

The Influence of The Subdistrict Head's Servant Leadership on Employees' Work Initiative and Service Orientation at the Eromoko Subdistrict Office, Wonogiri Regency

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ABSTRACT

This study aims to analyze the influence of the subdistrict head's Servant Leadership style on employee work behavior, particularly in terms of work initiative and service orientation. The background of this research arises from the need for local bureaucracy at the subdistrict level to provide public services that are responsive, friendly, and oriented toward citizen satisfaction, while simultaneously encouraging employees to be more proactive and innovative in carrying out their duties. A qualitative approach with a case study design was employed. Data were collected through in-depth interviews with five key informants, participatory observation of service activities, and documentation of organizational archives and internal reports. Thematic analysis was conducted through stages of open coding, axial coding, and selective coding, which were then visualized in conceptual diagrams to illustrate the relationship between leadership, employee initiative, and service orientation. The findings reveal that the subdistrict head's leadership behavior, emphasizing empathy, role modeling, and empowerment, contributes to the development of a humanistic, proactive, and service-oriented work culture. Employees who feel involved and supported tend to demonstrate high initiative, such as working without waiting for instructions, innovating, and enhancing competencies. Conversely, employees who perceive leadership as more administrative tend to exhibit passive work behavior limited to routine tasks. This study concludes that Servant Leadership has a multidimensional impact on employees, both in shaping service orientation that is friendly and responsible, and in fostering work initiative that is professional and effective. These findings provide theoretical contributions to the development of Servant Leadership concepts in local bureaucracy, as well as practical implications for improving the quality of public services at the subdistrict level.

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1. INTRODUCTION

Public service at the sub-district (kecamatan) level constitutes a strategic component of the local government system, as it functions as the frontline that interacts directly with the community. The sub-district not only performs administrative functions but also serves as a primary arena for the implementation of public policies and the formation of the quality of government services delivered to citizens. In this context, the Sub-District Head (Camat) plays a central role, not only bearing

structural responsibility but also determining the direction of work culture, service ethos, and employee behavior in delivering public services.

Along with the increasing public demand for services that are fast, transparent, and oriented toward public satisfaction, bureaucracy at the sub-district level faces pressure to transform from an administrative work pattern into a more humanistic and responsive service model. However, empirical phenomena indicate that some employees still work in a routine manner, demonstrate minimal innovation, and exhibit low levels of work initiative. Service orientation also tends to be procedural and administrative in nature, and has not yet fully reflected the principles of excellent service that focus on community needs and convenience (Patmasari et al., 2022; Syarief et al., 2025).

One of the key factors influencing employee work behavior in public bureaucracy is leadership style. Leadership in public organizations functions not only as a mechanism for administrative decision-making, but also as a means of shaping employees' values, attitudes, and work behaviors (Rizki Ananda et al., 2024). Leadership that fails to encourage changes in work behavior has the potential to cause stagnation in public service delivery and weaken community service orientation.

In this context, the Servant Leadership approach becomes relevant for application within public bureaucracy. The concept of Servant Leadership introduced by Greenleaf emphasizes that a true leader is a servant first, prioritizing the needs of subordinates and the community through practices of empathy, listening, mentoring, empowerment, and role modeling (Greenleaf, 1977; Spears, 1995). This approach views leadership as a service-oriented process aimed at individual growth and the enhancement of public service quality.

Various studies indicate that Servant Leadership has a positive influence on employee work behavior in the public sector. Afrianty et al. (2025), in their systematic review, affirm that Servant Leadership contributes to increased employee voice behavior, affective commitment, and public service motivation. Ferdinandito and Haryani (2023) as well as Patmasari et al. (2022) also found that servant leadership plays a role in improving the quality of public services at the local government level, although its impact is influenced by organizational factors such as commitment and work motivation.

Employee work initiative is one of the important indicators for assessing the effectiveness of public bureaucracy. Work initiative reflects employees' ability to act proactively, take responsibility, and create improvements without always waiting for instructions from superiors (Wibowo, 2021; Widodo, Wijastuti, & Darmaningrum, 2021). In hierarchical organizations such as government bureaucracy, work initiative is strongly influenced by organizational climate and the leadership style applied. Empowering leadership has been proven to encourage employees to become more professional, innovative, and effective in carrying out their duties (Prasetyo & Hidayat, 2022; Widodo, Adiyani, & Widodo, 2024).

In addition to work initiative, employee service orientation is also a crucial element in the quality of public service. Service orientation is not only related to compliance with procedures, but also includes empathetic attitudes, friendliness, responsibility, and the ability to provide solutions for the community (LAN RI, 2025; Ginting, 2025). These values align with the core values of ASN BerAKHLAK, which place the community at the center of public service. Servant leadership plays an important role in internalizing these values through consistent role modeling and guidance (Widodo, Lusia, Wulandari, & Fadhlurrahman, 2025).

Research at the local government level indicates that the implementation of Servant Leadership is capable of encouraging bureaucratic reform through a more participatory and humanistic approach. Studies by Saputra (2024) in Panggunharjo Village as well as Rendi and Syaebani (2024) confirm that servant leadership contributes to increased work motivation, professionalism of civil servants, and extra-role behaviors (organizational citizenship behavior). Nevertheless, studies that specifically explore the influence of the Sub-District Head's Servant Leadership on employee work initiative and service orientation at the sub-district level remain relatively limited.

Based on this research gap, this study aims to analyze in depth how the implementation of Servant Leadership by the Sub-District Head influences employee work initiative and service orientation at the Eromoko Sub-District Office, Wonogiri Regency. This study is expected to provide theoretical contributions to the development of servant leadership studies in local bureaucracy, as

well as practical implications for improving public service quality and strengthening bureaucratic reform at the sub-district level.

2. RESEARCH METHOD

This study employs a qualitative approach with a case study design to examine the influence of the Sub-District Head's (Camat's) Servant Leadership on employees' work initiative and service orientation. The qualitative approach was chosen because this study aims to gain an in-depth understanding of the meanings, perceptions, and experiences of employees regarding servant leadership practices and their implications for daily work behavior, rather than to test hypotheses or measure variables quantitatively. The case study design allows researchers to comprehensively explore leadership phenomena within a real organizational context (Yin, 2018).

The research was conducted at the Eromoko Sub-District Office, Wonogiri Regency, Central Java Province. The research site was selected purposively, as the sub-district represents a local bureaucratic unit that interacts directly with the community and possesses characteristics relevant to examining the implementation of Servant Leadership in public service delivery. Data collection took place from November to December 2025 and included interviews, field observations, and the collection of supporting documents. Informants were selected using purposive sampling based on their positions, strategic roles, and level of involvement in leadership and public service processes. The primary informant in this study was the Head of Eromoko Sub-District as the organizational leader, while supporting informants included the Sub-District Secretary, section heads, and several employees and staff directly involved in public service delivery. The selection of these informants aimed to obtain diverse and in-depth perspectives on the influence of the sub-district head's leadership on employee work behavior.

Data were collected through three main techniques. First, in-depth interviews were conducted using semi-structured interview guidelines to explore informants' perceptions, experiences, and views regarding the sub-district head's leadership behavior, internal communication patterns, employee development and empowerment, work initiative, and service orientation. Second, participant observation was carried out to directly observe the dynamics of interaction between the sub-district head and employees, the working atmosphere, and public service practices taking place at the sub-district office. Third, documentation was used as supporting data, including activity archives, service reports, standard operating procedures (SOPs), and organizational structures.

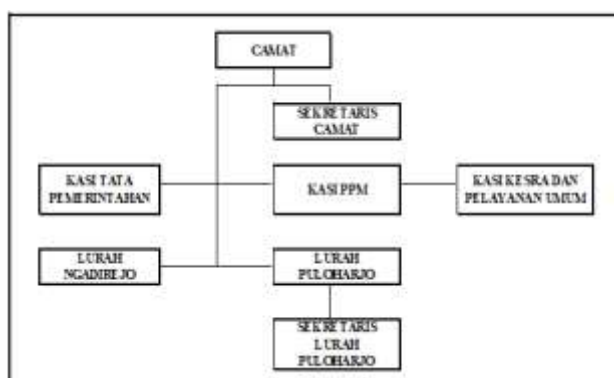
Data analysis was conducted thematically with the assistance of NVivo 14 software. The analysis process began with open coding to identify key words and important concepts emerging from interview transcripts and observation notes. Subsequently, axial coding was used to group these codes into broader thematic categories, such as leader empathy, employee empowerment, work initiative, and service orientation. The final stage was selective coding, which involved developing a conceptual narrative explaining the relationships between Servant Leadership practices and employee work behavior. The use of NVivo assisted the researcher in systematically managing data, enhancing the transparency of the analytical process, and visualizing relationships among themes.

The trustworthiness of the data was ensured through four criteria: credibility, transferability, dependability, and confirmability. Credibility was achieved through source and method triangulation by comparing data obtained from interviews, observations, and documentation. Transferability was supported by providing rich, contextual descriptions of the research setting and subjects, enabling readers to assess the applicability of the findings to similar contexts. Dependability was maintained through the documentation of an audit trail throughout the NVivo-based analysis process, while confirmability was ensured by grounding the study's findings and interpretations in empirical data rather than the researcher's subjective assumptions.

3. RESULTS AND DISCUSSIONS

Organizational Structure of Eromoko Sub-District

In carrying out its official duties and responsibilities, the Eromoko Sub-District is led by a Sub-District Head (Camat), who is supported in the execution of his/her duties by structural officials as outlined in the organizational structure below.



Eromoko Sub-District is one of the governmental units at the sub-district level, with an organizational structure consisting of the Sub-District Head (Camat), the Sub-District Secretary, and several technical sections responsible for administration, public services, and development affairs. Eromoko Sub-District exhibits relatively dynamic social characteristics, with a community that demands public services that are fast, transparent, and responsive. This condition positions the Sub-District Head as a central figure who not only functions as an administrator but also as a leader who shapes the direction of employees' work culture. In daily practice, the Sub-District Head interacts directly with employees through coordination meetings, briefings, and community service activities. The leadership pattern demonstrated by the Sub-District Head becomes an important factor in shaping employees' work behavior, particularly in terms of responsiveness, attentiveness, and service orientation. Therefore, this study identifies Eromoko Sub-District as a relevant research setting for examining how the servant leadership style (Servant Leadership) influences employees' work initiative and service orientation.

Description of Research Data

The data for this study were obtained through in-depth interviews with thirteen informants drawn from both structural and functional employees at the Eromoko Sub-District Office. Each informant had different job responsibilities and work experiences, thereby providing diverse perspectives on the Sub-District Head's leadership style and its impact on employee work behavior. The interviews were conducted face-to-face in a conducive setting, allowing informants to express their views openly and reflectively. In addition to interviews, the researcher conducted direct observations of daily activities at the sub-district office. These observations included interactions between the Sub-District Head and employees, communication patterns, and the dynamics of public service delivery to the community. The observations indicated that the Sub-District Head was frequently present in coordination activities, provided guidance, and occasionally engaged directly in service delivery. This reinforced the portrayal of leadership that is not only administrative but also participatory in nature.

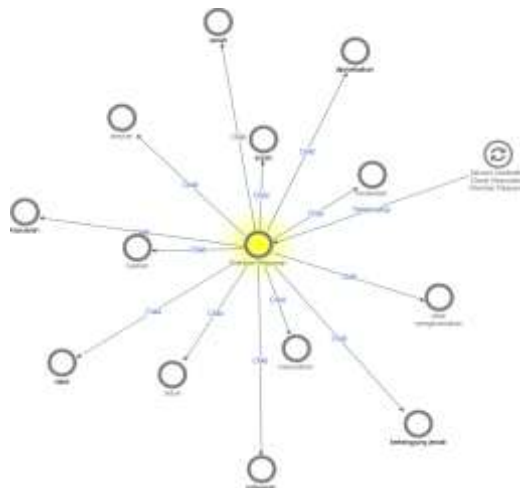
Documentation in the form of activity archives, service reports, and internal records was also used as supporting data. These documents provided additional information regarding implemented policies, ongoing work programs, and public service achievements. Through data triangulation involving interviews, observations, and documentation, the researcher obtained a more comprehensive understanding of how the Sub-District Head's leadership influences employee work behavior. The results of data collection reveal variations in informants' assessments. The majority of informants emphasized humanistic leadership behaviors, such as listening, setting an example, and encouraging initiative. However, some informants perceived the leadership style as still tending toward an administrative approach, with an emphasis on routines and procedures. These differences reflect the dynamics of employees' perceptions of leadership and indicate that the influence of leadership on work behavior is not uniform, but rather depends on each employee's individual experiences and interactions.

Research Findings

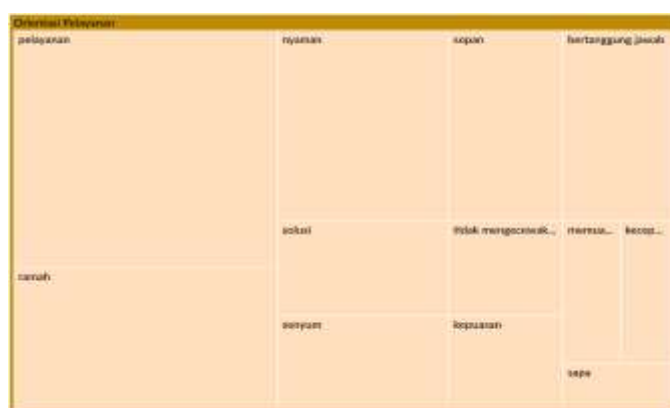
Based on the results of in-depth interviews with thirteen informants who are employees of the Eromoko Sub-District Office, this study found variations in perceptions regarding the Sub-District

Head's leadership style. These differences are related to work experience, the intensity of interaction with the leader, as well as the roles and responsibilities of each informant. Nevertheless, in general, informants perceived that the Sub-District Head's leadership style demonstrates a tendency toward service-oriented leadership (Servant Leadership), particularly in the aspect of interpersonal relationships.

Service Orientation



One of the main findings of this study indicates that the Sub-District Head's leadership behavior has a strong and direct relationship with the formation of service orientation among sub-district employees. This finding underscores that leadership at the level of government closest to the community functions not only as an administrative controller, but also as a transmitter of values and a shaper of public service work culture. In this context, the Sub-District Head does not merely perform structural functions, but acts as a central figure who continuously internalizes service values among civil servants. This perspective is consistent with Greenleaf's (2002) view, which emphasizes that the essence of Servant Leadership lies in a leader's ability to prioritize the needs of others including employees and the community as the primary purpose of leadership.



The conceptual diagram generated through the thematic coding process illustrates that service orientation emerges as a core category linking various attributes of employee work behavior. In this study, service orientation is not understood as an abstract concept, but rather as a social construct formed through experiences, interactions, and repeated and consistent leadership guidance. This process is aligned with the thematic analysis approach developed by Braun and Clarke (2006), in which meaning arises not merely from word frequency, but from recurring and interconnected patterns of meaning within informants' narratives.



The coding results indicate that there are thirteen main attributes that directly derive from service orientation, namely friendliness, politeness, being prioritized, speed, not disappointing, responsibility, satisfaction, service, solutions, greeting, comfort, fulfillment, and smiling. These attributes do not stand alone; rather, they are interrelated and form an integrated set of service behaviors that are directly experienced by the community. The diversity of these attributes reflects the complexity of public expectations toward sub-district services, which demand not only speed and accuracy, but also the quality of social interaction that is humanistic and empathetic, as emphasized in public service bureaucratic reform (Ministry of Administrative and Bureaucratic Reform [Kementerian PAN-RB], 2020).

The consistent emergence of these attributes in informants' narratives strengthens the validity of the study's findings. Some attributes appeared explicitly through direct statements by informants, while others emerged implicitly through descriptions of everyday service experiences. This approach aligns with the perspective of Miles, Huberman, and Saldaña (2014), who argue that meaning in qualitative research is often embedded in context and practice rather than solely in explicit verbal statements. Thus, service orientation in this study reflects internalized, real-world work practices.

As a concrete illustration, one informant stated that "we are always reminded to greet citizens with a smile and not make them wait too long," which contains several key elements of service orientation. The elements of greeting, smiling, and speed embedded in this statement indicate that service is understood as an interpersonal process that requires attention to the emotional aspects of the community. This finding reinforces the notion that the quality of public service is determined not only by procedures, but also by the attitudes and behaviors of public officials in their interactions with citizens (Wibowo, 2021).

Another informant emphasized that the Sub-District Head frequently reminds employees that service is not merely an administrative matter, but also concerns citizens' comfort and the provision of solutions. This statement illustrates that service orientation is directed toward comprehensive problem-solving for the community, rather than merely fulfilling formal requirements. This approach aligns with the principle that civil servants are public servants rather than authorities, as emphasized in various programs aimed at strengthening civil servant values (Ginting, 2025; LAN RI, 2025).

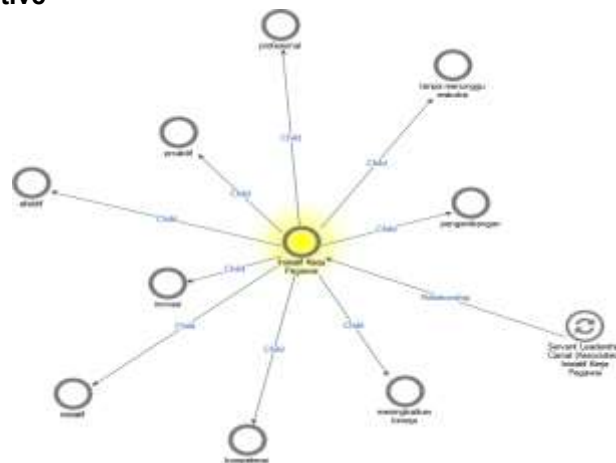
The relationship between the Sub-District Head's Servant Leadership and employees' service orientation is explicitly illustrated in the study's conceptual diagram. Servant Leadership functions as a driving factor that shapes the values, attitudes, and service behaviors of public officials. A Sub-District Head who demonstrates empathy, role modeling, and a strong commitment to public satisfaction creates a work climate that encourages employees to be friendly, responsive, and responsible. This is consistent with the findings of Lestari and Nugroho (2023) and Saputra (2024), which show that servant leadership in local government strengthens the service-oriented work culture of civil servants.

These findings also support leadership theory proposed by Yukl (2013), which asserts that leaders have a significant influence in shaping followers' values and behaviors through role modeling and consistent communication. In the sub-district context, the Sub-District Head functions as a role model whose behavior is observed and emulated by employees. When the Sub-District Head demonstrates a strong commitment to serving the community, employees tend to internalize the same values in their daily work practices.

From a methodological perspective, these findings were obtained through a systematic and multi-layered qualitative analysis process, ranging from initial coding to the formation of core categories. This approach is consistent with qualitative research principles that emphasize depth of meaning and contextual understanding (Creswell, 2014; Patton, 2002). The use of a conceptual diagram also helps visualize the relationships among categories, thereby facilitating a holistic interpretation of the findings (Richards, 2015; Silver & Lewins, 2014).

The service orientation identified in this study is also aligned with the BerAKHLAK core values that underpin civil service development in Indonesia. Values such as service, accountability, and collaboration are clearly reflected in the attributes emerging from the findings. This demonstrates that national policies on civil service development are not merely normative, but can be realized in local-level leadership practices when supported by a servant-oriented leader (LAN RI, 2025; Ministry of Administrative and Bureaucratic Reform [Kementerian PAN-RB], 2020).

Employee Work Initiative



In addition to service orientation, the findings of this study also reveal that employee work initiative is another important aspect that is significantly influenced by the Sub-District Head's leadership style. Work initiative is understood as employees' ability and willingness to act independently, proactively, and in a performance-improvement-oriented manner without always waiting for instructions from superiors. These findings indicate that leadership at the sub-district level not only shapes how employees serve the community, but also how they manage their work, make decisions, and develop themselves in carrying out daily tasks. This is consistent with Yukl's (2013) view that effective leadership is able to encourage followers to go beyond formal job requirements.



The conceptual diagram generated through the thematic coding process indicates that Employee Work Initiative emerges as a main category consisting of several interrelated attributes. These attributes include professionalism, acting without waiting for instructions, development,

performance improvement, competence, initiative, innovation, proactiveness, and effectiveness. The presence of these attributes illustrates that work initiative is not a singular construct, but rather a multidimensional one that reflects employees' mindsets, attitudes, and work behaviors within the context of public organizations. The formation of this category follows qualitative analysis principles that emphasize the interconnection among themes as a unified meaning (Braun & Clarke, 2006; Miles et al., 2014).

Professionalism and effectiveness emerge as the primary foundations of employee work initiative. Professionalism is reflected in employees' ability to understand their duties, comply with work standards, and complete tasks with high quality. Effectiveness, meanwhile, relates to employees' ability to utilize time and resources optimally. These two attributes indicate that work initiative is not synonymous with acting outside established rules, but rather with carrying out tasks intelligently and responsibly. This finding is consistent with the concept of civil servant performance management, which emphasizes the importance of balancing procedural compliance with tangible work outcomes (Wibowo, 2021).



The attributes of acting without waiting for instructions, proactiveness, and initiative illustrate a shift in employees' work patterns from merely administrative executors to active actors in service delivery and problem-solving processes. Several informants emphasized that the Sub-District Head encourages employees to seek solutions independently before reporting to their superior. Statements such as “we are often asked to find solutions ourselves before reporting” indicate explicit encouragement from the leader to foster work autonomy. This pattern reflects the principles of Servant Leadership, which position employees as trusted and empowered individuals (Greenleaf, 2002).

The attributes of competence and development also occupy an important position within the category of employee work initiative. Employees who are encouraged to take initiative tend to be motivated to enhance their own capacities in order to carry greater responsibilities. Leadership support for employees' ideas and development contributes to increased self-confidence and a sense of ownership toward their work. This is consistent with the view of Afrianty et al. (2025) that Servant Leadership is capable of encouraging positive employee behaviors, including the courage to voice ideas and improve work quality.

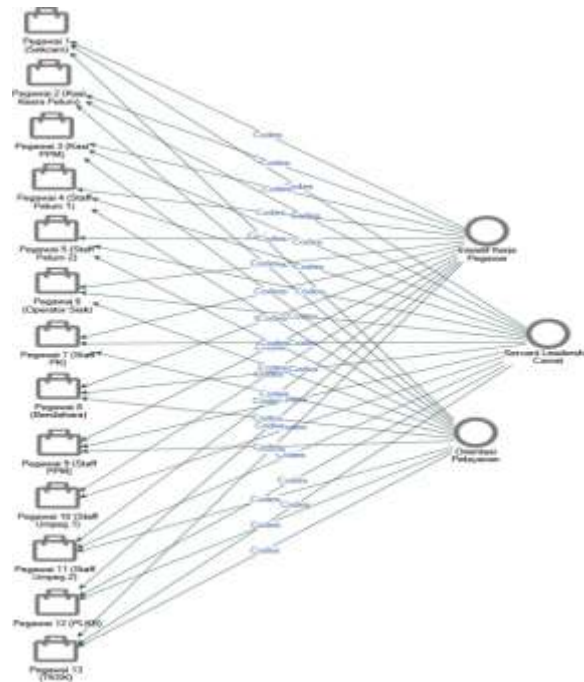
Nevertheless, the findings also indicate that not all employees demonstrate the same level of initiative. Some informants revealed that there are still employees who tend to wait for instructions and work routinely without efforts toward development. Statements such as “some colleagues are still waiting for directions” reflect variations in individual readiness to respond to the applied leadership style. This variation suggests that work initiative is influenced not only by leadership factors, but also by individual factors such as motivation, experience, and self-confidence (Syarif et al., 2025).

In the analytical process, behaviors characterized by waiting for instructions and routine work were categorized as “Low Initiative.” This work pattern is closer to a traditional administrative approach, in which employees focus on procedural compliance without proactive efforts to improve performance. This finding reinforces the view that bureaucratic reform cannot rely solely on structural

and policy changes, but also requires transformations in employees' mindsets and work culture (Ministry of Administrative and Bureaucratic Reform [Kementerian PAN-RB], 2020).

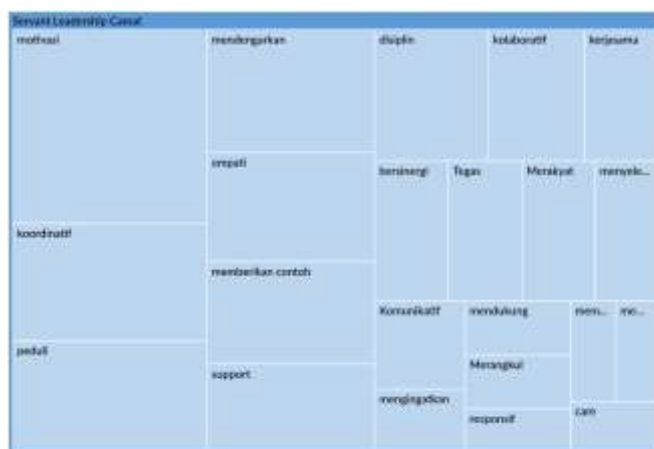
The conceptual diagram in this study clearly illustrates the direct relationship between the Sub-District Head's Servant Leadership and Employee Work Initiative. Leadership that emphasizes role modeling, willingness to listen, and empowerment has been shown to encourage employees to work more professionally, effectively, and with a performance-improvement orientation. This aligns with the findings of Lestari and Nugroho (2023), which state that servant leadership contributes to the development of an adaptive and learning-oriented civil service work culture.

Employee Relations



The third diagram in this study illustrates the comprehensive relationships among employees at the Eromoko Sub-District Office and the three main research variables, namely the Sub-District Head's Servant Leadership, Employee Work Initiative, and Service Orientation. This diagram not only depicts the interrelationships among variables in an abstract manner, but also maps the concrete connections of each employee category from the Sub-District Secretary, section heads, and administrative staff to supporting personnel with the patterns of work behavior that emerge in response to the Sub-District Head's leadership. Thus, the diagram functions as a synthesis of the findings that connects organizational structure, leadership, and employees' daily work practices.

Each employee in the diagram is linked to behavioral codes that represent their experiences, attitudes, and actions in carrying out their duties. These codes are the result of a systematic thematic coding process, in which meaning is derived from informants' narratives and subsequently grouped into broader categories (Braun & Clarke, 2006; Miles et al., 2014). This approach allows the researcher to view relational patterns holistically, not only based on formal positions, but also on behaviors and responses to leadership.



The diagram indicates that employees in structural positions, such as the Sub-District Secretary and section heads, exhibit stronger linkages with the Sub-District Head’s Servant Leadership variable. This can be understood because structural employees occupy strategic positions that require a higher intensity of interaction with the leader, particularly in planning, decision-making, and policy coordination processes. This closeness allows the Sub-District Head’s leadership values to be internalized more quickly and more strongly at the structural level, as suggested by Yukl (2013), who argues that direct interaction between leaders and key officials is a crucial determinant of leadership effectiveness.

This linkage is further reinforced by informants’ statements indicating that they are often involved in discussions before policies are implemented. Such practices reflect participatory and inclusive leadership, in which employees are not merely implementers, but are also engaged in the thinking and decision-making processes. This pattern aligns with the principles of Servant Leadership, which emphasize the importance of listening and empowering followers (Greenleaf, 2002), as well as with the findings of Prasetyo and Hidayat (2022) regarding the influence of participatory leadership on employee work initiative in local government.



The involvement of structural employees in policy processes also contributes to an increased sense of responsibility and ownership toward work programs. Employees who feel involved tend to be more prepared to take initiative and to be accountable for the successful implementation of policies. This indicates that Servant Leadership affects not only relational aspects, but also overall organizational effectiveness (Afrianty et al., 2025). Thus, the strong linkage between structural employees and the Sub-District Head’s Servant Leadership variable depicted in the diagram has a solid empirical foundation.

Meanwhile, functional employees and administrative staff in the diagram show stronger associations with the Service Orientation variable. Their position as the frontline of public service delivery makes their work behavior highly visible and directly experienced by the community. Attributes such as friendliness, politeness, responsiveness, and responsibility emerge as dominant

indicators attached to this group of employees. This finding is consistent with the view that the quality of public service is largely determined by the behavior of officials who interact directly with citizens (Wibowo, 2021).

Statements from service staff emphasizing the importance of greeting citizens with a smile indicate that public service values have been internalized in daily work practices. These values do not emerge spontaneously, but are instilled through consistent guidance, role modeling, and reinforcement from leadership. This strengthens previous findings that service orientation is the result of a leadership process grounded in humanistic and empathetic values (Lestari & Nugroho, 2023; Saputra, 2024).

The third diagram also shows that almost all employees are connected to the Employee Work Initiative variable, although with varying degrees of intensity. Employees who feel empowered, trusted, and supported by their leader tend to exhibit proactive, innovative, and effective behaviors. They do not merely carry out tasks as instructed, but also strive to seek solutions and improvements in their work. This finding supports the argument that a supportive leadership environment is a crucial prerequisite for the development of work initiative (Yukl, 2013; Afrianty et al., 2025).

Conversely, the diagram also identifies a group of employees who are more closely associated with the "Low Initiative" category. Employees in this category tend to wait for instructions and work according to administrative routines. This variation indicates that even though the Sub-District Head's leadership is servant-oriented, employees' responses to such leadership are still influenced by individual readiness, work experience, and personal motivation. This is in line with Syarief et al. (2025), who argue that employee work behavior results from the interaction between leadership factors and individual characteristics.

The presence of varying levels of initiative is important to understand in the context of bureaucratic reform. The diagram demonstrates that Servant Leadership does not automatically produce high initiative among all employees, but rather creates space and opportunities for such initiative to grow. In other words, servant leadership functions as a catalyst rather than a single determinant of employee work behavior (Ministry of Administrative and Bureaucratic Reform [Kementerian PAN-RB], 2020).

From a methodological perspective, the third diagram serves as an integrative tool that brings together partial findings from previous analyses. Visualizing the relationships among employees and the main variables helps clarify patterns of association and differences in responses across employee groups. This approach aligns with the recommendations of Creswell (2014) and Richards (2015) regarding the importance of using visuals and conceptual models in qualitative analysis to enhance the depth of interpretation.

4. CONCLUSION

This study demonstrates that the implementation of Servant Leadership by the Sub-District Head plays an important role in shaping employee work behavior at the Eromoko Sub-District Office, particularly in enhancing work initiative and service orientation. Leadership that emphasizes role modeling, empathy, active listening, and employee empowerment has been shown to create a more participatory work climate and to encourage employees to work proactively without always waiting for instructions from superiors. The findings indicate that Servant Leadership influences not only the structural aspects of the organization, but also contributes to the formation of employees' work values and attitudes. Employee work initiative emerges through the courage to assume responsibility, readiness to assist colleagues, and efforts to seek solutions to service-related problems. Meanwhile, service orientation is reflected in employees' friendliness, empathy, and commitment to delivering more responsive services that address community needs. These findings affirm that servant leadership is a relevant and effective approach within the context of sub-district-level government bureaucracy. Theoretically, this study strengthens the body of Servant Leadership research in the public sector by emphasizing its role in promoting proactive work behavior and service orientation. Practically, the results suggest that strengthening the leadership capacity of sub-district heads based on Servant Leadership values can serve as an important strategy for improving public service quality and supporting the bureaucratic reform agenda at the local level. The limitation of this study lies in its case study scope, which is confined to a single sub-district, thereby limiting the generalizability of the findings. Therefore, future research is recommended to examine the application of Servant

Leadership in more diverse public organizational contexts and to combine qualitative and quantitative approaches in order to achieve a more comprehensive understanding.

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