
Strategies for Improving Contextual Performance in Government Employees: Analyzing Effects of Servant Leadership, Person-Environment Fit, and Emotional Intelligence

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Abstract - Contextual performance refers to employee contributions and primary duties. These include support, initiative, and active participation. This study discusses the effect of servant leadership and person-environment fit on improving employee contextual performance through emotional intelligence in government. 124 employees were research samples based on purposive sampling. This research uses Structural Equation model (SEM) with quantitative methods. The results stated that servant leadership is significant on emotional intelligence, person environment is significant on emotional intelligence, servant leadership is insignificant on contextual performance, person environment is significant on contextual performance, and emotional intelligence is significant on contextual performance. This indicates that emotional intelligence has an important role in improving employees' contextual performance, while servant leadership does not directly affect contextual performance. The implication of this research is the importance of developing emotional intelligence and person-environment fit in government organizations to improve employee performance.

Keywords - *Servant leadership, Person environment fit, Emotional intelligence, Contextual performance, Government*

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I. Introduction

Contextual performance refers to organizational citizenship behavior (Motowidlo, Borman, and Schmit 1997). here are five types of contextual performance: voluntarily carrying out tasks that are not part of the job; enthusiastically or to complete tasks themselves successfully; helping and collaborating with others; following organizational rules and procedures although uncomfortable; and supporting and upholding the goals of the organization (Motowidlo and Van Scotter 1994). Contextual performance can affect the performance of an organization. In government agencies known as the government internal control system, human resources are an important foundation in the organizational environment, which is also an internal control environment Republik Indonesia 2008). According to research (Sobhani, Haque, and Rahman 2021) , volunteer work behavior can have

a positive impact on social responsibility in human resource management, which is to improve employee well-being and loyalty. Other opinions are presented consistently (Alshaabani et al. 2021).

A level of performance beyond the duty of a team member or organization can be positively generated when leaders apply the principles of servant leadership, such as empowering, supporting, and listening to their employees (Podsakoff et al. 2000). So, team members feel more motivated to make additional contributions and perform better in a particular context. A level of performance outside the task of a team member or an employee within an organization can be created when they fit into a working environment, so they can make extra contributions and perform better in a particular context (Kristof-brown, Zimmerman, and Johnson 2005). Personal Environment Fit is known as P-E Fit (Kristof-brown, Zimmerman, and Johnson 2005). Individuals who manage interpersonal relationships, communicate effectively, and work together in teams tend to have high levels of emotional intelligence (Mayer and Salovey 1997). Social learning theory is a theory proposed by Albert Bandura in 1977 that explains that human behavior is influenced by the environment and past experience, as well as internal cognitive processes such as motivation, perception, and decision-making (Bandura 1978). Social exchange theory, advocated by John W. Thibaut and Harlod H. Kelley in 1959, explained that social relationships contain elements of appreciation, sacrifice, and mutual benefit in the sense that individuals voluntarily enter and stay in one only for as long as it is sufficiently satisfactory in terms of rewards and sacrifices (Thibaut and Kelley 1960).

Contextual performance can be performed by an employee when, in an organization, there is a leader who serves and the employee has correspondence with the organization in which they work. Both things will eventually emerge in employees with emotional intelligence. Research carried out (Kumari et al. 2022) shows that Servant Leadership has a strong relationship with employees who work outside of their primary duties. In addition, research carried out (Goetz and Wald 2021) shows that person environment fit can improve employees to work in an innovative way as well as the quality of an employee's work. Another factor that can improve the quality of employee work is emotional intelligence, which been proven in research (Lee et al. 2023) showing that emotional intelligence has a positive relationship with individual performance. Emotional intelligence can make a major contribution to improving staff performance and creating a more productive and balanced working environment (Goleman 1995). If the employee matches the organization as well as the organization's support, then the employee has high self-development ((Brian) Joo, Park, and Lee 2020). Supported by leaders who have emotional intelligence, especially motivation and social skills, this can improve task performance and contextual performance (Al-Fawaeer and Alkhatib 2020) Thus, an employee with emotional intelligence will be willing to work outside of their main duties.

The importance of a leader who has servant leadership lies in his ability to motivate and guide staff, create an inclusive working environment, and provide the necessary support (Greenleaf 2002) With good service, leaders can cultivate the spirit of work, increase productivity, and build positive relationships among team members. Research (Qiu, Dooley, and Xie 2020) reveals that servant leadership can improve the quality of service. Other opinions were found (Zada et al. 2022) servant leadership can improve contextual performance even in a crisis environment. Servant leadership promotes performance contextually among employees. Research results validate that when leaders prioritize employee interests over personal and organizational interests, employees demonstrate contextual performance by going beyond formal roles and are more dedicated and committed to organizational goals (Kumari et al. 2022). The performance of employees is both task-oriented and innovative by applying the concept of P-E Fit. Research finds that high P-e Fit leads to high performance (Goetz and Wald 2021), but the relationship depends on the form of the organization, for example, on the mechanisms in the coordination of work, the composition in the team that is balanced, or the comfortable working situation. When some of these components are found in the organization, the staff will improve their performance, both in accordance with their responsibilities and innovative performance, by creating new ideas for the organization's goals and enhancing the given job.

This study discusses the effect of servant leadership and person-environment fit on improving employee contextual performance through emotional intelligence in government institutions. Servant leadership is known to have a positive impact on employee performance by emphasizing service to others. Person-environment fit, which reflects the fit between an individual and their work environment, is also considered important in improving employee performance. Emotional intelligence, the ability to recognize and manage one's own and others' emotions, is believed to play an important mediating role in this process. Research is conducted by developing existing theories or discovering new theories, with variable selection based on two studies conducted in 2021 and 2022. Based on these two studies, a conceptual framework model of research replication and modification will be created by conducting a cross-sectional research design that studies the dynamics of correlations between risk factors through approaches, observations, or data collection. As well as showing the positive effects of the relationship between each research variable as information to evaluate the staff in the case study.

While many studies have examined the effect of servant leadership and person-environment fit on employee

performance, there is still a gap in understanding how these two factors simultaneously influence employees' contextual performance through the mediation of emotional intelligence. Previous studies often overlook the mediating role of emotional intelligence in the context of government agencies. This research is important because it can provide new insights into the mechanisms by which servant leadership and person-environment fit can improve employees' contextual performance through emotional intelligence, especially in the context of government agencies. A better understanding of these factors can help policymakers and managers design more effective employee development programs.

II. Literature Review

The study examines the impact of servant leadership on job performance in higher education institutions. It also investigates the role of mediating emotional intelligence as well as the moderating roles of perseverance and compassion. The results show a significant positive relationship between servant leadership and work performance, with emotional intelligence as a mediator. This study highlights the importance of understanding these factors for effective leadership practice (Ullah, Bano, and Baloch 2023). This research compares three emerging forms of positive leadership, which emphasize ethical and moral behavior, with transformational leadership. The results revealed that these forms of leadership have a high correlation with transformational leadership, but they are of little use unless they are used to explore specific organizational measures. This study carried out a meta-analysis and tested their performance in explaining incremental variance on nine results (Hoch et al. 2018). In addition, the study explored the relationship between emotional intelligence and the climate of servant leadership in improving individual adaptive performance. Using a quantitative approach with a sample of 57 managers and 204 team members from 24 companies, the results showed that emotional intelligence directly affects adaptive performance, while the emotional intelligence of managers indirectly affects adaptive performance through mediation of the server leadership climate. This research is unique in terms of step-by-step mediation with other variables (Balti and Karoui Zouaoui 2024). This research is expected to make a significant contribution to understanding how servant leadership and emotional intelligence play a role in improving staff performance in higher education institutions, as well as its implications for effective leadership practices. Based on the literature review, we can hypothesize that: Servant leadership impacts employee emotional intelligence.

This study examines the impact of person-environment fit (person-job fit and person-organization fit) on innovative work behavior in humanitarian non-profit organizations in Nepal. Data was collected through surveys and analyzed using structural equation models. Results showed a positive effect of person-job fit and person-organization fit on innovative work behavior. Work engagement mediated these effects, with 30% of person-job fit and 23% of person-organizational fit effect size going through work engagement (Bhattarai and Budhathoki 2023). A study examining the workgroup dynamics of police command staff found that officers with better emotional intelligence (EI) report better perceptions of workgroup fit. The study, which used a survey of 304 US command staff officers, found that officers with better EI were better equipped to navigate complex workgroup dynamics. The study also found that workgroup fit was higher among higher-ranking officers and white officers. This finding could have implications for agencies' ability to facilitate change efforts or carry out daily operations (White and Schafer 2023). The study investigated the indirect impact of perceived person-job fit on the relationship between emotional intelligence and employee wellbeing. Findings showed a strong positive relationship between emotional intelligence and employee wellbeing, with emotional intelligence having a higher relationship. The study aims to help university administrators understand the dynamic interaction among variables (Akanni, Kareem, and Oduaran 2020). This research is expected to make a significant contribution to the understanding of how person-environment fit, and emotional intelligence play a role in improving employee performance and well-being in various organizational contexts, as well as the implications for effective leadership and management practices. Based on the literature review, we can hypothesize that: Person environment fit impacts employee emotional intelligence.

The study investigates employees' perceptions of leaders, managers, and supervisors' emotional intelligence and transformational leadership. It examines the influence of emotional intelligence on organizational outcomes, the expertise of leaders in forecasting results, and the relationship between EI and transformational leadership. Results confirm the effectiveness of transformational leadership in forecasting organizational productivity and performance. The study suggests that supervisors' emotional intelligence, including social abilities, motivation, empathy, and cognition, positively impacts leadership. The findings can help organizations understand leadership capabilities and enhance their performance and competitiveness (Zaki, Hasan, and Manzoor 2012). The study investigates the relationship between team emotional intelligence (EI) and team performance in construction projects. Data from 302 employees and supervisors was collected from 53 teams. Results show a positive association between EI and team performance, with trust playing a mediating role. Task interdependence buffers the association. The study provides insights for managers to maintain workflow and enhance team performance

in construction projects. It highlights dispositional and contextual factors that could impact team performance (Shafique and Naz 2023). The study explores the impact of emotional intelligence on job performance, leadership success, and personal success. It examines the Emotional Quotient model and Emotional Intelligence (EI) executive coaching as a tool to reduce work-family conflict. Results show that emotional intelligence is negatively related to work-family conflict, and an increase in specific emotional intelligence dimensions through EI coaching decreases conflict (Wittmer, Cooper, and Buchanan 2023). This research is expected to make a significant contribution to the understanding of how servant leadership and emotional intelligence play a role in improving employees' contextual performance in various organizational contexts, as well as the implications for effective leadership and management practices. Based on the literature review, we can hypothesize that: Servant leadership via emotional intelligence impacts employees' contextual performance.

The study explores the impact of emotional intelligence on job satisfaction, well-being, and engagement among 193 Australian police officers. Results show that emotional intelligence positively influences job satisfaction, engagement, and organizational commitment, influencing turnover intentions (Brunetto et al. 2012). The study investigates the indirect impact of perceived person-job fit on the relationship between emotional intelligence and employee wellbeing. Findings show a strong positive relationship between emotional intelligence and employee wellbeing, with emotional intelligence having a higher effect. Structural Equation Modelling suggests partial mediation by perceived person fit. The findings can help university administrators and researchers understand these dynamics (Akanni, Kareem, and Oduaran 2020). A study examining the workgroup dynamics of police command staff found that officers with better emotional intelligence (EI) report better perceptions of workgroup fit. The study, which used a survey of 304 US command staff officers, found that officers with better EI were better equipped to navigate complex workgroup dynamics. The study also found that workgroup fit was higher among higher-ranking officers and white officers. This finding could have implications for agencies' ability to facilitate change efforts or carry out daily operations (White and Schafer 2023). This research is expected to make a significant contribution to the understanding of how person-environment fit and emotional intelligence play a role in improving employees' contextual performance in various organizational contexts, as well as the implications for effective leadership and management practices. Based on the literature review, we can hypothesize that: Person environment fit via emotional intelligence impacts employees' contextual performance.

This study examines the relationship between interpersonal conflict and task performance, using data from 173 Pakistani subordinates and supervisors. Results show that interpersonal conflict negatively impacts task performance due to workplace deviance, which is less noticeable when employees are more emotionally intelligent. Reducing and managing interpersonal conflicts, particularly through interventions focusing on increasing emotional intelligence, could improve task performance (Kundi et al. 2023). This research explores the role of contextual EI-related factors, such as organizational culture and supervisors' emotionally intelligent behavior, in employee engagement and exhaustion. The study aims to define an EI-supportive organizational culture, validate measures of EI-related values and practices, and investigate their top-down effect on employee engagement and exhaustion. The findings suggest that EI-supportive HRM practices have a top-down effect on employee engagement and exhaustion via supervisor EIB, while low regard for emotional values has a top-down effect (Levitats, Ivcevic, and Brackett 2022). The study investigates the relationship between emotional exhaustion and performance during the COVID-19 pandemic. A conceptual model was developed, suggesting organizational citizenship behavior (OCB) as a mediator and leadership style and emotional intelligence (EI) as moderators. Data was collected from 384 faculty and administrative personnel in Mangalore Diocese educational institutions. Results showed that OCB mediated the relationship between emotional exhaustion and performance. EI and transformational leadership interacted to alleviate the dysfunctional consequences of emotional exhaustion. Transactional leadership styles interacted with emotional exhaustion to reduce their adverse effects on performance. The study contributes to personnel psychology and organizational behavior literature, suggesting individuals should invest resources in developing emotional control skills and leaders should exercise transformational and transactional leadership styles to combat the pandemic (D'Souza, Irudayasamy, and Parayitam 2023). This research is expected to make a significant contribution to understanding how emotional intelligence plays a role in improving the contextual performance of staff in various organizational contexts, as well as its implications for effective leadership and management practices. Based on the literature review, we can hypothesize that: Emotional intelligence impacts employees' contextual performance.

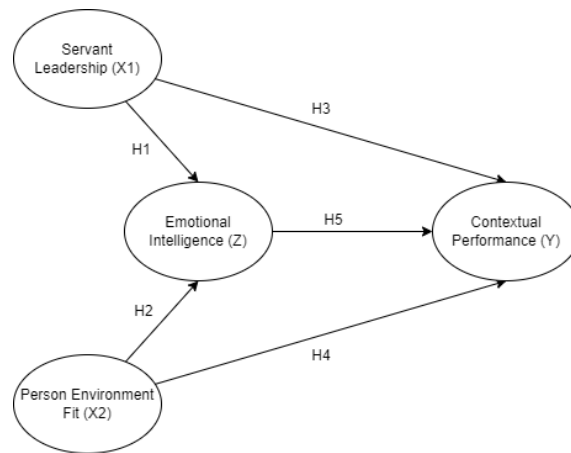


Figure 1. Conceptual Framework

Figure 1 describes a research model that tests the relationship between servant leadership (X1), person-environment fit (X2), emotional intelligence (Z), and contextual performance. (Y). In addition, the conceptual diagrams show how servant leadership and person-environment fit can improve employee emotional intelligence, which in turn contributes to improving their contextual performance.

III. Research Methodology

This explanatory research, explains the position of the variables studied and the influence between one variable and another. This study uses purposive sampling to determine the sample to be examined. The research population consists of 139 staff in one of the government agencies. Of this population, 124 staff were selected as samples for the research. The selection of samples is based on the duties and functions of the officer. Data were collected using a questionnaire distributed to the selected sample, with data measurements performed using the Likert scale. The study uses a partial-least-square (PLS) based statistical method called the Structural Equation Model (SEM) to analyze the data. The statistical analysis used is the measurement model, including convergent validity, discriminant validity, and reliabilities. Structural model including determination coefficient test, stimulant influence test, partial test.

IV. Empirical Result

The descriptions of respondents are described based on gender, educational background, sector, tasks in the job, and working period.

Measures	Item	Frequency	Percentage
Gender	Male	98	79,03
	Female	26	20,97
Educational Background	Secondary Education or below	10	8,06
	Diploma	2	1,61
	Bachelor's degree	109	87,90
	Master's degree	3	2,42

Measures	Item	Frequency	Percentage
Sector and Tasks	Network	25	20,16
	Communication Devices	8	6,45
	CCTV	23	18,55
	Mail dan Server	7	5,65
	Application	23	18,55
	Video Conference	6	4,84
	Service Desk	5	4,03
	Single Point Contact	27	21,77
Working Period	Less than 2 years	21	16,94
	3 - 5 years	43	34,68
	6 - 10 years	48	38,71
	More than 10 years	12	9,68

The validity test is used to measure the validity of the questionnaire statements used in the research. An instrument or questionnaire is valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire (Ghozali 2018). The validity test is valid if a correlation coefficient between items is greater than 0.30 with an alpha error rate of 0.05.

Table 1. Questionnaire Item Statements

Variable	Item Statements	Validity Item Statements
Servant Leadership (X ¹)	7	6
Person Environment Fit (X ²)	8	8
Emotional Intelligence (Z)	8	7
Contextual Performance (Y)	8	8

Convergent validity measures the amount of correlation between indicators and variables. The test shows the value of the loading factor for each indicator. A loading factor value of approximately 0.3 can be considered because it has met the minimum level; a loading factor value of approximately 0.4 is considered better; and a loading factor greater than 0.5 is generally considered significant. Meanwhile, a loading factor value of 0.7 is considered valid (Haddock and Quinn 2015).

Table 2. Loading Factor

Variable	Indicator	Loading Factor
Servant Leadership	x1-1	0.826
	x1-4	0.778
	x1-5	0.880
	x1-7	0.851
Person Environment Fit	x2-1	0.829
	x2-2	0.674
	x2-3	0.734
	x2-5	0.725
	x2-6	0.727
	x2-8	0.842
Contextual Performance	y3	0.674
	y5	0.754
	y6	0.716
	y7	0.656
	y8	0.781
Emotional Intelligence	z1	0.882
	z2	0.745
	z3	0.680
	z6	0.621

Besides looking at the loading factor, the convergent validity test can also be done by looking at the Average Variance Extracted (AVE) value. AVE is a coefficient that explains the variance in indicators that can be explained by common factors.

Table 3. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Contextual Performance	0.515
Emotional Intelligence	0.545
Person Environment Fit	0.574
Servant Leadership	0.696

Discriminant validity is carried out by viewing the Fornell-Larcker criterion and cross-loading values. The Fornell-Larcker criterion is a measure that compares the square root of the AVE value with the latent variable correlation.

Table 4. Fornell Larcker Criterion

Variable	CP	EI	PE Fit	SL
Contextual Performance	0.718			
Emotional Intelligence	0.703	0.738		
Person Environment Fit	0.643	0.550	0.757	
Servant Leadership	0.459	0.549	0.602	0.834

*CP: Contextual performance, EI: Emotional intelligence, PE Fit: Person environment fit, SL: Servant leadership

Reliability test was carried out using two methods, namely Cronbach's alpha and composite reliability. Cronbach's alpha measures the lower limit of an indicator's reliability value, while composite reliability measures the true value of an indicator's reliability. If composite reliability has a value > 0.70 and Cronbach's alpha has a value > 0.60, the variables tested are valid and reliable.

Table 5. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability
Contextual Performance	0.769	0.841
Emotional Intelligence	0.717	0.825
Person Environment Fit	0.852	0.889
Servant Leadership	0.855	0.902

Path coefficient is used to determine the significant value and strength of the variable relationship to test the hypothesis. In the path coefficient, p-values must be less than 0.05 and t-statistics must be greater than 1.96.

Table 6. Hypothesis Test

Variable	Sample	Mean	Std Deviation	T Statistics	P Values
SL → EI	0.342	0.349	0.102	3.358	0.001
PE Fit → EI	0.345	0.342	0.092	3.747	0.000
SL → CP	-0.066	-0.064	0.106	0.620	0.535
PE Fit → CP	0.396	0.386	0.091	4.349	0.000
EI → CP	0.521	0.533	0.080	6.479	0.000

*CP: Contextual performance, EI: Emotional intelligence, PE Fit: Person environment fit, SL: Servant leadership

H1: servant leadership has significant effect on emotional intelligence government employee. The path coefficient test shows that 3.358 significant value $0.001 < 0.05$. Servant Leadership is a leadership style that focuses on serving employees and developing team members. Servant leaders understand and appreciate the emotions of their employees, creating a supportive working environment that promotes personal and professional growth. This mean impact of the emotional intelligence of the operational team leader on the performance of team members, This in line with the finding (Al-Fawaer and Alkhatib 2020) that emotional intelligence is important for leaders as well as operational teams, and can improve task performance and contextual performance.

H2: person environment fit has significant effects on emotional intelligence government employee. The path coefficient test shows that 3.747 significant value $0,000 < 0,05$. Employees with high emotional intelligence are more compatible with their work environment and can adapt well to situational demands. The person-environment fit, which involves aligning individual characteristics with the work environment, is crucial in creating a harmonious workplace. This mean good person-environment fit facilitates the development of emotional intelligence and strengthens relationships within the team and the organization This in line with the finding ((Brian) Joo, Park, and Lee 2020) that an employee that matches the organization and is supported by the organization, then the employee has a high level of initiative in self-development.

H3: servant leadership has no significant on contextual performance government employee. The path coefficient test shows that 0,620 significant value $0,535 > 0,05$. The factors that influence the leader who serves are not capable of improving the contextual performance of the staff, due to the strong hierarchy in the organization. The hierarchical system creates power imbalances and limits decision-making, contradicting the principles of servant leadership. This line with the finding (Rashid and Ilkhanizadeh 2022) when employees do not feel servant leadership behavior on the leadership, then cannot improve satisfaction, restoration of service, and innovative work behaviour. Factors that influence employees do not feel servant leadership behavior including inconsistent leaders, job satisfaction, or organizational culture that does not support (Silaban and Nastiti 2021).

H4: person environment fit has significant on contextual performance. The path coefficient test shows that 4.349 significant value $0,000 < 0,05$. A good fit between individuals and their work environment is crucial for optimal contextual performance. When employees feel comfortable and positively engaged in their tasks, and have good relationships with coworkers and leaders, they are more likely to adapt effectively to the work environment. This line with the finding (Gander, Hofmann, and Ruch 2020) that the employee's correspondence with the working environment is in line with the level of job satisfaction and the employment is happier so that the level in workplace concerns do not affect everyday life.

H5: emotional intelligence has significant on contextual performance. The path coefficient test shows that 6.479 significant value $0,000 < 0,05$. Emotional intelligence enables individuals to understand team dynamics, resolve conflicts, and efficiently perform additional tasks. It involves recognizing, understanding, and managing emotions, contributing to healthy and productive interpersonal relationships in the workplace. This line with the finding (Chandrawaty and Widodo 2022) where emotional intelligence or interpersonal intelligence can improve the context performance of teachers in carrying out their responsibilities in addition to teaching, reviewing and updating the knowledge of the subject, as well as being moral, firm, and consistent in the classroom, and among colleagues.

V. Conclusion

This research reveals some important findings about the influence of servant leadership and person-environment fit on contextual performance through the mediating role of emotional intelligence in government agencies. The empirical findings provide valuable insights in linking these findings to previous studies and theoretical frameworks, as well as their implications for theory and practice. Theoretically, the results confirm the importance of servant leadership and person-environment fit in developing emotional intelligence and contextual performance. The study also highlighted the complexity of the relationship between leadership styles and contextual performance in the context of organizations with strong hierarchical structures. The findings suggest that government organizations need to create a working environment that supports the development of emotional intelligence and ensures compatibility between individuals and the working environment. Moreover, although servant leadership is important, its implementation must be aligned with the organizational structure to avoid conflict with existing hierarchies. Overall, the research provides new insights into factors that affect employee contextual performance in government agencies and provides guidance for the development of more effective management policies and practices.

VI. Future Research

For future research, it is recommended to further explore the relationship between leadership styles and contextual performance in different types of organizations with different structures. Research can also expand the sample to cover different sectors and organizational cultures to see if these findings are consistent in different contexts. Furthermore, exploring other factors that can influence the relationship between servant leadership, person-environment fit, emotional intelligence, and contextual performance can provide a more comprehensive insight into these dynamics.

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Conflict of Interest Statement

The authors agree that this research was conducted in the absence of any self-benefits, commercial or financial conflicts and declare the absence of conflicting interests with the funders.

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