficient for the variables of staff development and authenticity was not significant. Reza Hoveida, Ph.D. Somaye Salari, Std. Asefeh Asemi, (2011). Status of leadership and empowerment of employees at Azad Islamic University of Najafabad and the relationship between them. The results obtained reveal that the service leadership index (service, humility, trust and excellence) and the employee empowerment index (competence, competence, autonomy and meaningfulness) depend on the average level at the Azad Islam University of Najafabad. shows a significant influence of leadership on employee empowerment (Dr. Asadollah Mehrara, 2013)

When discussing the success or failure of a Government we often hear that a lack of Political Will affects it Post et al., (2010), Treadway et al., (2005), Kapoutsis et al., (2017). Individuals who have high political skills show a positive linear relationship with work outcomes as political will increases. In contrast, individuals with low political skills show an inverted U-shaped curved distribution. Individuals with low political skills, after reaching context-specific inflection points, see increasingly negative outcomes as political will increases. This proposition provides the basis for continuing work on these two constructs, especially in relation to their empirical testing, (JN Harris et al., 2016).

However, there are not many supporting studies to prove it empirically, so researchers agree with Post et al., (2010) about the ambiguity of what this term means. 'Political will' is generally used as an all-encompassing concept, the meaning of which is so vague that it does little to enrich our understanding of the political process and policy. However, there are some researchers who are trying to make it a useful analytical tool such as Brinkerhoff, (2000) and Kpundeh & D, (2000) more looking at political will and linking it with anti-corruption. The sub-concept of political will has been formulated Post et al., (2010), construct validity was successfully formulated for political will from Mintzberg Kapoutsis et al., (2017). Findings of political will, political behavior, and political skills and proving political will offered by Mintzberg, (1983) consist of intrinsic motivation and achievement needs influencing political behavior.(Treadway et al., 2005)

In his paper The Effect of Political Skills on Efficiency, findings show that individuals who use high levels of tactics and who are politically skilled achieve more desirable supervisory ratings than those who use tactics but are not politically skilled, KJ Harris et al., (2007). The opposite result found that politically unskilled individuals created a more desirable image in the eyes of their supervisors than their politically skilled counterparts when they did not use this tactic. The total influence of leadership has an effect on the commitment of members of the Regency/City DPRD in Riau Province by 30.50 percent. The results of interviews with experts through expert judgment interviews stated that effective transformational leadership will be able to have a significant effect on increasing the commitment of Regency/City DPRD members in Riau, Chaidir, (2017). This relationship is also normatively evident from the process of determining the APBD. According to the provisions of Article 104 of the Minister of Home Affairs No. 13 of 2006, Furthermore, according to Article 108 paragraph (2) of the Minister of Home Affairs Number 13 of 2006.

Managerial Performance

From various managerial performance concepts, researchers define managerial performance as an outcome resulting from a managerial function and role. In this study, researchers used 2 dimensions of managerial performance based on the roles and functions of managers:

1. Manager function of Mintzbergh, (1989) planning (planning), organizing (organizing), directing (actuating) and monitoring (controlling). The manager's function has the following indicators: Planning, (setting goals, achieving goals, anticipating future conditions, alternative actions carrying out plans and evaluating results) Organizing, (organizational structure, division of work, HR placement, reporting relationships, communication linkages) Actuating (Creation of business inspiration, Achievement of work enthusiasm, Communication of vision) Controlling (Confidence in achieving results, Performance measurement, Corrective action)
2. Manager Role Mintzbergh, (2010), John R. Schermerhorn, (2012) Interpersonal roles, Informational roles, Decisional roles. The Manager's role has the following indicators: Interpersonal role (There are people who are assigned, The creation of work motivation,

The creation of working relationships). Informational roles (Monitoring, Mentioning information, Implementing communication). Decisional roles (Have an entrepreneurial spirit, Ability to overcome difficulties, Negotiation skills)

Servant Leadership

From the concept of servant leadership above, the researcher defines servant leadership as leadership that places goodness in the people it leads by respecting people, developing people, building community, showing authenticity, providing leadership, and sharing leadership. Dimensions and Indicators of Servant Leadership In this study, researchers used the dimensions of servant leadership that were used Laub, (1999) as follows: (Respect people), (Develop people), (Build community), (Display authenticity), (Provide leadership), (Share leadership).

Political Will Perception

Based on research results Post et al., (2010) which defines political will as "the degree of support commitment among key decision makers for a particular policy solution to a particular problem". with the sub-conceptual commitment to support in accordance with the function of the DPRD, the author defines the perception of political will as "perception of the commitment to support DPRD members in accordance with the legislative function, budget function and supervisory function. The dimensions and indicators of the perception of political will with the definition of commitment to support DPRD members according to their functions are: 1. Legislative support commitment (Accommodating various interests, Determining how development in the region is carried out), 2. Budget support commitment (Active involvement, Proactive involvement, Inactive involvement reactive) 3. Monitoring support commitment (Ensuring goals can be achieved effectively,

METHOD

This research uses quantitative methods . Data processing and hypothesis testing using WarPLS version 7.0. This research was conducted at the Government of Indragiri Hilir Regency, Riau Province, Indonesia. The sampling technique used is probability sampling with proportionate stratified random sampling. The sample was calculated using Herry King's Nomogram Table with an error rate of 5% where 135 respondents were selected.

RESULT AND DISCUSSION

Characteristics of Respondents

Sample in this study were 135 people who became respondents in this study. The sample in this study were echelon II and III officials at the Indragiri Hilir Regency Government, Riau Province, Indonesia. In this study, respondents were divided into several characteristics, the characteristics of respondents were dominated by men, namely 102 people with a percentage of 75.5%, while women were 33 people with a percentage of 24.4%. The age of the respondents was 34-38 years, namely 35 people with a percentage of 25.9%, then respondents aged 39-43 years as many as 40 people with a percentage of 29.7%, then respondents aged 44-48 years as many as 20 people with a percentage of 14.8% , , then respondents aged 49-53 years as many as 25 people with a percentage of 18.5%, then respondents aged 54 - 58 years as many as 15 people with a percentage of 11.1%, there are no respondents over 59 years. Then the category of years of work 12-18 years as many as 45 people with a percentage of 33.3%, working years of 19-25 years totaling 35 people with a percentage of 25.9%, working years of 26-32 years as many as 30 people with a percentage of 22.3%, length of work 33 - 39 years amounted to 25 people with a percentage of 18.5%, there are no respondents with a length of work over 40 years.

Outer Model Evaluation (Measurement Model)

Outer model or measurement model that defines how each indicator block relates to its latent variable. The design of the measurement model by drawing latent variables and filling them with indicators of each latent variable (reflective or formative) based on the operational definition of the variable. The assessment of the outer model uses three methods, namely convergent validity, discriminant validity, and composite reliability. The results of the assessment of the outer model are the results of validity and reliability tests for each variable.

Convergent Validity

The first step is to test the indicators in the model to meet convergent validity. According to Hair in the book Sholihin & Ratmono (2021), the condition for meeting convergent validity is that the loading value of each construct is > 0.70 and a significant $p < 0.05$. However, in some cases, loading requirements > 0.70 are not met, especially for newly developed questionnaires. Therefore, if the loading value is above 0.40-0.60, it is necessary to consider whether to maintain it or not. In most references a factor weight of 0.50 or more is considered to have strong enough validation to explain latent constructs Hair et al, (2010), Ghozali, (2008). Although some other references Ferdinand, (2000) explain that the weakest loading that can be accepted is 0,40

Table 1. Convergent validity which can be seen in the combined loadings and cross loadings output after several statements have been issued / deleted

Items	Y	M	X	Type (as defined	SE	P Value	Information
KM1	0.648	-0.192	-0.102	Reflect	0.074	<0.001	Valid
KM2	0.509	0.099	-0.084	Reflect	0.076	<0.001	Valid
KM3	0.600	0.014	0.234	Reflect	0.075	<0.001	Valid
KM4	0.617	0.056	-0.075	Reflect	0.074	<0.001	Valid
KM5	0.750	-0.274	0.105	Reflect	0.072	<0.001	Valid
KM6	0.615	-0.051	0.302	Reflect	0.075	<0.001	Valid
KM9	0.535	0.228	0.100	Reflect	0.076	<0.001	Valid
KM10	0.629	-0.179	0.174	Reflect	0.074	<0.001	Valid
KM11	0.706	-0.016	-0.161	Reflect	0.073	<0.001	Valid
KM12	0.636	0.014	-0.055	Reflect	0.074	<0.001	Valid
KM13	0.752	-0.117	-0.036	Reflect	0.072	<0.001	Valid
KM14	0.729	-0.104	0.006	Reflect	0.073	<0.001	Valid
KM15	0.485	-0.049	0.074	Reflect	0.077	<0.001	Valid
KM16	0.745	-0.242	-0.013	Reflect	0.072	<0.001	Valid
KM17	0.737	0.131	-0.118	Reflect	0.072	<0.001	Valid
KM18	0.681	0.246	-0.109	Reflect	0.073	<0.001	Valid
KM19	0.438	0.379	-0.242	Reflect	0.078	<0.001	Valid
KM20	0.532	0.184	0.029	Reflect	0.076	<0.001	Valid
KM21	0.754	0.021	-0.161	Reflect	0.072	<0.001	Valid
KM23	0.572	0.146	0.185	Reflect	0.075	<0.001	Valid
KYM1	0.275	0.778	-0.066	Reflect	0.072	<0.001	Valid
KYM2	-0.013	0.700	0.169	Reflect	0.073	<0.001	Valid
KYM3	0.175	0.709	-0.180	Reflect	0.073	<0.001	Valid
KYM4	0.137	0.700	-0.176	Reflect	0.073	<0.001	Valid
KYM5	-0.046	0.625	0.066	Reflect	0.074	<0.001	Valid
KYM6	-0.054	0.698	0.038	Reflect	0.073	<0.001	Valid
KYM7	-0.226	0.710	0.122	Reflect	0.073	<0.001	Valid
KYM8	0.102	0.592	-0.019	Reflect	0.075	<0.001	Valid
KYM9	0.297	0.611	-0.055	Reflect	0.075	<0.001	Valid
KYM10	-0.158	0.776	0.053	Reflect	0.072	<0.001	Valid
KYM11	-0.104	0.616	0.023	Reflect	0.075	<0.001	Valid
KYM12	-0.017	0.546	-0.198	Reflect	0.076	<0.001	Valid
KYM13	0.057	0.659	0.108	Reflect	0.074	<0.001	Valid
KYM14	-0.173	0.661	0.030	Reflect	0.074	<0.001	Valid
KYM15	-0.186	0.637	0.077	Reflect	0.074	<0.001	Valid
KYM16	-0.100	0.654	-0.072	Reflect	0.074	<0.001	Valid
KYM18	0.031	0.550	0.063	Reflect	0.076	<0.001	Valid

PW1	-0.224	-0.053	0.760	Reflect	0.072	<0.001	Valid
PW2	-0.119	0.129	0.668	Reflect	0.074	<0.001	Valid
PW3	0.073	-0.010	0.862	Reflect	0.070	<0.001	Valid
PW4	0.150	-0.107	0.774	Reflect	0.072	<0.001	Valid
PW5	-0.070	-0.001	0.857	Reflect	0.070	<0.001	Valid
PW6	-0.011	-0.172	0.543	Reflect	0.076	<0.001	Valid
PW7	0.041	0.078	0.727	Reflect	0.073	<0.001	Valid
PW8	0.136	0.125	0.770	Reflect	0.072	<0.001	Valid
PW9	0.005	-0.032	0.447	Reflect	0.078	<0.001	Valid

Based on Table 1, it can be seen that there are five statements with a loading value of less than 0.40, namely KM.7. KM.8, KM22, KM.24, and KYM17 so they need to be removed/removed. Based on Table 1, it can be seen that there are no statements with loadings less than 0.40 after the KM.7 statement is deleted. KM.8, KM22, KM.24, and KYM17, so that based on the table the listed indicators can be used. Furthermore, to further prove and convince again, it can be seen in the Output value of AVE and Composite Reliability. Based on the table, it can be seen that there is no correlation with indicators whose value is smaller than the correlation of variables with other indicators. So it can be interpreted that discriminant validity has been met.

Discriminant Validity

The discriminant validity test can be seen from the Average Variant Extracted (AVE) > 0.5, then the Average Variant Extracted (AVE) value can be seen in table 2. The output of the latent variable coefficient is as follows:

Table.2. Output Latent Variable coefficient

	Y	X	M
R-squared coefficients	0.612		0.243
Adjusted R-squared coefficients	0.607		0.238
Composite reliability coefficients	0.932	0.930	0.906
Cronbach's alpha coefficient	0.922	0.919	0.880
Average variances extracted	0.410	0.440	0.524
Full collinearity VIFs	2.256	2.214	1,279
Q-squared coefficients	0.607		0.245

Based on Table 2, it can be seen that not all AVE values are above 0.50. The minimum recommended AVE value is 0.5 (Fornell and Lacker, 1981 in Sholihin and Ratmono, 2013:73). The variables whose values are below 0.50 are Managerial performance, managerial performance, and Servant leadership, while Political will perception is already above 0.50, but in the case of AVE it is less than 0.5 but composite reliability (CR) is higher than 0. ,6 which is 0,900, then the convergent validity of the construct is still adequate (Fornell & Larcker, 1981).

Composite Reliability

Composite Reliability Values for Variables The variables in this study can be calculated based on the results of the calculation of the Latent Output Variable coefficient, Composite Reliability Testing can be seen from the Composite Reliability (AVC) value and Cronbach's alpha coefficient > 0.7

Table 3 Latent Variable Coefficient

	Y	X	M
Composite reliability coefficients	0.932	0.930	0.906
Cronbach's alpha coefficient	0.922	0.919	0.880

Based on Table 3, it can be seen that composite reliability and Cronbach's alpha for each variable are already greater than 0.70. This shows that all variables are reliable or can be relied upon as

variables. It can be concluded that all construct variables meet the reliability requirements, and can be analyzed further.

Evaluation of the Structural Model (Inner Model) Coefficient Determination

Based on Table 4, it is known that the fit and quality indices model for all criteria meets the requirements so that the research model can be used as an analysis.

Table 4: Test Results of Fit and Quality Indices Model

No	Model Fit and Quality Indices	Fit Criteria
1	Average path coefficient (APC)=0.457, $P < 0.001$	$P < 0.05$
2	Average R-squared (ARS)=0.428, $P < 0.001$	$P < 0.05$
3	Average adjusted R-squared (AARS)=0.422, $P < 0.001$	$P = 0.14$
4	Average block VIF (AVIF)=1.312, acceptable if ≤ 5 , ideally ≤ 3.3	Acceptable if ≤ 5 , ideally ≤ 3.3
5	Average full collinearity VIF (AFVIF)=1.916, acceptable if ≤ 5 , ideally ≤ 3.3	Acceptable if ≤ 5 , ideally ≤ 3.3
6	Tenenhaus GoF (GoF)=0.443, small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36	small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36
7	Sympson's paradox ratio (SPR)=1.000, acceptable if ≥ 0.7 , ideally = 1	Acceptable if ≥ 0.7 , ideally = 1
8	R-squared contribution ratio (RSCR)=1.000, acceptable if ≥ 0.9 , ideally = 1	Acceptable if ≥ 0.9 , ideally = 1
9	Statistical suppression ratio (SSR)=1.000, acceptable if ≥ 0.7	Acceptable if ≥ 0.7
10	Nonlinear bivariate causality direction ratio (NLBCDR)=1.000, acceptable if ≥ 0.7	Acceptable if ≥ 0.7

Hypothesis testing

To find out whether there is a significant (significant) relationship or influence between exogenous variables directly on endogenous variables, it can be seen in table 5 path coefficient & P Value

Table 5 Path Coefficient & P Value

Path Coefficient			
	Y	X	M
Y		0.637	0.240
M		0.493	
P Values			
	Y	X	M
Y		< 0.001	0.002
M		< 0.001	

The Influence of Servant Leadership on Managerial Performance

Based on the test results in Table 5, it is known that the estimated parameter for testing the influence of Servant leadership on managerial performance has a beta coefficient of 0.637 and a p value of < 0.001 . The beta coefficient value of 0.637 indicates a positive direction with a P-value of < 0.001 which is smaller than the sig level of 0.05 (significant). Thus, it can be concluded that servant leadership has a positive effect on managerial performance (Hypothesis 1 is accepted).

The Influence of Political Will Perception on Managerial Performance

Based on the test results in Table 5, it is known that the estimated parameter for testing the

influence of Political Will Perception on Managerial Performance has a beta coefficient of 0.240 and a p value of 0.002. The beta coefficient value of 0.240 indicates a positive direction with a P-value of 0.002 which is smaller than the sig level of 0.05 (significant). Thus it can be concluded that Political Will Perception has a positive effect on Managerial Performance (Hypothesis 2 is accepted).

The Influence of Servant Leadership on Political Will Perception

Based on the test results in Table 6, it is known that the estimated parameter for testing the influence of Servant Leadership on Political Will Perception has a beta coefficient of 0.493 and a p value of <0.001. The beta coefficient value of 0.493 indicates a positive direction with a P-value of <0.001 which is smaller than the sig level of 0.05 (significant). Thus it can be concluded that Servant Leadership has a positive effect on Political Will Perception (Hypothesis 3 is accepted).

To find out whether there is a significant (significant) relationship or influence between exogenous variables indirectly on endogenous variables, it can be seen in table 6 indirect and total effect.

Table. 6 Indirect and total Effect		
Indirect effects for paths with 2 segments		
Y	X	M
Y	0.118	
Number of paths with 2 segments		
Y	X	M
Y	1	
P values of indirect effects for paths with 2 segments		
Y	X	M
Y	0.024	

The Influence of Servant Leadership on Managerial Performance Through Political Will Perception

Based on Table 6, it can be seen that the indirect effect of X Servant Leadership on Managerial Performance Y through Political Will Perception M has a beta coefficient of 0.118 with a p value of 0.024 which is smaller than the sig level of 0.05. A positive beta coefficient with a significance level of less than 0.05 indicates that Servant Leadership increases Managerial Performance through Political Will Perception and the effect is significant. Thus, it can be concluded that Political Will Perception can mediate the influence of Servant Leadership on Managerial Performance

CONCLUSION

Servant Leadership has a positive effect on managerial performance, to improve managerial performance, a leader can choose how to lead with Servant Leadership, because this is proven to be significant. Political Will Perception has a positive effect on Managerial Performance, so it can be concluded that to improve managerial performance, one's perception of Political Will Perception must be considered, Servant Leadership has a positive effect on Political Will Perception, meaning that to see a person's Political Will Perception, how to lead with Servant Leadership is recommended. Political Will Perception can mediate the influence of Servant Leadership on Managerial Performance, meaning that if there is a weak influence between servant leadership and managerial performance, one can first see how the political will perception of members of the organization. Suggestions for further research related to research ideas, especially on political will perception variables

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