

# GENERATION X CATECHIST SERVANT LEADERSHIP OF POTENTIAL HUMAN RESOURCES (CASE STUDY OF THE ARCHDIOCESE OF JAKARTA)

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**Abstract-** The performance of Generation X catechists in the Diocese of Jakarta, Indonesia, is examined in this study in relation to servant leadership. The study looks at how professional competence and dedication function as mediators in the relationship between catechist performance and servant leadership. The study employs a quantitative methodology and structural equation modeling with partial least squares (PLS-SEM) to examine data from 80 catechists who work in different parts of the Jakarta Archdiocese. The results show that catechist performance, professional commitment, and competence for Generation X are all positively and significantly impacted by servant leadership. Additionally, catechist performance is positively influenced by professional commitment and competence, which also mediate the relationship between servant leadership and performance. In addition to providing useful implications for improving catechist performance through leadership development and cultivating professional dedication and competence, the study advances our understanding of servant leadership in Catholic education environments.

**Keywords:** Catechist performance; Servant Leadership; Professional Commitment; Competency; Catholic Community Group

## 1. INTRODUCTION

In the dynamic and intricate realm of education, catechists serve as leaders who not only teach but also serve as role models and sources of moral support for students. Particularly for catechists, who are required to exhibit servant leadership in addition to teaching religious ideas, this activity has a significant theological, spiritual, and ethical component. A successful leader is willing to prioritize the needs of others and serve others to have a beneficial impact on the environment, according to Greenleaf's, (Spears, 1996a) concept of servant leadership. The application of the servant leadership principle is extremely relevant for catechists in the context of moral and religious instruction.

Catechists who practice servant leadership must be able to create a welcoming environment for learning, build strong relationships with their students, and encourage them to seek spiritual growth. By using servant leadership, catechists might be inspired to work more productively and focus more on their students' development. But the effectiveness of servant leadership is not self-contained. The ability and commitment of teachers to their work are also critical factors in improving performance. The professionalism and level of skill of catechists have a big impact on their performance.

Professional commitment to completing assignments with full responsibility and proficiency in mastering relevant religious teaching materials and learning approaches are thought to encourage better performance. Effective teaching and leadership require

competency, which includes both technical and pedagogical skills as well as a deep understanding of Instructors' professional commitment, which demonstrates dedication and accountability to the field, also determines how much they can give their all at work. In reality, Jakartan catechists who employ servant leadership are expected to be able to build strong relationships with their students, communicate empathetically, and motivate them in their moral and academic endeavors. In the case of Jakartan catechists, servant leadership means that they are not only teachers but also spiritual guides who inspire students with service-oriented mindsets and practical examples. These teachers put their students' needs first by creating a caring and encouraging learning atmosphere.

Given the numerous educational barriers in Jakarta, catechists must be able to effectively communicate the material and use creative and relevant teaching techniques. Another component of competency is the ability to integrate technology into education, particularly in Jakarta's urban environment, which is rife with technological innovations. Additionally, Jakartan catechists need to be cognizant of the many cultural and social backgrounds of their students in order to be more relevant and touch on all aspects of their lives. Jakartan religious instructors must meet professional competency and moral standards in addition to the demands of a demanding curriculum. Their professional commitment is demonstrated by their willingness to devote time, energy, and focus to students' growth, including attending trainings that maintain their skills and knowledge current.

Overall, Jakarta's catechists' performance, skill, commitment to their work, and servant leadership are highly correlated. Servant leadership allows teachers to support students more deeply, even though experience and professional commitment support both the effectiveness of instruction and the growth of students' character. Religious teachers in Jakarta are required to be adaptable, competent, and dedicated people who carry out their responsibilities as mentors and educators in light of the contemporary urban and multicultural concerns.

There is currently a lack of empirical research on Catholic religious instructors in Indonesia, despite the fact that theoretical studies on these issues have been conducted. By examining the effects of servant leadership practices on educators' performance in educational institutions, this study seeks to add to the body of existing literature. It does this by using a group of educators from schools in the Archdiocese of Jakarta as a case study. In addition to examining the direct effects of servant leadership practices on the performance of Catholic religious teachers, this study also looks at the intermediary role of competence and professional dedication. In the Archdiocese of Jakarta, the Catechetical Commission, the Jakarta Catholic Community Guidance Institute, and educational institutions that are grappling with the issue of catechist skill and dedication are to receive strategic insights and recommendations. This study also aims to offer theoretical and practical support in addressing the problems associated with the uneven distribution of Catholic religious teaching resources throughout Jakarta, with a focus on competence, professional dedication, and servant leadership.

### **1.1 Research Background**

As a method of fostering students' potential, personalities, and knowledge, education is an intentional endeavor. One of the primary variables influencing the success of the educational process is the instructor, in this case the Catholic religious teacher, who is referred to as a "catechist" in the Catholic church lexicon. In order to guide, influence, and inspire people to possess academic knowledge and accomplish educational objectives, educational leadership is essential. The performance of the teaching profession is explained in Article 10 of the 2014 Teachers and Lecturers Law. It is evaluated based on the teacher's overall personality, their comprehension of the school's vision, mission, and goals, the caliber of their work, their

capacity to oversee the learning process, and the advancement of the teaching profession. The spirit and soul of service have been lived by catechists throughout the generations; however, this study was restricted to catechists of generation X, specifically in the Archdiocese of Jakarta. The profession of catechist, in the pastoral care environment of the Catholic Church hierarchy, is very thick with dimensions of service and devotion to proclaim the Kingdom of God. However, professional commitment and competence operate as a mediating factor in the degree to which the leadership of catechists serving Generation X has a substantial impact on enhancing their performance in the workplace (catechizing and pastoring). According to Fry's research, (Fry et al., 2005), servant leadership can foster unity among leaders, which in turn can boost organizational commitment and drive staff to provide high-quality work. In essence, servant leadership has the power to affect corporate commitment. According to Musabah (Musabah et al., 2017) research, people that are highly committed to their careers put in more effort to meet organizational objectives. According to Liou (Liou & Daly, 2020) research, an organization's ability to succeed depends on the dedication and involvement of its employees. Service leadership has been shown to improve organizational commitment in earlier study (Lapointe & Vandenberghe, 2018), (Van Dierendonck et al., 2014), (Jaramillo et al., 2009).

Numerous academics have examined servant leadership as a way to foster trust among members of the organization (Hale & Fields, 2007). According to research by (Dennis & Winston, 2003), servant leadership can help members become more confident so they would have faith in the company. An effective strategy for fostering trust inside the company is the servant leadership approach. According to (Russell, 2001), servant leadership is a leadership approach that can help members of the organization in order to foster trust. In essence, trust inside the business is linked to servant leadership. Having a high level of trust from those who serve can help people and organizations perform better. The effects of servant leadership on employee trust and attitudes were examined by (Chan & Mak, 2014). The study's findings demonstrated that servant leadership improves employee performance. The study by (Winston & Fields, 2015) demonstrated a connection between performance and servant leadership. According to (Setyaningrum et al., 2017) research, employee performance is impacted by servant leadership.

The impact of servant leadership on employee empowerment was examined by (Murari & Gupta, 2012), who also discovered that servant leadership affects employee performance. Investigated how servant leadership can lead to excellent performance, and their findings indicated that servant leadership can affect performance (Bosco & Melchar, 2010). The impact of servant leadership on organizational commitment and employee performance was examined by (Koesmono, 2014). The study's findings demonstrated that servant leadership affects employee performance. In their research, (Yeh et al., 2022) discovered that the association between leadership style and work performance is partially mediated by organizational commitment. According to earlier research, servant leadership has a good correlation with psychological empowerment, organizational commitment, and structural empowerment (Allen et al., 2018).

## 1.2 The Problem Formulation

The role of catechists is highly valued by schools and parishes in the Archdiocese of Jakarta because they are in charge of implementing catechesis, or faith formation and character formation, specifically for students and potential members of the Catholic Church each year as well as for the parish's general congregation on a periodic and ongoing basis. The majority of the catechists who perform these duties are pastoral workers who focus on schools and parishes. One of the key determinants of the success of catechesis pastoral care is the presence of

catechists or Catholic religious teachers as pastoral workers. This is because catechists engage closely with participants in catechesis to provide instruction and direction that will yield the desired results. According to the General Catechetical Directory, catechists are human resources who organize, act, and determine how to accomplish the objectives of Catholic faith instruction. Inconsistent results were found in a number of earlier studies on the relationship between servant leadership and employee performance. Additionally, (Olesia et al., 2013) found that while servant leadership is suitable for use in public companies, it still requires further research in education-oriented organizations to help teachers develop their leadership skills.

According to (de Waal & Sivro, 2012), the current theoretical framework of servant leadership is still deficient, and in order to supplement the findings of earlier research, the relationship between servant leadership and performance needs to be reexamined. According to (West & Bocarnea, 2008), there is currently a dearth of research on the connection between servant leadership and employee performance outcomes. Instead of critically analyzing employee performance, very few research assume the expression of performance appraisal and its influence on professional dedication and performance (Williams, 2009). Based on this research gap, the study will investigate the extent to which professional dedication and competence among generation X catechists in the Archdiocese of Jakarta reinforce the influence of servant leadership on these individuals. Does the Jakarta Archdiocese's generation X catechists' performance change as a result of servant leadership? Does the Jakarta Archdiocese's generation X catechists' dedication to their jobs change as a result of servant leadership? Does the Jakarta Archdiocese's generation X catechists' proficiency relate to servant leadership? Does the Jakarta Archdiocese's generation X catechists' performance depend on their level of competence? Does the Jakarta Archdiocese's generation X catechists' performance depend on their level of professional commitment? If competence acts as a mediator, does servant leadership significantly affect the performance of generation X catechists in the Jakarta Archdiocese? If professional commitment acts as a mediator, does servant leadership significantly affect the performance of generation X catechists in the Jakarta Archdiocese?

This study's novelty is: (1). Four factors servant leadership, competence, professional commitment, and human resource performance are used in this study conducted by a Catholic religious organization. The participants are generation X catechists who have been professionally called to serve as catechists in parishes, schools, and categorical institutions or communities. (2). This study was conducted by the Jakarta Archdiocese Catechetical Commission, a Catholic religious organization with locations throughout the Jakarta, Bekasi, and Tangerang regions. It involved members of the Ministry of Religion's Special Capital Region's Catholic Community Guidance (BIMAS) government. (3). This study will suggest a model for the catechist performance of generation X catechists working for the Jakarta Archdiocese Catechetical Commission, a non-profit organization that collaborates with DKI Catholic BIMAS to maintain it. This study aims to examine and clarify how servant leadership affects generation X catechists' performance. the impact of servant leadership on generation X catechists' dedication to their careers. the impact of servant leadership on generation X catechists' performance. competence's impact on generation X catechists' performance. the impact of dedication to one's career on generation X catechists' performance. competence's mediating function in the relationship between servant leadership and generation X catechists' performance. Professional dedication's moderating effect on servant leadership's impact on generation X catechists' performance.



### 1.3 LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

#### 1.3.1 Servant Leadership and Competence generation X catechists

Servant leadership has a major impact on the development of staff competencies (van Dierendonck et al., 2023). Servant leadership not only improves technical proficiency but also fosters workers' social and emotional intelligence, which is considered a crucial aspect of competency in jobs that need a lot of interaction with others (van Dierendonck et al., 2023). There is a link between servant leadership and the growth of employee competency in the healthcare sector, where staff competency is essential to providing high-quality services (Urrila & Eva, 2024). By improving job-related skills, especially technical and problem-solving abilities, workers in the industrial sector may gain from servant leadership (Xie & Guo, 2024). The leadership concept of servant leadership combines the best elements of team building, empowerment, complete quality, participative management, and service ethics. Enhancing service to others, adopting a holistic approach to work, cultivating a sense of community, and sharing decision-making authority are all highly valued aspects of the Servant Leadership paradigm, according to the Greenleaf Center for Servant Leadership (Page & Wong, 2000). Competency, in the words of (Quinteros-Durand et al., 2023), is a series of interrelated components that starts with knowledge, skills, and attitudes. Based on the theoretical underpinnings and analysis presented in the aforementioned literature, this study develops the following hypothesis:

H1: Competence is positively and significantly impacted by their servant leadership.

#### 1.3.2 Servant Leadership and Professional Commitment generation X catechists

Servant leaders are more dedicated to their work as educators. This study found that principals or other school officials who exhibit servant leadership encourage teachers to put in greater effort at work. When teachers feel valued, empowered, and cared for personally, they are more likely to support educational goals (Lemoine et al., 2024). In public areas like health and social services, there is a strong association between servant leadership and increased professional devotion. Eventually, as servant leaders help their employees discover their meaning in their work, their emotional connection to it increases. In the public sector, servant leadership improves service quality by motivating staff to work for the community's benefit rather than just to achieve professional objectives (N. T. H. Nguyen et al., 2023). (Sendjaya et al., 2019) examined the relationships between servant leadership, work happiness, and professional dedication in several industries. They found that servant leadership not only directly increases professional commitment but also serves as a mediator by increasing job satisfaction. When workers feel content in their roles, they are more likely to be committed and loyal to their careers. In this way, cultivating a pleasant and motivating work environment where employees feel valued and motivated to grow requires servant leadership. (Aburumman et al., 2024) looked into college instructors' servant leadership and commitment to their careers. The results showed that teachers led by servant leaders were more committed to their jobs and the school. Servant leaders exhibit high work ethics, support lecturers with their professional demands, and inspire them to pursue personal development and improve the quality of their instruction. This has a favorable effect on lecturers' commitment to the university, as seen by their involvement in increasingly demanding research and teaching projects. (D. N. Nguyen et al., 2023) claim that a key element in increasing professional engagement in non-profit organizations is servant leadership. In a non-profit context, where motivation is often intrinsic, servant leadership creates the foundation for employees to feel inspired and motivated to go above and beyond for the organization's goals. We propose the following hypothesis in light of the theoretical and empirical data that have been presented:

H2: Professional Commitment is positively and significantly impacted by their servant leadership.

### **1.3.3 Performance and Servant Leadership generation X catechists**

Greenleaf, cited by (Spears, 1996b), (Bosco & Melchar, 2010), and (de Waal & Sivo, 2012), asserts that a good leader must be ready to prioritize the needs and interests of his followers while simultaneously helping them develop into leaders. A survey developed by (Barbuto & Wheeler, 2006) was used to evaluate the managerial characteristics of servant leaders in three high-performing organizations. This study is one of the few that empirically evaluates the servant leadership method in an organizational context. This bolsters Greenleaf's (1991) findings that the goal of servant leadership is to develop followers into people who will serve him and become healthier, wiser, more independent, and even more self-sufficient. In this study, it is crucial to consider that leaders have a major influence on the caliber of staff performance. moral standards, the capacity of a leader. (Whetstone, 2002) and (Ehrhart, 2004) found a positive correlation between servant leadership and employee performance in reputable firms. However, servant leadership does not always have a consistent effect on worker performance, (Palumbo, 2016), (Donia et al., 2016). According to research by (Sherihan, 2022), servant leadership greatly enhances worker performance. Considering the above-mentioned theoretical and scientific framework, the hypothesis that would be generated in this investigation could be expressed as follows. We develop the following hypothesis based on the knowledge gained from the theoretical and empirical study indicated above:

H3: Their performance is positively and significantly impacted by their servant leadership.

### **1.3.4 Competence and Servant Leadership in Generation X Catechists**

This study focuses on how professional competencies affect employee performance, particularly in the healthcare sector. The survey indicates that improving success in the healthcare sector requires both technical and interpersonal abilities. These abilities support medical personnel in delivering efficient, superior treatment, which enhances patient satisfaction and health outcomes (Omanwar & Agrawal, 2022). This study examines how employees' performance is impacted by their level of digital competency in light of the increasing popularity of remote work. The results show that employees' degree of digital competency has a major impact on their effectiveness and productivity when working from home or other non-office settings (Wang et al., 2021). This study looks at how worker performance in the information technology sector is impacted by job satisfaction and technical proficiency. The study found that technical proficiency has a direct effect on performance. In other words, employees who possess high technical competence are more likely to be happy in their jobs, which ultimately results in improved performance (Zhao et al., 2016). I This study looks at how important emotional intelligence is for improving employee performance in service-oriented companies. The results of the study show that employees with high emotional intelligence which includes the ability to recognize, regulate, and express emotions are better able to adapt to shifting demands and maintain service standards. Emotionally intelligent workers are also more adept at managing interactions with customers, which boosts output (Ramli & Bata Ilyas, 2024). This study examines how small and medium-sized enterprises can improve their performance and competency through training and development. It has been demonstrated that training programs that prioritize the development of both technical and soft skills improve employee competency, which enhances performance standards and productivity in small and medium-sized firms (Sabihaini et al., 2024). With a focus on high-tech businesses, this study examines how workers' innovation-related skills affect their job performance. The

results show that technical and creative skill competences drive performance advancement, especially in work environments that require rapid adaptability to market demands and technological advancements (Zhang & Chen, 2024). We put out the following hypothesis in light of the theoretical and empirical evidence that has been presented:

H4: Competence has a positively and significantly influence on the performance.

### **1.3.5 Professional Commitment and Servant Leadership in Generation X Catechists**

This study, which was conducted in the education sector, found that teachers who shown high levels of professional dedication engaged students more and performed better during the teaching process. Teachers' commitment to their work significantly improves curriculum development and student learning outcomes (Profile, 2024). The study found that high levels of professional commitment among healthcare workers are generally associated with increased job satisfaction, which improves their capacity to provide healthcare services. Professional commitment has been shown to be a key motivation for employees to successfully complete tasks and improve the quality of patient care (Pereira et al., 2022). This study found that professional dedication has a considerable impact on success in the information technology business, especially when it comes to creativity. Employees that are committed to their work perform better because they are motivated to develop new ideas and more creative solutions to problems. Professional dedication increases persistence and creativity, which in turn improves work outcomes (Zhang et al., 2023). This study investigates how output in the financial services sector could be increased by professional dedication. The study found that highly devoted employees perform better because they assume more responsibility for the quality of the services they provide (Nugroho et al., 2023). This study looks at the role of professional devotion in the public sector, especially in light of the impact that work-related stress has on output. Workers who are very dedicated to their careers are better able to manage stress at work and perform more reliably under pressure, according to the study (Nisar Khattak et al., 2024). We develop the following hypothesis based on the knowledge gained from the theoretical and empirical study indicated above:

H5: Performance is positively and profoundly impacted by professional commitment.

### **1.3.6 The impact of competent servant leadership on performance**

This study shows how managers that prioritize their employees' development and well-being help them become more capable, which improves their output. Competence has been shown to mediate improvement in the relationship between servant leadership and performance (Zhang et al., 2023). Martinez and Torres observed the healthcare sector and investigated how professional competency is improved by servant leadership, which impacts the performance of medical workers. The results show that servant leadership improves staff members' clinical and communication skills, which improves health service performance (López González et al., 2024). The results of the study indicate that academic leaders who adopt a servant leadership approach can improve the pedagogical and cognitive competency of teachers, hence improving their teaching abilities (Murari & Gupta, 2012). Rahman and Awan's analysis of the public sector in many Asian countries shows that servant leadership significantly affects the performance of public organizations through the development of staff competence. Servant leaders encourage relevant skill development and training, which improves employees' ability to carry out administrative and public service responsibilities. According to Rahman and Awan (2024), it has been shown that this increase in competence significantly improves labor productivity and service quality, resulting in more optimal organizational performance. An analysis of servant leadership, competency, and organizational performance in several

industries. The results of the analysis show that, across a range of organizational cultures and situations, competence consistently mediates the relationship between servant leadership and performance. It has been shown that when servant leadership cultivates staff competency, organizational productivity and innovation increase (Lin et al., 2023). The theoretical and research framework outlined above serves as the foundation for the following formulation of the six hypotheses (H6) to be investigated in this study:

H6: Through competence, servant leadership improves performance.

### **1.3.7 The influence of servant leadership on performance through professional commitment**

When servant leadership puts workers' needs ahead of the leader's, they are more committed to their jobs. When employees believe their managers value and support them, they are more committed to doing their work professionally, which ultimately boosts output (Lee & Kim, 2023). The results of the study show that teachers who work for administrators who exhibit servant leadership are more committed to their jobs. This professional commitment increases teacher motivation and dedication, which ultimately improves student performance and learning outcomes (Ramírez-Montoya et al., 2024). It was shown that servant leadership not only creates a nice work environment but also increases the professional dedication of medical staff members. Under servant leadership, employees become more committed to their work, which ultimately improves project teams' performance. When their supervisors care about their well-being and support their professional development, employees feel more involved in their work and motivated to do better work. This professional commitment strengthens the relationship between servant leadership and performance by increasing employee incentive to achieve shared objectives (Kumar & Chauhan, 2024). Wang and his team collected data for their meta-analysis from a large number of studies on servant leadership, professional commitment, and performance across industries. It was shown that professional dedication consistently acted as a mediator in the relationship between servant leadership and performance across all industries. More dedicated workers are more motivated to finish projects to a high standard, which improves performance in all types of workplaces (Wang et al., 2021). We propose the following hypothesis in light of the theoretical and empirical data that have been presented:

H7: Servant leadership exert a positive impact on performance via professional commitment.

## **2. RESEARCH METHODOLOGY**

In this investigation, a strictly quantitative methodology was employed. Based on the post-positivist worldview hypothesis, this study especially uses a cross-sectional survey approach to investigate the mediating function of competence and professional dedication in a case study of Jakarta's Archdiocese's Generation X Catechists. In accordance with Henseler's recommendation and the study's emphasis on predictive explanation, PLS-SEM is the analytical tool used in this investigation. The primary considerations in this decision are the technique's goals of lowering prediction errors, improving the predictive relevance of the findings, and assessing the dependent variable's explanatory power (R<sup>2</sup> value) in order to ascertain statistical significance and assess the impact of the path coefficient. The ability to analyze theoretical constructs from a predictive perspective, the ability to add complexity by looking into extensions of pre-existing theories, the ability to skillfully incorporate complex estimates into the model, and the support for conducting mediation analysis are just a few of the many benefits of using PLS-SEM, according to Hair et al. According to Hair et al., Smart



PLS 4 software was used to analyze the reflective measurement model, also known as the measurement or structural model.

There are 151 catechists in the Jakarta Archdiocese. Eighty of these catechists from the Archdiocese of Jakarta's generation X took part in the study. The 151 participants in this study were all catechists employed by the Jakarta Archdiocese. Purposive sampling was employed in the sampling procedure. All catechists employed by the Archdiocese of Jakarta, particularly those who belong to generation X catechists, were used as respondents in this study. Eighty of these were generation X catechists. In order to thoroughly investigate the influence of servant leadership on the efficacy of their work, this study concentrated on catechists in the Archdiocese of Jakarta, given the disparity in resources among them.

This study concentrated on the mediating role of competence and professional dedication in order to uncover the impact of servant leadership on generation X catechists and how it might enhance their performance in the Archdiocese of Jakarta. The questionnaire's 47 items, which incorporate four factors in this study, are based on the maturity scale found in the literature. These resources were translated and altered to accommodate the needs of the Archdiocese of Jakarta's generation X catechists. Respondents were asked to rate their average feelings at work using a 5-point Likert scale, where 1 denoted "extremely unpleasant" and 5 denoted "very positive." Altruistic calling, emotional healing, persuasive mapping, wisdom, and organizational stewardship are among the ten components on the (Barbuto & Wheeler, 2006) that are used in the servant leadership assessment. The Regulation of the Minister of Education and Culture Number 11 of 2015's maturity scale, which consists of 16 items measuring three aspects — work planning, job implementation, and work assessment—was employed in this study to measure the performance variable. A 12-item scale that was modified from the Minister of National Education's Regulation Number 16 of 2007 is used to gauge competency. In terms of educational, psychological, social, and professional competency, the scale evaluates the proficiency of religious educators in schools. According to the research review's Khan et al. and Shirazi et al. (2006) citation of Meyer and Allen's analytical approach, professional commitment is assessed using three dimensions: affective, continuing, and normative. This is accomplished using an eight-item scale.

Thirty generation X catechists from various schools took part in the pre-test phase of the questionnaire's experiment. The final version of the questionnaire for this study was developed by adjusting it in light of the trial's outcomes. For this study, a five-part online survey covering demographic data, professional dedication, performance, competency, and servant leadership was developed. There were 47 questions on the survey, and at least 80 answers were needed. Between February and April of 2024, the online survey was made available. In this study, the demographic data was analyzed descriptively using SPSS software. Of the 80 participants, 51 (64%) were men and 29 (36%) were women catechists. Every respondent was a religious educator at a Catholic school run by the Jakarta Archdiocese.

### **3. RESULT AND DISCUSSION**

The purpose of this study was to look into how generation X catechists' performance was affected by servant leadership. SmartPLS 4 was used to test the previously suggested hypothesis. The conceptual framework, which suggests that professional competence and dedication act as a mediating factor between servant leadership and the performance of generation X catechists, was validated as a legitimate explanation. For this study, we constructed a higher-order model with a reflective-reflective structure. The repeated indicators approach was then used to build a second-order model for the measurement model and the structural model evaluation, as illustrated in figure 1.

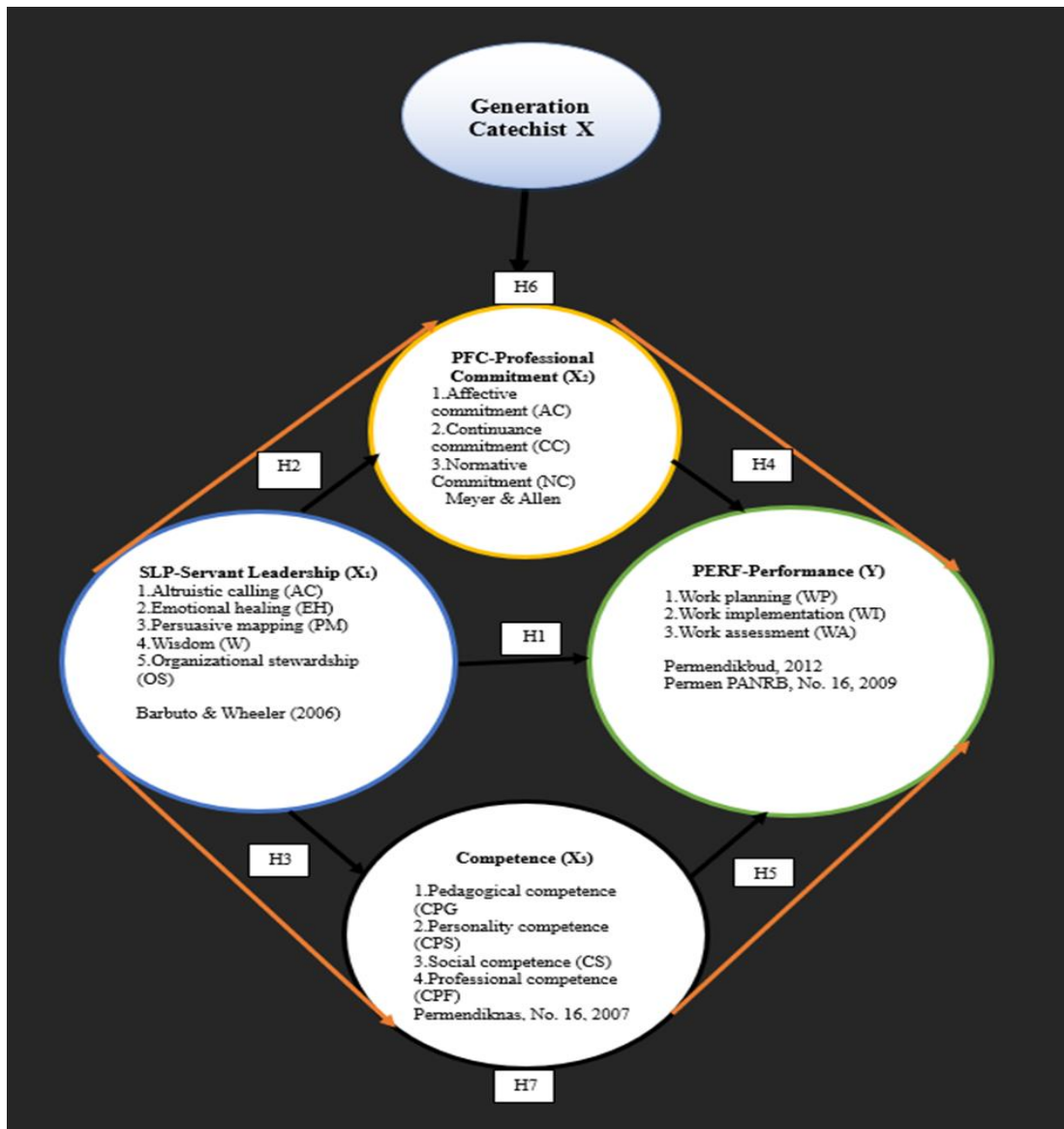


Figure 1. Research on Generation X Catechists: A Conceptual Framework

Model measurements were carried out by assessing the instrument's validity and reliability. Three metrics were used in this evaluation:

- 1) Reliability of internal consistency and indication loadings
- 2) Convergent validity
- 3) The validity of discrimination

### 3.1 Indicator Loading and Internal Consistency Reliability

Table 1 displays the results of the PLS-SEM analysis that was utilized in this study to investigate the indicators. According to Hair et al., the loadings of the indicators should ideally be more than 0.7. All of the factor loadings in this study, which ranged from 0.714 to 0.919, were higher than the 0.7 threshold. Internal consistency reliability was assessed using Cronbach's alpha ( $\alpha$ ) and composite reliability (CR). Hair Jr et al. state that a variable's Cronbach's alpha coefficient must be more than 0.7 in order for it to be deemed dependable. The CR should also be higher than 0.708. The study's Cronbach's alpha and CR values, which

ranged from 0.912 to 0.959 and 0.934 to 0.963, respectively, both surpassed the 0.7 threshold. Table 1 provides the details of these measurement values.

**Table 1. The Measurement Model's Validity and Responsiveness**

Construct	Item	Loadings	VIF	$\alpha$	CR	AVE
SLP	AC	0.809	2.257	0.951	0.958	0.703
	EH	0.718	2.334			
	PM	0.829	2.118			
	W	0.842	2.294			
	OS	0.790	2.554			
PERF	WP	0.820	1.834	0.959	0.963	0.757
	WI	0.919	2.171			
	WA	0.799	1.848			
CPT	CPG	0.778	2.082	0.944	0.951	0.726
	CPS	0.747	2.062			
	CS	0.807	2.186			
	CPF	0.788	2.207			
PFC	AC	0.850	2.637	0.912	0.934	0.740
	CC	0.714	2.523			
	NC	0.887	2.278			

### 3.2 Convergent Validity

Convergent validity aims to confirm a significant association between indicators measuring the same construct. The Average Variance Extracted (AVE), a crucial measure of convergent validity, shows how well the latent components account for the variance in the observable variables. Convergent validity is confirmed when the AVE value is 0.500 or above. According to the data in Table 1, the AVE values in this study range from 0.703 to 0.757, surpassing the 0.500 barrier and permitting further analysis.

### 3.3 Discriminant validity

Discriminant validity quantifies the extent to which one construct differs from another. According to the Fornell-Larcker criterion, the variance that each construct in the model shares with all other constructs must be less than the square root of the AVE for each construct. The study's results, which are displayed in table 2, support discriminant validity by demonstrating that the square root of the AVE for each construct is, in fact, greater than its shared variances with other constructs.

**Table 2. Fornell-Larcker Criterion.**

Construct	SLP	PERF	CPT	PFC
SLP	0.765			
PERF	0.548	0.816		
CPT	0.557	0.667	0.725	
PFC	0.702	0.752	0.760	0.771

### 3.4 Structural Model Relationship

This work computes t-statistics and path coefficients ( $\beta$ ) using the bootstrapping approach in PLS and investigates the correlations between independent, mediating, and dependent variables. According to Hair et al., to confirm an effective mediating impact, the mediator's direct and indirect effects must both be statistically significant. Furthermore, the significance levels of the path coefficients were determined using 500 bootstrap samples, as illustrated in

figure 2. The beta coefficient, sample mean (Mean), standard deviation (SD), T statistics (t-value), and p-value for each path are shown in Table 3. The results of the investigation show that SLP, either directly or through a number of mediating pathways (CPT, PFC), dramatically raises PERF.

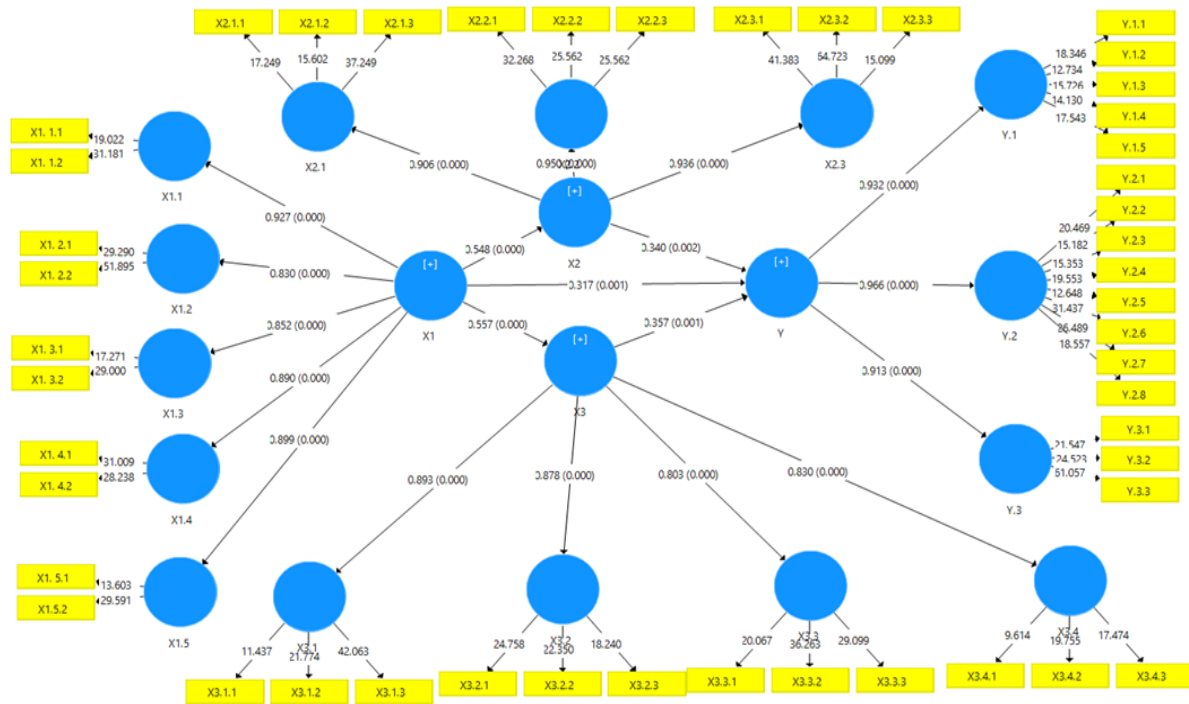


Figure 2. Generation X Catechist Bosstrapping Results

Table 3. Final result

Path	$\beta$	Mean	SD	t-value	p-value
SLP → CPT	0.557	0.565	0.116	4.803	0.000
SLP → PFC	0.548	0.553	0.091	6.047	0.000
SLP → PERF	0.317	0.310	0.093	3.430	0.001
CPT → PERF	0.357	0.364	0.108	3.300	0.001
PFC → PERF	0.340	0.340	0.109	3.120	0.002
SLP → CPT → PERF	0.199	0.205	0.075	2.652	0.008
SLP → PFC → PERF	0.186	0.186	0.060	2.652	0.002

### 3.5 Coefficient of determination (R<sup>2</sup>)

The degree and strength of the independent variable's influence on the dependent variable are commonly measured using the coefficient of determination (R<sup>2</sup>) in regression analysis. With values ranging from 0 to 1, 0.75 is considered significant, 0.50 is considered moderate, and 0.25 is considered weak. The R<sup>2</sup> value of 0.514 for LYT indicates a moderate level of explanation, whereas the values of 0.450 and 0.378 for JS and PSY, respectively, indicate moderate and weak levels. R<sup>2</sup> results are shown in detail in Table 4.



**Table 4. Explanatory Power**

Construct	R <sup>2</sup>	R <sup>2</sup> Adjusted	Consideration
PERF	0.749	0.739	Strong
PFC	0.300	0.291	Moderate
CPT	0.310	0.301	Moderate

### 3.6 Hypotheses Result

The results of the predicted relationships in the study model are shown in this section. Total effects, which are the sum of direct and indirect effects, reflect both the direct influence of one construct on another and the indirect effect of mediating constructs. The hypotheses, their direct and indirect impacts, their overall effects, and their results are shown in table 5. All of the theories were confirmed.

**Table 5. Hypotheses Results**

Hypotheses	Predictor	Direct effect	Indirect effect	Total effect	Result
H1	SLP → CPhT	0.557		0.557	Supported
H2	SLP → PFC	0.548		0.548	Supported
H3	SLP → PERF	0.317		0.317	Supported
H4	CPT → PERF	0.357		0.357	Supported
H5	PFC → PERF	0.340		0.340	Supported
H6	SLP → CPT → PERF	0.317	0.199	0.516	Supported
H7	SLP → PFC → PERF	0.317	0.186	0.503	Supported

## 4. DISCUSSION

In this study, we will investigate the relationship between SLP and PERF, SLP and CPT, SLP and PFC, CPT and PERF, PFC and PERF, and SLP and PERF in this dynamic through the mediation of CPT and PFC. A 47-item questionnaire and seven hypotheses were prepared by the researchers. An online survey was distributed to Generation X catechists in the Archdiocese of Jakarta, and 80 valid replies were received. Tables 3 and 5 display the outcomes of the data evaluation using SEM-PLS.

### 4.1 SLP Direct Impact on CPT

Our findings support Hypothesis 1 by demonstrating that SLP immediately and significantly raises CPT ( $\beta = 0.557$ ). This outcome is in line with research by Zhang, Xie, Eva, and others that demonstrated the direct enhancement of staff capability through servant leadership practices. The statistical significance of this direct effect ( $p$ -value = 0.000) emphasizes how important servant leadership practices are for improving employee competency.

### 4.2 SLP Direct Impact on PFC

Our findings support Hypothesis 2 by demonstrating that SLP directly and significantly increases PFC ( $\beta = 0.548$ ). This outcome is in line with research by Dinc and Okan, El-Ghalayini et al., which shows that employing successful servant leadership techniques can immediately boost employees' professional commitment. The statistical significance of this direct effect ( $p$ -value = 0.000) emphasizes how important servant leadership practices are in increasing employees' levels of professional commitment.

### 4.3 SLP Direct Impact on PERF

Our findings support Hypothesis 3 by demonstrating that SLP directly and significantly raises

PERF ( $\beta = 0.317$ ). This outcome is in line with studies conducted by Radi and Sherihan, which show that effective servant leadership practices can improve employee performance. The statistical significance of this direct effect ( $p$ -value = 0.001) emphasizes how important servant leadership practices are for improving employee performance.

#### **4.4 CPT Direct Impact on PERF**

Our findings confirm Hypothesis 4 by showing that CPT significantly increases PERF ( $\beta = 0.357$ ). This outcome is in line with research showing that effective competency practices can directly improve worker performance, as shown by Chen et al. and Ramli & Sholihah. The statistical significance of this direct effect ( $p$ -value = 0.001) emphasizes how important competency practices are for improving worker performance.

#### **4.5 PFC Direct Impact on PERF**

Hypothesis 5 is supported by our results, which show that PFC significantly positively influences PERF ( $\beta = 0.340$ ). This conclusion is supported by study by Zhang et al. and Nguyen & Tran, which demonstrated that effective professional commitment practices can directly improve employee performance. The statistical significance of this direct effect ( $p$ -value = 0.002) emphasizes how important professional commitment practices are for improving worker performance.

#### **4.6 The Mediating Role of Competence (CPT)**

Our study's confirmation that SLP significantly affects PERF indirectly via increasing CPT (total effect = 0.516) supports Hypothesis 6. The idea advanced by Rahman & Awan, Gupta et al., and Chen et al., who see competence as a crucial element in enhancing servant leadership and performance, is consistent with this. The results of the competence mediation study ( $\beta = 0.199$ ) demonstrate that competence serves as a major mediator between SLP and performance and emphasize the positive effects of competence on employee attitudes and actions.

#### **4.7 The Mediating Role of Professional Commitment (PFC)**

Our study's conclusion that SLP significantly affects PERF indirectly via increasing PFC (total effect = 0.503) supports Hypothesis 7. Professional dedication is a key component of servant leadership and performance, according to Lee & Kim, Gonzalez & Ramirez, and Singh & Patel. According to the results of the mediation study, professional dedication is the main mediator between SLP and performance ( $\beta = 0.186$ ), highlighting its positive influence on employees' attitudes and behaviors.

## **5. CONCLUSION, CONTRIBUTION AND LIMITATION**

### **5.1 Conclusion**

This study investigated the effects of SLP on PERF, SLP on CPT, SLP on PFC, CPT on PERF, PFC on PERF, and SLP on PERF empirically using the mediating variables CPT and PFC. According to the study's findings, SLP enhanced competence, professional dedication, and performance directly as well as indirectly by increasing competence and professional commitment. This supported the hypothesis that competence and professional commitment play a moderating role in the relationship between servant leadership approaches and employee performance. These findings highlight how important professional commitment and competence are to successful and efficient servant leadership methods, especially when it comes to supporting the performance of generations X catechist. By gaining a comprehensive understanding of the connections between these traits, institutions or organizations can more

effectively create and implement servant leadership strategies to enhance competence, professional commitment, and overall organizational performance. Testing the Servant Leadership hypothesis on performance reveals that it has a positive and significant impact on generational performance. Similarly, testing the Servant Leadership hypothesis on professional commitment reveals that it has a positive and significant impact on generational professional commitment. In order to have high and robust competence for catechists working in the Jakarta Archdiocese, it is crucial to increase Servant Leadership. The results of testing the Servant Leadership hypothesis on competence demonstrate that Servant Leadership has a positive and significant effect on the competence of Generation X catechists. The findings of the experiment examining the relationship between professional commitment and performance indicate that professional commitment significantly and favorably affects the performance of the Jakartan generation. The results of testing the competency hypothesis on performance indicate that competency has a positive and significant impact on generational performance. The findings of the study examining the effect of professional commitment-moderated servant leadership on performance indicate that professional commitment-moderated servant leadership significantly and favorably affects the performance variables of Generation Big among the catechists employed by the Jakarta Archdiocese.

## 5.2.CONTRIBUTION

### 5.2.1 Theoretical Contribution

#### 1. Expanding the Theoretical Framework of the Impact of Servant Leadership Practices on Competence, Professional Commitment and Employee Performance

In addition to examining the direct effects of servant leadership practices on competence, professional commitment, and employee performance, this study also examines the indirect effects of servant leadership practices on employee performance through the inclusion of competence and professional commitment as mediating variables. This thorough analytical method provides a fresh theoretical viewpoint to clarify the precise connection between employee performance and servant leadership approaches.

#### 2. Developing the Theoretical Framework for the Effect of Commitment Professional and Competence on Employee Performance

This study enhances the direct effect of competence and professional commitment practices on employee performance by incorporating them as dependent variables. This thorough analytical method provides a fresh theoretical viewpoint to clarify the precise connection between professional commitment practices and competence on employee performance.

#### 3. The Competency Mediation Model's contribution

This study provides a new analytical framework to investigate the relationship between servant leadership practices and employee performance by empirically explaining the mediating function of competence in the relationship between servant leadership and employee performance. It makes it easier to comprehend the different ways that servant leadership techniques could affect worker performance

#### 4. The Professional Commitment Mediation Model's contribution

This study offers a novel analytical framework to investigate the relationship between servant leadership practices and employee performance by empirically explaining the mediating function of professional commitment in the relationship between servant leadership and employee performance. It makes it easier to comprehend the different ways that servant leadership techniques could impact worker performance.

## 5. Examination from the Jakarta Archdiocese Catechetical Commission's Point of View

This study combines professional commitment and competence theories to examine the factors that influence the servant leadership of generation X catechists in the setting of religious education in the Jakarta Archdiocese. In addition to providing fresh theoretical insights into the relationship between professional commitment and competence theories, this study shows how professional commitment and competence affect the performance of generation X catechists.

### 5.2.2 Practical Contribution

This study uses the Jakarta Archdiocese's Catechetical Commission as a case study to examine practical methods for raising the catechists' performance in generation X, within the backdrop of the unequal allocation of religious education resources in schools. By giving the study unique regional features and useful application value, this method offers a fresh viewpoint on how to comprehend and deal with the difficulties associated with resource allocation in religious education within the Jakarta Archdiocese. In order to lessen the burden on academic talent, it offers insightful advice to religious education policymakers, the chairperson of the Jakarta Archdiocese's Catechetical Commission, and the Jakarta Catholic Community Guidance on how to better run and inspire schools.

By giving generation X catechists more freedom, decision-making chances, and control over work procedures, the Jakarta Archdiocese Catechetical Commission can strengthen their dedication to their careers. For instance, by creating more inclusive and transparent channels of communication and motivating catechists to express their opinions.

The improvement of educational, personality, social, and professional competence should be the primary focus of the Jakarta archdiocese's catechetical commission. This guarantees that generation X catechists perceive chances to grow and progress and feel appreciated for their efforts.

Altruistic calling, emotional healing, persuasive mapping, wisdom, and organizational stewardship are just a few of the servant leadership techniques that the Archdiocese of Jakarta's Catechetical Commission needs to take into account in a comprehensive manner. In order to improve catechist performance and decrease the number of catechists leaving the Archdiocese of Jakarta, these methods must complement one another by raising the professional dedication and proficiency of generation X catechists.

### 5.3. Limitation

The study's data came from the Jakarta Archdiocese's Catechetical Commission, and its conclusions might not be fully applicable to other regions or economic sectors. Additional research could improve the study's applicability and universality by expanding the sample to include catechists from different regions and locales of Java. The study's ability to characterize causal relationships may have been restricted by the cross-sectional research design, which did not fully reflect the dynamic nature of catechist performance and the factors influencing it. Future research could use a longitudinal study design to further explore the causal relationships between catechist performance, professional commitment, competence, and servant leadership practices. This study may have overlooked other potential moderators or mediators, even though competence and professional commitment were identified as mediating variables. Future study should examine additional latent aspects that could affect the research model in order to further strengthen and improve the current theoretical framework.



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