



Servant Leadership in Improving the Performance of Village Apparatus in West Sumatra: A Systematic Literature Review

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ABSTRACT

In today's modern era, it is crucial to pay attention to servant leadership because many employees still don't implement it in accordance with its duties and functions, which can impact employee performance. This study aims to determine the effect of servant leadership on employee performance. This study is a systematic literature review involving 20 articles obtained from Google Scholar. The analysis of these articles explains that servant leadership has a positive and significant influence on employee performance. Therefore, servant leadership is important to consider because it can make a significant contribution to improving

Keywords: *Servant Leadership, Employee Performance, employee performance.*

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INTRODUCTION

Human resources are not only defined as actions carried out by human resources, but also as results produced by human resources (Ekhsan & Aziz, 2021). Government agencies play a crucial role in improving government services to the public. To ensure smooth administrative work and development of government agencies, all relevant agencies must be able to carry out their duties in accordance with applicable laws and regulations (Setiadi, *et al.*, 2023). Good implementation of this task will be reflected in good performance results because employee performance is a work result given by employees based on their abilities in carrying out work that has become their daily responsibility in working effectively (Arshad, *et al.*, 2022).

This employee performance can be influenced by servant leadership, namely a leader who really pays attention to the development and dynamics of the lives of his followers and his community, because he places more meaningful things above his personal ambitions and self-interest (Pratiwi & Nawangsari, 2021). Servant leadership influences employee performance. If servant leadership is understood and applied well by leaders, employee performance will improve and they will be more fully understood in carrying out their duties and responsibilities (Susanto, *et al.*, 2023). Another opinion explains that servant leadership cannot have an influence on improving employee performance (Resta & Endratno, 2023). The implementation of a solid and targeted managerial strategy is very beneficial for the organization, especially through the use of servant leadership which aims to improve employee morale and create a conducive, supportive and sustainable work environment to support the achievement of optimal work productivity (Sarwar, *et al.*, 2021).

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Human resources within the village government play a crucial role in ensuring the highest quality of public service, particularly to the people of Padang Pariaman Regency, and in implementing programs planned by the village. Village officials serve not only as administrative implementers but also as contributors to development and community empowerment within the village of Padang Pariaman Regency. Therefore, the performance of village officials is reflected in their ability to carry out their duties and responsibilities in accordance with applicable regulations.

The phenomenon occurring in village governments demonstrates that the success of village government tasks is largely determined by the mindset of the village head and village officials implementing the program. Therefore, it is necessary to have leadership that prioritizes service, openness, concern for the needs of village officials, and empowerment of human resources, which can create a harmonious and collaborative work environment. In such conditions, village officials feel valued, supported, and highly motivated to deliver their best performance.

So far, research on the application of servant leadership in the village government environment seems to be still minimal because previous studies have only focused on employees in private companies and government offices. Furthermore, the results of previous studies on servant leadership on employee performance have been inconsistent. This servant leadership encourages the creation of a conducive work environment, improves the morale of village officials, and strengthens their commitment to carrying out their responsibilities effectively and professionally. Thus, the performance of village officials can be realized optimally, which ultimately contributes to improving the quality of public services and public trust in the village government. This study aims to determine the effect of servant leadership in improving the performance of village officials in Padang Pariaman Regency.

LITERATURE REVIEW

Servant Leadership

Servant leadership is considered the most effective form of leadership for subordinates because it prioritizes their needs, development, and well-being. The more a leader implements servant leadership, the better their subordinates' perceptions of the quality of that leadership, ultimately leading to significant increases in their motivation, commitment, and performance (Ekhsan & Aziz, 2021). Servant leadership is a type of leadership that positions the leader as a servant to his followers, where the leader not only prioritizes achieving organizational goals, but also shows genuine concern for the development, welfare, and dynamics of the lives of his followers and his community (Pratiwi & Nawangsari, 2021). Servant Leadership is a leadership philosophy that emphasizes meeting the needs of followers as a top priority. Servant leaders prioritize the needs and development of their followers, aiming to create a positive and efficient work environment (Susanto et al., 2023).

Performance

Employee performance is not explained as a single concept, but is divided into two main dimensions, namely in-role performance and out-of-role performance (Gasvoka, 2020). Performance is the results and behavior of an individual when carrying out his role in an organization in accordance with established standards, which can be seen through quantity, quality, punctuality, attendance, and collaboration skills (Dani & Mujanah, 2021). Performance is a person's actions while working, not just the results of that work. This behavior distinguishes effectiveness, performance, and productivity, where effectiveness assesses work results, while productivity shows the relationship between performance efficiency and profits (Resta & Endratno, 2023).

METHOD

of a narrative literature review. This approach aims to systematically and in-depthly synthesize various previous research findings relevant to the study topic, thus forming a comprehensive narrative. Unlike

Servant Leadership in Improving the Performance of Village Apparatus in West Sumatra: A Systematic Literature Review automated processes, this literature review emphasizes the author's critical assessment and interpretive analysis in integrating and interpreting relevant research findings (Chukwuere, 2023). The systematic literature review in this study is supported by 20 (twenty) articles that are related to the topic discussed in this study.

The article search was conducted on Google Scholar by writing "the influence of servant leadership on employee performance". The search results found related articles totaling approximately 230,000 results (0.09 seconds) from the search results, 4 (four) articles were found that matched the required criteria, namely 2 (two) Scopus Q1 indexed articles and 3 (three) Scopus Q2 indexed articles with a period between 2020-2025. Furthermore, filtering was carried out in the article search by creating a special range from 2020-2025 to make it easier to search for articles. The search results found approximately 17,300 articles (0.06 seconds) the search found 1 (one) Scopus Q3 indexed article and 3 (three) internationally indexed articles. Furthermore, the article was searched using the keywords servant leadership, employee performance on Google Scholar. Approximately 17,700 articles were found (0.06 seconds). From the search results, 3 (three) international articles and 8 (eight) national journal articles were found in the 2020-2025 period.

RESULT

The literature search process was conducted through several scientific databases. The search results on Google Scholar yielded 230,000 articles. However, after a screening process based on inclusion and exclusion criteria for the 2020–2025 period, only 20 articles were deemed eligible, such as those discussing servant leadership on employee performance. Servant leadership has been widely studied in various organizational contexts, including the education sector, government, and private organizations. The effective implementation of servant leadership in an organization has been proven to encourage increased employee performance. This study was compiled from 20 international and national journals to enrich and strengthen the literature review in this research. The names of the journals and publishers of the articles used are as follows:

Table 1. Servant Leadership Article on Employee Performance

| No | Autor | Title | Journal Status | Servant Leadership on Employee Performance | |
|----|-------------------------------------|---|----------------|--|----|
| | | | | Yes | No |
| 1 | Zia, <i>et al.</i> , (2022) | The influence of Servant Leadership on Employees' Outcomes Via Job Embeddedness in Hospitality Industry | Q1 | √ | - |
| 2 | Saleem et al., (2020) | Impact of Servant Leadership on Performance: The Mediating Role of Affective and Cognitive Trust | Q1 | √ | - |
| 3 | Daswati, <i>et al.</i> , (2021) | Effect of Servant Leadership on the Performance of a Regional General Hospital | Q2 | √ | - |
| 4 | Setyaningrum, <i>et al.</i> , 2020) | Servant Leadership Characteristics, Organisational Commitment, Followers' Trust, Employees' Performance Outcomes: A Literature Review | Q2 | √ | - |
| 5 | Abbas, <i>et al.</i> , (2020) | Servant Leadership and Religiosity: An Indicator of Employee Performance in the Education Sector | Q2 | √ | - |
| 6 | Gasvoka (2020) | Servant Leadership and its Relation to Work Performance | Q3 | √ | - |
| 7 | Setiadi, <i>et al.</i> , (2023) | Dynamic Capability of Servant Leadership as a Triggering Factor for Organizational Commitment and Employee Performance | Sinta 4 | √ | - |

| | | | | | |
|----|----------------------------------|---|---------|---|---|
| 8 | Arshad, <i>et al.</i> , (2022) | The Moderating Role of Team Climate Between Servant Leadership, Employee Ambidexterity and Work Performance | - | | |
| 9 | Ekhsan & Aziz (2021) | Servant Leadership and Employee Performance : Does Organizational Commitment Mediate in the Model ? | - | √ | - |
| 10 | Pratiwi & Nawangsari, (2021) | Organizational Citizenship Behavior while mediating Self-Efficacy, Servant Leadership and Organization Culture on Employee Performance | - | √ | - |
| 11 | Susanto, <i>et al.</i> , (2023) | Analysis Servant Leadership, Competence, and Motivation on Performance Employee: Study Literature Review | - | √ | - |
| 12 | Sarwar, <i>et al.</i> , (2021) | The Impact of Servant Leadership on Employee Performance | - | √ | - |
| 13 | Yanti, <i>et al.</i> , (2024) | The Influence of Servant Leadership, Motivation, and Work Discipline on Hamaka Bali Adventure Employee Performance | - | √ | - |
| 14 | Dani Mujanah & (2021) | The Influence of Servant Leadership, Workload and Creativity on the Performance of Employees of the Bangkalan Regency Transportation Service, Madura, with Organizational Commitment as an Intervening Variable | Sinta 5 | √ | - |
| 15 | Resta Endratno & (2023) | The Influence of Servant Leadership, Communication and Workload on Employee Performance at PDAM Tirta Aji Wonosobo | - | - | √ |
| 16 | Irfan, <i>et al.</i> , (2021) | The Influence of Servant Leadership and Work Motivation on Employee Performance at the Communication and Informatics Service of Maros Regency | Sinta 5 | √ | - |
| 17 | Surya & Susanti (2021) | The Influence of Servant Leadership, Work Discipline, and Organizational Culture on Employee Performance at the Bali Provincial Language Center Office | - | √ | - |
| 18 | Ariyanti, <i>et al.</i> , (2021) | The Influence of Servant Leadership, Training and Motivation on the Performance of Employees of Regional Public Companies | Sinta 3 | - | √ |
| 19 | Supardi, <i>et al.</i> , (2023) | The Influence of Servant Leadership on Employee Performance | Garuda | √ | - |
| 20 | Randy (2022) | The Influence of Servant Leadership, Motivation and Organizational Commitment on Employee Performance with Burnout as an Intervening Variable at Swiss-Bel Hotel, Jambi City | Sinta 3 | - | √ |

Based on the analysis of the 20 articles, it can be seen that there is a disparity in research findings. Despite this disparity, the research findings are predominantly positive and significant in their impact on employee performance. These articles can be analyzed in the following discussion to provide recommendations for the various parties involved in this research.

DISCUSSION

Previous research has demonstrated that service-oriented leaders are a strategic asset for the hospitality sector, necessitating organizations to create an environment conducive to the implementation of servant leadership. The presence of servant leaders fosters a sense of empowerment and responsibility among employees in improving performance, which ultimately positively impacts overall organizational performance. (Zia, *et al.*, 2022). High power distance can weaken the influence of servant leader empowerment orientation on follower performance and organizational citizenship behavior (OCB) through cognitive trust (Saleem, *et al.*, 2020). Servant leadership has been proven to make a significant positive contribution to employee performance. Therefore, servant leadership is important to consider because it can improve employee performance (Abbas *et al.*, 2020; Daswati *et al.*, 2021; Setyaningrum *et al.*, 2020).

Organizations benefit from servant leadership in creating a work environment that supports both in- and out-of-role performance, although this leadership is not an instant solution. Developing servant leadership through training in emotional intelligence and ethical behavior can increase follower engagement (Gasvoka, 2020). By implementing a servant leadership system in an organization, employees will feel cared for so that employees will use all their abilities in working to achieve organizational goals (Arshad *et al.*, 2022; Setiadi *et al.*, 2023). The relatively low level of employee performance indicates that the implementation of servant leadership, which should significantly impact employee performance in the company, has not been effective. Therefore, management or the company needs to pay serious attention to this issue so that efforts to improve employee performance can be realized (Ekhsan & Aziz, 2021).

Servant leadership that is carried out well by a leader in an organization can trigger employees to work more optimally so that the work results given are increased and the planned organizational goals can be achieved effectively and efficiently (Pratiwi & Nawangsari, 2021). Servant leadership is a form of leadership that prioritizes service. This concept stems from a person's natural drive to serve, where the desire to lead begins with a commitment to serve first. The principles of servant leadership are based on genuine service, prioritizing the needs of followers, working collaboratively with others, and helping them achieve shared goals. (Susanto, *et al.*, 2023). Trust between leaders and employees, based on integrity, ability, and decision-making, will create a conducive environment that encourages employees to improve performance and meet the leader's expectations (Sarwar, *et al.*, 2021).

Leaders with a servant leadership style are not only responsible for supervising their subordinates, but are also required to be able to protect them, be directly involved in the work of their subordinates, work with others, and help them achieve common goals (Surya & Susanti, 2021; Yanti *et al.*, 2024). Servant leadership significantly influences organizational commitment and employee performance at the Bangkalan Regency Transportation Agency. The better the implementation of servant leadership by agency leaders, the higher the organizational commitment and employee performance (Dani & Mujanah, 2021; Irfan *et al.*, 2021). Servant leadership directly impacts employee performance. Leaders who are able to carry out their duties effectively, maintain an open attitude, and serve employees with sincerity and an understanding of their needs will foster a sense of appreciation and high loyalty, ultimately driving improved employee performance (Ariyanti *et al.*, 2021; Supardi *et al.*, 2023).

Based on several articles used to support this research from 2020 to 2025, the results of these articles predominantly explain that there has been a positive and significant influence on employee performance. Based on these research results, servant leadership is important to consider in village governments in Padang Pariaman Regency because servant leadership can make a positive contribution to the performance of village officials. Servant leadership is not only able to improve the performance of village officials individually but also can strengthen the organizational commitment that will be

carried out by village officials as a whole.

Therefore, this situation is closely related to the village government in Padang Pariaman Regency, where the village head and village officials have a key role in public services and regional development. In this context, servant leadership can be implemented through (1) Prioritizing service to the community, where the Village Head who prioritizes the interests of residents will encourage village officials to emulate that attitude. This will create a work culture that focuses on service, improves service quality, and encourages active community involvement. (2) Providing trust and empowerment to village officials by establishing clear responsibilities, providing opportunities for decision-making, and providing space for capacity development, village heads can increase the sense of ownership and responsibility of village officials towards their duties. (3) Improving transparent communication and participation, namely a Village Head who is responsive to suggestions, feedback, and complaints from employees and residents will strengthen relationships of mutual trust. This trust becomes the basis for the formation of strong organizational commitment and better employee performance. (4) Imitating an attitude of service and collaboration, such as that of the Village Head who collaborates with village officials in completing tasks, supports the team, and emphasizes cooperation, will build a collective work culture. Village officials tend to be more enthusiastic about working optimally when they feel supported and appreciated by their leaders.

CONCLUSIONS

Based on the 20 (twenty) articles supporting this literature review, the implementation of servant leadership in the village government of Padang Pariaman Regency can be an effective strategy to improve the performance of village officials, strengthen organizational commitment, and ensure the achievement of village development goals runs efficiently and has a positive impact on the community. This also confirms that the success of public services depends not only on resources, but also on the leadership style applied. Therefore, the theoretical implication of the results of this analysis is that servant leadership can enrich the knowledge of leadership in organizations. Thus, it can broaden the understanding of servant leadership in the context of village government, so that the concept of servant leadership is relevant to improving the performance of village officials. Meanwhile, the managerial implication of the study is to implement servant leadership by prioritizing service, empowerment, and transparent communication with village officials and the community. Therefore, village heads must exemplify an attitude of service, provide support and clear responsibilities to officials, and create a work environment that increases motivation.

RECOMMENDATIONS

Suggestions that can be submitted by village heads in Padang Pariaman Regency need to apply servant leadership consistently and in accordance with the job description being held. In addition, village heads need to emphasize service to the community through empowering village officials through the responsibilities given.

RESEARCH LIMITATION

This study did not involve direct empirical testing, so the results are conceptual and represent a theoretical synthesis. Differences in context, methods, and sample characteristics across the articles reviewed may contribute to bias in drawing general conclusions.

FUTURE RESEARCH

Servant Leadership in Improving the Performance of Village Apparatus in West Sumatra: A Systematic Literature Review
Future research should broaden the scope of the study and examine several independent variables in improving employee performance, particularly at the village government level. The independent variable used is related to job satisfaction, as job satisfaction among village officials plays a crucial role in improving employee performance. Satisfied employees will naturally work with enthusiasm. Furthermore, future research should include organizational commitment and employee work discipline; these two mediating variables can bridge the gap between servant leadership and job satisfaction, helping employees improve their performance.

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