

The Effect Of Servant Leadership On The Performance Of Millennial Pastors

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Abstract: The population of millennial pastors, which is increasingly dominant within church institutions, urges the church to implement appropriate strategies in managing their characteristics and potential. The appropriate human resource management strategies within the organization are believed to enhance the performance of millennial pastors. The performance of pastors encompasses all behaviors exhibited in carrying out their duties as employees and servants of the church, which are relevant to the institution's vision. One effective management strategy to encourage the performance of millennial pastors is the servant leadership style. This research aims to analyze the effect of servant leadership on the performance of millennial pastors in the Simalungun Protestant Christian Church.. Data was obtained through two scales, namely The Individual Work Performance Questionnaire and Servant Leadership Questionnaire. The data were processed using simple linear regression analysis. This study concludes that servant leadership has a positive and significant impact on the performance of millennial pastors. The findings of this research have theoretical implications that servant leadership is a strong predictor in predicting the performance of millennial pastors. This research also has practical implications that the implementation of servant leadership in church institutions is one alternative in managing the potential of millennial pastors.

Keywords: performance, pastor, millennial generation, servant leadership

I. INTRODUCTION

The development of science and technology in the industrial revolution era 4.0 has changed the way of life, work, communication, and human interaction. These changes indirectly require organizations to adapt to these developments. Organizations that are able to adapt will remain relevant and survive, on the contrary, organizations that fail to adapt will become isolated, lose relevance, and even fail to achieve their goals [30]. This applies to all organizations, including religious sector organizations in this case, the church.

The Simalungun Protestant Christian Church (GKPS) as one of the Christian religious institutions in North Sumatra plays an important role in empowering the spiritual and social lives of its congregants and the community where it is located. Therefore, amidst the rapid and fundamental changes today, GKPS is required to adapt to the changing times. This adaptation aims to enhance the effectiveness of the organization by providing relevant, effective services that address the spiritual needs of its congregants and the community where it is situated.

To create relevant and effective services that meet needs, the performance of the Pastor in the church becomes one of the necessary factors. As human resources within the organization, the Pastor plays a role in designing, formulating, and implementing all service strategies in achieving the church's goals or vision [8, 9, 10]. Therefore, the potential of the Pastor in the church needs

to be managed properly. Proper management will enhance the Pastor's contribution to the institution, which is expressed in the form of performance.

The performance of a pastor is fundamentally the entirety of the behaviors exhibited by the pastor in carrying out their role in accordance with the goals and ideals of the organization [15]. The performance of a pastor is not only measured by their ability to carry out formal tasks in leading worship and managing the church organization but is also seen through the behavior they demonstrate in efforts to empower all members of the congregation they serve.

The management of human resources in the church is currently faced with the challenge of generational transition. The older generation (baby boomers) will decrease and will slowly be replaced by the millennial generation. According to data released by the GKPS Synod Office in Susukara 2025, out of 326 active GKPS pastors, 213 of them are millennials. This means that currently and in the future, millennial pastors and the following generations will dominate the ministry in GKPS.

The presence of the millennial generation actually represents a great potential for GKPS to provide relevant and effective services in the current era of the 4.0 industrial revolution. As a digital native generation, creative, innovative, and fond of change [32], the presence of millennial pastors in the church is believed to be able to create tech-based church services that are relevant. In addition, the characteristics of millennials that are flexible, collaborative, egalitarian, and desire transparency [7] are also believed to encourage the creation of a positive working environment and culture, as well as credible organizational governance within the church. All of this potential certainly demands the church institution's readiness to manage it so that it can contribute positively to the organization.

Several studies have confirmed that many organizations are not prepared to manage the potential of millennial employees, which ultimately triggers low performance among this generation of employees [27, 21]. An initial study conducted through interviews with four members of GKPS in District II and XII found several complaints from church members regarding the performance of certain millennial pastors. The complaints pertain to the quality of sermons that are considered to be less touching in relation to the struggles of the congregation, a lack of consistency in diaconal service and pastoral visits. They are also perceived as being overly emotional in leadership, which affects their relationships with the council and congregation members. In line with this, the report from the GKPS Pastor Assembly Meeting over the past two years has also shown that out of five reported cases of ethical and administrative violations, three involved millennial pastors.

One factor that influences the performance of millennial pastors in the church is leadership in the organization [14]. Leadership within the Church institution not only plays a role in influencing millennial pastors through direction and instruction but also encourages the formation of norms, values, and behaviors relevant to the organization [3].

The leadership model considered relevant in church institutions is servant leadership. Servant leadership is an ethical leadership style where the leader is committed to managing the organization by prioritizing the interests of subordinates [11, 26]. In serving the needs of their subordinates, the servant leader identifies themselves as someone who is altruistically called to meet the needs of others. They are willing to listen empathetically to encourage the emotional recovery of subordinates facing emotional and psychological issues. They also present themselves as wise leaders in managing the internal and external dynamics of the organization, and skillfully conducting persuasive mapping in managing the organization's potential and encouraging subordinates to contribute more to the organization and the wider community [1].

The application of servant leadership in a sincere, authentic, and consistent manner has proven capable of creating positive perceptions among subordinates towards leaders as role models in values and work behaviors. Such modeling has a higher persuasive power than formal positions to encourage subordinates to perform their work in accordance with the values lived by the leader [26]. Positive perceptions of subordinates towards leaders can also foster loyalty and commitment among subordinates to their leaders [25]. This ultimately encourages subordinates to enhance their creativity, knowledge, abilities, and skills, as well as positive behaviors in the workplace [23, 33].

Russel and Stone [24] explain that the implementation of sincere, authentic, and consistent servant leadership also influences subordinates' perceptions and attitudes towards organizational characteristics. A positive perception of the organization

will create a positive relationship, an open and trusting attitude between leaders and subordinates [1]. This will encourage the creation of a dignified, respectful, and collaborative work atmosphere [12, 13]. In such an environment and work relationship, employees feel increasingly valued, making them feel very attached to the organization [33]. This attachment encourages them to embody values, character, and behaviors that are relevant to the organization's goals.

Research on the effect of servant leadership on the performance of millennial employees has indeed been widely conducted. However, similar research in the context of religious institutions, particularly tribal-based churches in North Sumatra, remains very limited according to the author's observations. Considering the increasing dominance of the millennial population in church service, along with the potential of servant leadership in managing the performance of human resources among millennials, especially within church institutions, this research becomes important.

II. PURPOSE AND METHOD

This research aims to examine the effect of servant leadership on the performance of millennial pastors. Based on its explanatory level, this research is classified as causal quantitative research, which is a research design formulated to investigate the potential causal relationships between variables. The causal relationships have already been predicted by the researcher by stating the classification of its variables. The participants in this study are 102 millennial pastors (born between 1981 and 1996) who serve in GKPS as Resort Pastors.

Servant leadership is measured using the Servant Leadership Questionnaire (SLQ) scale by Barbuto and Wheeler [1]. The performance of the Pastor is measured using The Individual Work Performance Questionnaire (IPWQ) scale by Koopsman et al., [15] which has been adapted into Indonesian by Widyastuti and Hidayat [35]. The items in this scale are adapted and modified according to the characteristics of the subjects. The entire scale is applied using a likert method with five response options. The scale is distributed to all respondents via google form.

The validity test of the scale in this study was conducted using Confirmatory Factor Analysis. The scale was tested on 75 samples that had relatively the same characteristics as the population. The Confirmatory Factor Analysis (CFA) was performed with the help of IBM SPSS Amos version 22 for Windows. The reliability test of the scale was conducted using the internal consistency approach of the Cronbach Alpha Coefficient with the help of SPSS Statistics version 22 for Windows. The results of the validity and reliability tests of the scale are presented in Table 1.

Table 1. Model Fit and Reliability

No	Goodness of Fit Index	The Performance of the Pastor	Servant Leadership
1	Chi-Square (X^2) Statistics	61,035	51,770
2	X^2 Significance Probability	0,159	0,197
3	GFI	0,842	0,853
4	RMSEA	0,065	0,062
5	AGFI	0,759	0,740
6	TLI	0,865	0,977
7	Cronbach Alpha coefficient	0.808	0.956

Before performing data analysis, a classical assumption test is conducted, which includes normality testing, linearity testing, and heteroscedasticity testing. Here are the results of the classical assumption tests conducted with the help of SPSS version 22 for Windows.

Table 2. Results of One Sample Kolmogorov Smirnov Test Normality Test

		Unstandardized Residual
N		102
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.21733385
Most Extreme Differences	Absolute	.074
	Positive	.074
	Negative	-.067
Test Statistic		.074
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Table 2 displays the results of the normality assumption test. The Asymp. Sig. (2-tailed) value shows a figure of 0.200 (> 0.05). Therefore, it can be concluded that the data is normally distributed, and the normality test assumption has been met.

Table 3. Results of Linearity Test

			Sum of Squares	df	Mean Square	F	Sig.
Kinerja * Servant Leadership	Between Groups	(Combined)	4148.978	25	165.959	31.696	.000
		Linearity	4050.338	1	4050.338	773.559	.000
		Deviation from Linearity	98.639	24	4.110	.785	.743
	Within Groups		397.934	76	5.236		
	Total		4546.912	101			

Table 3 shows a significance value for linearity of 0.000 (< 0.05) and a significance value for Deviation from Linearity of 0.743 (> 0.05). Therefore, it can be concluded that there is a linear relationship between the performance variable of the pastor (Y) and the servant leadership variable (X), and the assumption test for linearity in this study has been fulfilled.

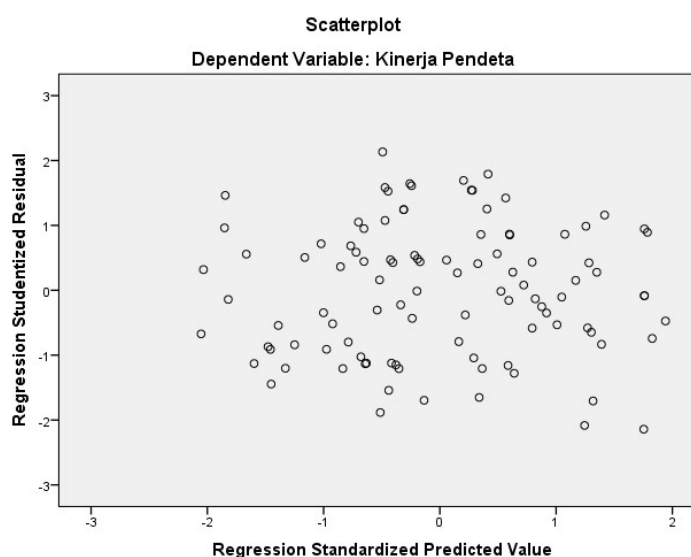
Table 4. Results of Heteroscedasticity Test using Glejser Test and Scatterplot

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	.978	1.003		.976	.332
	Servant Leadership	.015	.021	.068	.686	.494

a. Dependent Variable: Abs_Res

Table 4 shows the results of the heteroskedasticity assumption test using the Glejser test. The table indicates a significance value for the servant leadership variable (X) of 0.494 (> 0.05). Based on this significance value, it can be concluded that there are no indications of heteroskedasticity, so this assumption test has been met.

Furthermore, the results of the heteroskedasticity test with the scatterplot below show that the points on the scatterplot do not form any specific pattern or wave and are spread above and below the number 0 on the Y-axis. Thus, it can be concluded that there are no signs of heteroskedasticity.



III. RESULTS AND DISCUSSION

Table 5. Results of the Regression Test

		Coefficients ^a			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	12.847	1.670		7.691
	<i>Servant Leadership</i>	.615	.035	.869	17.521

a. Dependent Variable: The Performance of the Pastor

The results of the regression test in table 5 show that the significance value of the servant leadership variable is 0.000 (< 0.05). This means that this variable has a significant effect on the performance of the Pastor. Thus, a regression equation can be constructed as follows: $Y = a + (bX)$ or $Y = 12.847 + (0.615X)$. Where, a = constant (intercept), b = regression coefficient (slope), Y = Pastor's performance, X = servant leadership. This equation indicates that if the servant leadership variable is constant (0), then the Pastor's performance is valued at 12.969. The positive regression coefficient of 0.615 indicates that for every unit increase in servant leadership, there will be an average increase in the performance of millennial Pastors by 0.615 (61.5%). Based on this interpretation, it can be concluded that servant leadership has a positive and significant effect on the performance of millennial Pastors.

Table 6. Results of the Determination Test R (R Square)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.869a	.754	.752	2.292

a. Predictors: (Constant), *Servant Leadership*

Table 6 shows the correlation coefficient (R) value of the servant leadership variable against the performance of Pastors is 0.869 and is positively valued. This result explains that the servant leadership variable positively and significantly affects the performance of Pastors. This means that the higher the application of servant leadership in the organization, the higher the performance of millennial Pastors tends to be. Table 6 also shows a coefficient of determination (R square) value of 0.754. This

means that 75.4% of the variance in Pastors performance is be affected by the application of servant leadership in the organization, while the remaining 24.6% is influenced by other variables not included in this study.

This research categorizes the two variables involved in this study. The categorization is intended to provide an overview of the survey data for both variables, while also illustrating the relative position of individuals within the research population.

Table 7. Empirical Data and Hypothetical Data of the Research Variables

Variabel	Empirical Data				Hypothetical Data			
	Min	Max	Mean	SD	Min	Max	Mean	SD
The Performance of the Pastor	32	51	41,84	4,600	12	60	36	8
Servant Leadership	34	60	47,17	6,499	12	60	36	8

Table 7 shows that the empirical mean of the three research variables is greater than their hypothetical mean. Based on the comparison of the empirical mean and hypothetical mean values, it can be concluded that the level of performance of Pastors and servant leadership at this research location is higher than that hypothesized. This also means that the average level of performance of pastors and servant leadership at the research site is relatively higher than the average level of performance of Pastors and servant leadership in organizations in general.

Table 8. Categorization of Pastor Performance Variables

Formula	Categorization	Amount	Percentage
$X \leq 37,24$	Low	23	22,5
$X \geq 37,24 X \leq 46,44$	Moderate	65	63,7
$X \geq 46,44$	High	14	13,7

Based on the categorization of the performance variable of the Pastor in the table, it can be concluded that the subjects' assessment of the Pastor's performance is at a moderate level, with 65 people (63.7%). The rest are at a low performance level, totaling 23 people (22.5%), and a high performance level of 14 people (13.7%).

Table 9. Categorization of Servant Leadership Variables

Formula	Categorization	Amount	Percentage
$X \leq 40,671$	Low	15	14,7
$X \geq 40,671 X \leq 53,669$	Moderate	68	66,7
$X \geq 53,669$	High	19	18,6

Based on the table above, it can be concluded that the subjects' assessment of the leaders' servant leadership is predominantly in the moderate category, with 68 people (66.7%), followed by those who rated it high at 19 people (18.6%), and those who assessed servant leadership in the low category at 15 people (14.7%).

The results of the data analysis indicate that servant leadership has a positive and significant effect (of 61.5%) on the performance of millennial pastors. This finding explains that servant leadership is a strong predictor in forecasting the performance of millennial Pastors. The higher the servant leadership applied, the more the performance of millennial Pastors is likely to improve. This finding confirms earlier research conducted by Melinda [16], Tetroman et al. [31], Paramesti and Kusuma [19], Barbuto and Gottfredson [2] where servant leadership positively and significantly effect the performance of millennial employees.

Servant leadership is an ethical leadership style that emphasizes serving subordinates as a strategy for managing and empowering employees within an organization. In this research, servant leadership is identified through five dimensions of servant leader behavior as expressed by Barbuto and Wheeler [1]. A servant leader is a leader who is altruistically called to serve the needs of subordinates. They empathetically listen and promote emotional healing for subordinates experiencing emotional and

psychological issues. Additionally, a servant leader is wise in managing the internal and external dynamics of the organization, and through persuasive mapping, they manage the organization's potential and encourage subordinates to contribute to the organization and the wider community. The application of these behavioral dimensions has been shown to affect the performance level of millennial pastors in GKPS.

How servant leadership influences the performance of millennial pastors can at least be explained through two approaches. First, in Bandura's social learning theory [29], individual behavior is shaped through the process of interaction with the environment, and the development of personality is greatly influenced by these interactions. In their interaction with the environment, individuals engage in modeling, and this is where the imitative process takes place. Leaders who genuinely, authentically, and consistently identify themselves with the five dimensions of servant leader behavior create positive perceptions among subordinates towards their leader. The leader is seen as a relevant model. The interaction of subordinates with the servant leader enhances the intrinsic motivation of the subordinates to strive to develop the behaviors, values, and commitments modeled by the servant leader. Related to the subject of this research, the consistency of the leader (Praeses) in displaying servant leader behavior will have a modeling effect on the millennial pastors they lead.

Secondly, a servant leader who consistently identifies themselves within the five dimensions of behavior mentioned above will also create harmonious relationships and a collaborative work climate (dignity and respect). In such relationships and work climates, subordinates will feel a balance in life and feel valued within the organization. As a result, they will also feel a stronger attachment to the organization, which in turn will increase their loyalty to the organization. In social identity theory, Tajfel and Turner [28] state that individual behavior is also influenced by their attachment to a social identity that they perceive as positive. The attachment will encourage him to internalize the values, character, behaviors, and goals present in the group. Positive relationships and a work climate as a consequence of applying servant leadership behaviors encourage millennial Pastors' attachment to the organization. As a result, he will be increasingly motivated to live out the values and character present in the organization, leading to better performance.

The performance of the pastor is a vital element in the efforts of GKPS to realize its vision and mission. The performance of the pastor in this case is not only understood as his ability to carry out service and employment duties as delineated in the church order and the employment procedures of GKPS. But also in how he is able to contribute more through behaviors that support the implementation and achievement of formal tasks, as well as a strong commitment to distance himself from counterproductive behaviors as a leader and a servant to the congregation and society. The initial phenomenon revealed in the background of this study shows that the performance of millennial pastors in GKPS is generally not yet optimal and is related to behaviors that are irrelevant and even tend to be counterproductive in carrying out and achieving pastoral tasks. This is in line with descriptive data showing that the performance of the majority (63.7%) of respondents is still at a moderate level. Thus, this finding presents practical implications in GKPS's efforts to manage human resources (pastors) of the millennial generation. The application of servant leadership by leaders in GKPS can encourage the growth of positive behaviors among millennial pastors, which will ultimately lead to better performance.

The servant leadership implemented in the five dimensions of servant leader behavior mentioned earlier also emphasizes that servant leadership is an inclusive, supportive, egalitarian, integrity-based, visionary, agile, credible, bold in making a difference, and relentless leadership style. Several empirical studies have found that this leadership style is considered ideal with the characteristics of millennials. Millennials prefer leaders who are egalitarian, supportive, and inclusive in their working relationships, and they also respect leaders who care about their development [20]. Millennials, regarded as a creative and innovative (open-minded) generation who are not afraid of change, feel aligned with visionary, agile, credible, and resilient servant leadership [18]. Optimistic millennials who believe in moral and social values appreciate diversity and feel suitable with the servant leadership style that emphasizes sincerity and exemplarity in leading their subordinates [22].

This is increasingly relevant when connected to the culture in which GKPS pastors work or serve. GKPS is a socio-religious entity closely associated with Simalungun cultural values. According to Damanik [5], one of the cultural values that serves as a reference and personal motivation for Simalungun people in their behavior is the philosophy of *sapangambe* *manoktok hitei*

(collaborating to achieve goals). This philosophy leads Simalungun people to prioritize social equilibrium, reduce conflict, and emphasize harmony or good relationships [5]. In the author's view, servant leadership that promotes harmony and conducive conditions in the workplace is a relevant leadership model for millennial pastors at GKPS that is closely tied to Simalungun culture and values.

This research shows that servant leadership contributes 0.754 (75.4%) to shaping the performance of millennial pastors. This means that there are 0.246 (24.6%) other variables that can also shape the performance of millennial pastors. Other variables that can influence the performance of millennial pastors include organizational commitment (Sari, 2018), work-life balance, and job satisfaction [17], as well as work ethic [34]. Therefore, further research is needed to examine the impact of servant leadership on the performance of millennial pastors.

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