

RESEARCH ARTICLE

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THE INFLUENCE OF PUBLIC LEADERSHIP ON THE LEVEL OF PUBLIC TRUST IN THE CITY OF MEDAN

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Abstract

The problem formulation that emerges from this research is how the variables of servant leadership and innovative leadership influence the trust of the people of Medan City through increasing leader commitment as an intervening variable. The subjects of this research are employees at Medan City Hall, where the variables in this research are the independent variables, namely servant leadership and innovative leadership, the dependent variable, namely the trust variable of the people of Medan City and the intervening variable is the variable for increasing leader commitment. The results of data analysis used SEM analysis using SMART PLS 3.0 software. as for data collection techniques using questionnaires and observational studies. Method research using descriptive quantitative data analysis methods using the structural equation model (SEM) method, where the results of data processing using the SEM method are carried out using the PLS 4.0 application. From the results of this research, the conclusion that exists is that partially only the innovative leadership variable has an effect on increasing public trust and has an effect on leader commitment. Simultaneously, the variables of servant leadership and innovative leadership influence increasing public trust through the variable of leader commitment as an intervening variable. The more there is a culture of service and high innovation, it will actually increase the leader's commitment to always implementing a culture of service and being able to be creative in overcoming problems experienced by society, as well as eliminating the bureaucratic system and making flexible the existing work culture by leaving the bureaucratic work culture and finding a culture work that is able to respond to all community complaints naturally.

Keywords Servant leadership, innovative leadership, leader commitment, increasing public trust.

INTRODUCTION

Community leadership focuses on serving the public interest and ensuring that community needs are met. Community leaders are responsible for managing resources effectively for the welfare of the community, where public leadership must pay attention to what the community wants and needs, especially regarding improving services to the community (Abdullah, Katimin and Susanto, 2018). Community leaders must act with integrity, transparency and accountability. Decisions taken

must be based on strong ethical principles and consider the impact on the wider community, where actions with integrity, transparency and accountability make the leader increase his knowledge and also his commitment to always implementing good governance when he wants to lead, whether leading a company, institution, as well as government agencies (Ndraha, 2023).

Public leaders often work in complex environments and must be able to collaborate with

various stakeholders, including the public, civil society organizations, and the private sector. Community participation in the decision-making process is very important. Apart from leadership abilities, public leaders must also have strong management skills, including strategic planning, budget management, and program performance evaluation (Asdhie Kodiyat & Hakim Siagian, 2020).

Community leaders must be able to adapt to environmental changes and lead innovation in the provision of public services. They must continue to look for new ways to improve the efficiency and effectiveness of public services. In crisis situations, such as natural disasters or health crises, community leaders must be able to make decisions quickly and accurately and provide guidance and support to the community (Widhyharto, Derajad Sulisty, Rahmawati, Desi and Abheseka, 2020).

Examples of effective public leadership can be found at various levels of government, from central government to local governments, as well as in various non-profit organizations whose mission is to serve society. Successful community leaders are usually able to build trust and legitimacy through actions that are consistent with public service values and through achieving real results for the community (Efendi, Dian Hari, 2022).

The most obvious examples of existing public leadership models are servant leadership and innovative leadership. Servant leadership is a leadership model that always goes down to the bottom or to the community, understands the complaints and problems in lower society, and is able to translate existing problems into a form of policy that is in favor of the community (Rambe, Elismayanti, Novebri and Pratiwi, 2022).

The characteristics of this kind of leader are always improving the quality of service to the community, always taking policies that benefit the community, and always providing excellent service through systems and policies in each country and in each region, so that it becomes easy for people to complain about problems that should be resolved. by leaders in Government (Fajaruddin, Pinem,

2020).

Apart from servant leadership, there is also an innovative leadership model, where this kind of leadership model tends to be creative in making policies, where even in difficult positions this kind of leader has a vision for the future and will tend to make new policies that would never have been thought of by leadership in an authoritarian system. , democratic and also serving (Presilawati, Febyolla, Haviz & and Nauval, 2023).

Innovative leadership will be more likely to create a new system that benefits society and tends not to harm society, while other leadership models are still unable to improve their ability to create new systems, they are more trapped in outdated bureaucracy rather than reducing the risk of convoluted bureaucracy, so something new and a new system is needed to reduce bureaucracy and tend to serve the community, where leaders who are able to serve optimally will tend to be able to increase trust in leaders while increasing their strong commitment to always serving the community (Harahap, Hadi Wahyudi, Humaizi, Humaizi and Kadir, 2018).

Innovative leaders tend to be flexible, where innovative leaders tend to be able to adjust strategies or systems depending on situations and conditions, both internal situations and external situations, where innovative leaders tend to be able to align policies without being rigid or affected by lengthy bureaucracy (Freddy, Harapan Tua Ricky, Achmad, Willya and Nasution, 2022).

Medan City is an example of several existing leadership models ranging from authoritarian, democratic, transactional leadership and autocratic leadership, where even though there are many leaders in Medan City, there is still low public trust in the leader's commitment to continuing to serve the community and the leader's commitment to always responding. public complaints, where the trust of the people of Medan City in their leaders is in the range of 25-30%. This situation causes society to want leadership that serves and is able to bring about creative breakthroughs that are able to solve society's problems that can only be solved by

leaders who serve and are innovative. This has an impact on decreasing the performance of the Government as a whole, including the Government apparatus who are subordinate to the leader, so that many people still complain about the work carried out by the leader, because of the leader's lack of commitment not only to the community, but also to subordinates, so that subordinates feel indifferent. indifferent and feel that the existing leaders always do things that are not appropriate according to ethics in the ranks of ASN.

FORMULATION OF THE PROBLEM

The problem formulation that emerges from this research is how the variables of servant leadership and innovative leadership influence the trust of the people of Medan City through increasing leader commitment as an intervening variable .

RESEARCH PURPOSES

The problem formulation that emerges from this research is how the variables of servant leadership and innovative leadership influence the trust of the people of Medan City through increasing leader commitment as an intervening variable .

RESEARCH ORIGINALITY

The subjects of this research are employees at Medan City Hall, where the variables in this research are the independent variables, namely servant leadership and innovative leadership , the dependent variable, namely the trust variable of the people of Medan City and the intervening variable is the variable for increasing leader commitment . The results of data analysis used SEM analysis using SMART PLS 3.0 software. as for data collection techniques using questionnaires and observational studies.

LITERATURE REVIEW

Public Leadership

Public leadership is a concept that refers to leadership that occurs in the context of the public sector, including government, non-profit organizations, and institutions that serve the general public (Tahirs, Jemi Pabisangan, 2023) . The indicators of public leadership are:

1. Orientation to public service
2. Transparent and accountable
3. Have managerial abilities
4. Able to have a strong commitment to serving
5. Have good leadership
6. Have good integrity (Pulungan, Lilik Hidayat, Zainuddin and Armanto, 2019)

Servant Leadership

This servant leadership model emphasizes that leaders must serve their followers and help them grow and develop. Servant leaders prioritize the needs of others and focus on the empowerment and well-being of their followers. An example of a leader with this style is Mahatma Gandhi, who dedicated his life to serving the Indian people and fighting for their rights (Humaizi, Yusuf & Sinaga, 2019) .

Servant leadership, or servant leadership , is a leadership style that places top priority on the needs, growth and welfare of the people being led. This model aims to improve individual lives, build better organizations, and ultimately create a more just and caring society (Triastuti, Indah, 2018) .

Indicators of servant leadership are:

1. Always communicate
2. Listen
3. Empathy
4. Always serve others (Izharsyah, Jehan Ridho, 2023)

Innovative Leadership

An innovative leader is an individual who is able to direct and inspire a team or organization to think creatively, look for new solutions, and take risks to achieve higher goals. They usually have a clear

vision and the ability to drive change and manage transformation (Lesmana, Muhammad Taufik, Syah, Amirul and Nasution, 2023) . Innovative leaders are able to bring positive change in their organizations and ultimately have a significant impact on industry or even society as a whole (Sari, Maya, 2018) .

The indicators of innovative leadership are:

1. Creative
2. Innovative
3. Have a good vision for the future (Yusri, 2020)

Leader Commitment

A leader's commitment is one of the key factors that determines the success of his leadership. A committed leader shows full dedication to the vision, mission and goals of the organization, as well as to the development and welfare of team members (Amin, 2020) .

Committed leaders are those who preserve to achieve organizational goals while ensuring the well-being and development of team members. Their commitment creates a positive and productive environment, where everyone feels supported and motivated to achieve their best (Rambe, Elismayanti, Novebri and Pratiwi, 2022) .

Indicators of leader commitment are:

1. Always keeps his promises
2. Integrity
3. Clean
4. Honest (Novebri and Pratiwi, 2022)

Increasing Public Trust

Increasing public trust is an important aspect of leadership, especially in the context of the public sector and organizations that interact directly with the public (Nouban, Fatemeh and Abazid, 2017) . There are several indicators of increasing public trust in their leaders, namely

1. Performance improvements
2. Leader's commitment to serving
3. Always able to solve problems
4. Always respond to community complaints (Pardede, Piki Darma Kristian, Panjaitan, Doli Tua Mulia Raja and Permirawati, 2023)

CONCEPTUAL FRAMEWORK

The description of the research conceptual framework is:

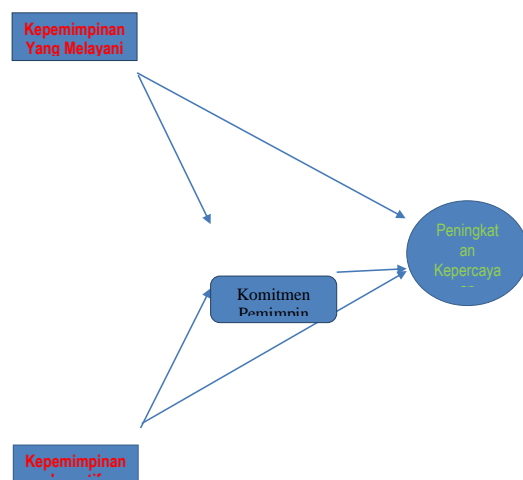


Figure 1 Conceptual Framework

Hypothesis

1. Servant leadership has an effect on increasing the trust of the people of Medan City in their leaders
2. Innovative leadership has an effect on increasing the trust of the people of Medan City in their leaders
3. Servant leadership influences the commitment of leaders in Medan City
4. Innovative leadership influences leader commitment in Medan City
5. The commitment of leaders in Medan City has an influence on increasing the trust of the people of Medan City in their leaders
6. Servant leadership has an effect on increasing the trust of the people of Medan City in their leaders through leader commitment as an intervening variable
7. Innovative leadership has an effect on increasing the trust of the people of Medan City in their leaders through leader commitment as an intervening variable.

RESEARCH METHODS

Method This research was carried out using a quantitative descriptive method using structural equation model (SEM) analysis method, where according to (Rashid, Yasir, 2019) SEM analysis is a data analysis technique which aims to determine the factors that influence the constructive variable which originates from the influence of the independent variable on the dependent variable. . The population in this study were 88 employees in the Medan Municipal Government, where the sampling method was carried out using a saturated sample method, where according to (Benny Gerard, Nichelle, 2020) the sampling method using a saturated sample is a sampling method where the sample is part of the population , where the sample size was 88 employees in the Medan City Government.

RESEARCH RESULT AND DISCUSSION

RESEARCH RESULT

Descriptive Testing

Descriptive testing was carried out by analyzing the characteristics of respondents from a cluster of 93 students in the 100 population of Medan City . The descriptive analysis regarding the characteristics of respondents according to the following table is:

Table 1 Characteristics of Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Man	35	39.77
	Woman	53	60.23
Age	20-24 Years	40	45.45
	25-30 Years	28	31.82
	31-40 Years	20	22.73

The table above explains that the respondents who answered the most questions based on gender were female respondents at 60.23% or 53 respondents, while the respondents who answered the least questions were male respondents at 39.77% or around 35 respondents. Characteristics

of respondents based on age, those who answered the most questions were respondents in the 20-24 year age range, 45.45% or 40 respondents, while those who answered the least were respondents in the 31-40 year age range, 22.73% or 20 respondents.

The output from the SEM test can be described through the following Bootstrapping diagram :

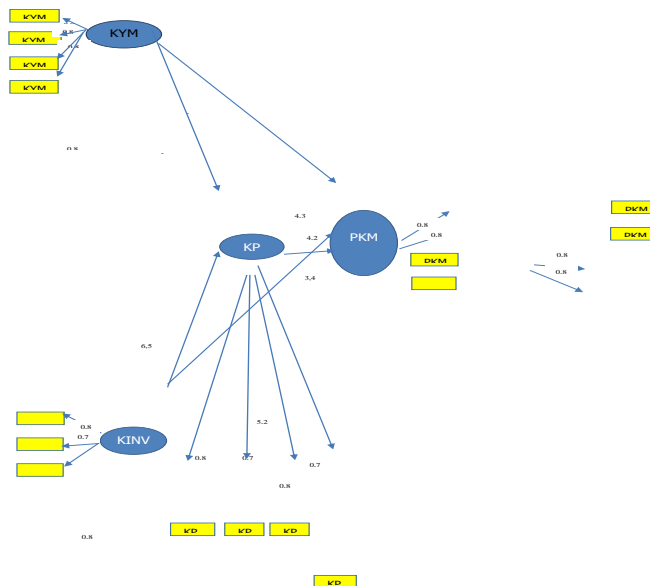


Figure 2 Bootstrapping diagram

Convergent Validity Analysis

(Rashid, Yasir, 2019) states that convergent validity analysis is a type of validity in measurements or research instruments that shows data from existing construct variables is suitable for use for further testing . The results of the convergent validity test in this research are:

Table 2 Test Convergent Validity

Variable	Indicator	Outer Loading
Servant Leadership (X ₁)	KYM 1	0.856
	KYM 2	0.877
	KYM 3	0.866
	KYM 4	0.826
Innovative Leadership (X ₂)	KINV 1	0.841
	KINV 2	0.751
	KINV 3	0.861
Increased Public Trust (Y)	PKM 1	0.831
	PKM 2	0.851
	PKM 3	0.881
	PKM 4	0.810
Leader Commitment (Z)	KP 1	0.880

	KP 2	0.760
	KP 3	0.811
	KP 4	0.740

Source: Data Processing Results with PLS 3.0, 2024

The table above states that the data from each variable is suitable for use, so that other data analysis processes can be carried out .

Average Variant Extracted (AVE) Analysis

(Benny Gerard, Nichelle, 2020) states that the AVE test is one of the techniques used to assess the validity of data from several construct variables. The Average Variant Extracted (AVE) test results are in the following table:

Table 3 AVE Test

Variable	AVE
Servant Leadership (X ₁)	0.834
Innovative Leadership (X ₂)	0.871
Increased Public Trust (Y)	0.844
Leader Commitment (Z)	0.852

Source: Data Processing Results with PLS 4.0, 2024

The table above describes the Average Variant Extracted (AVE) value which is greater than the significance value of 0.5, which means that the data distribution for the existing equation model is appropriate or valid .

Composite Reliability Analysis

According to (Rashid, Yasir, 2019) Composite Reliability testing is a technique for understanding the construct model that has been analyzed. This can be seen in the following table:

Table 4 Composite Reliability Test

Variable	Composite Reliability
Servant Leadership (X ₁)	0.884
Innovative Leadership (X ₂)	0.820
Increased Public Trust (Y)	0.772
Leader Commitment (Z)	0.855

Source: Data Processing Results with PLS 4.0, 2024

The table above states that value Composite reliability is greater than the value of 0.6, where the

data distributed is relevant and reliable . Discriminant Validity Analysis

In confirmatory factor analysis (CFA) or structural equation modeling (SEM), discriminant validity analysis is a technique used to assess how different a construct is from other constructs in the model. The results of the Discriminant Validity analysis can be seen in Table 5 below:

Table 5 Discriminant Validity Analysis

	Increased Public Trust Moderating Effect 1	Increased Public Trust Moderating Effect 2	Increased Public Trust Moderating Effect 3	Increased Public Trust Moderating Effect 4
Servant Leadership	,756	1,000	,757	,622
Innovative Leadership	,665	,736	1,000	,723
Increasing Public Trust	,757	,784	,838	,767
Leader Commitment	1,000	,744	,665	,632

Source: PLS Data Processing Results, 2023

Based on the table above, it can be seen that the AVE value from one equation to another construct equation means that this value already has a Discriminant Validity value .

Path Coefficient Testing

As for the path coefficient test , it can be seen from the following table:

Table 6 R Square Test

Variable	R Square
Servant Leadership (X ₁)	0.882
Innovative Leadership (X ₂)	0.844
Increased Public Trust (Y)	0.876
Leader Commitment (Z)	0.860

Source: Data Processing Results with PLS 3.0, 2023

From the table above, the R Square value of the variable increasing public trust can be explained by the variables servant leadership, innovative leadership and leader commitment of 87.6%, while

the remaining 12.4% can be explained by other variables not included in the discussion.

Hypothesis testing

The results of hypothesis testing can be seen in the

following table:

Table 7 Hypothesis Testing

Hypot thesis	Influenc e	T- Statist ics	P- Va lu e	Result s
H1	Servant leaders hip towards increasi ng public trust	- 6,404	0. 11 2	Reject ed
H2	Innovat ive leaders hip towards increasi ng public trust	5,222	0. 00 1	Accep ted
H3	Servant leaders hip towards leader commit ment	- 6,400	0. 30 1	Reject ed
H4	Innovat ive leaders hip towards leader commit ment	6,513	0, 00 0	Accep ted
H5	Leaders ' commit ment to increasi ng public trust	4,210	0, 00 0	Accep ted

H9	Servant leadership increases public trust through leader commitment as an intervening variable	4,350	0,000	Accepted
H10	Innovative leadership to increase public trust through leader commitment as an intervening variable	3,445	0,000	Accepted

Source: Data Processing Results with PLS 3.0, 2023

According to the table above, it can be concluded that partially only the innovative leadership variable has an effect on increasing public trust and has an effect on leader commitment. Simultaneously, the variables of servant leadership and innovative leadership influence increasing public trust through the variable of leader commitment as an intervening variable.

DISCUSSION

Servant Leadership Influences Increasing Public Trust

The research results stated that servant leadership had no effect on increasing public trust. This is in accordance with research from (Putri, Rania Pramesthi, Sujoko, Anang and Prianti, 2023) which states that even though leaders are able to improve services and implement a culture of service, this does not affect the decline in public trust in leaders, where guidance occurs due to the leader's still indecisiveness. in managing management and also managing good management.

Innovative Leadership Influences Increasing Public Trust

The research results explain that innovative leadership has an effect on increasing public trust. This is in line with research (Arfan, Rocky, Suryanef and Rafni, 2023) which states that the more creative leaders are in translating what the community needs, the more likely it is to increase community trust as capital to always have innovative policies and tend to serve.

Servant Leadership Influences Leader Commitment

According to research results, the servant leadership variable has no effect on leader commitment . This is in accordance with research (Tantri, Sakina Nusarifa, 2022) which states that even though a leader has implemented a service policy it will not necessarily increase the leader's capacity and commitment to continue serving, because it could be that under one condition a strong commitment to transparency in serving still remains. problems and just political interests.

Innovative Leadership Influences Leader Commitment

According to research results, innovative leadership variables influence leader commitment . This is in accordance with research (Rozki, Tabah and Kurniawan, 2023) which states that the more innovative they are in implementing policies, the more likely leaders will have a strong commitment to implementing transparent and accountable policies.

Leader Commitment Influences Increasing Public Trust

The research results stated that leader commitment had an effect on increasing public trust. This is in accordance with research (Yusnadi, Lubis & and Nuraflah, 2019) which explains that the greater the leader's commitment to fulfilling the promises he or she has, the more hope the employee will have of getting a nurturing leader and will increase public trust in the leader.

Servant Leadership Influence on Increasing Public Trust Through Leader Commitment as an Intervening Variable

The research results show that the servant leadership variable has an effect on increasing public trust through leader commitment as an intervening variable . This is in accordance with research (Zakaria, 2020) which explains that leaders who serve always have a commitment to improving and developing a service work culture, so that it will have an impact on increasing public trust in leaders.

Innovative Leadership Influences Increasing Public Trust Through Leader Commitment as an Intervening Variable

The research results show that the innovative leadership variable has an effect on increasing public trust through leader commitment as an intervening variable . This is in accordance with research (Triastuti, Indah, 2018) which states that creative and innovative leadership will certainly carry out new policies and implement new systems in order to increase the leader's high commitment to always implementing new service systems, and be creative in order to improve public trust, as well as significantly improving the performance of government officials.

IMPLEMENTATION

The more there is a culture of service and high levels of innovation, it will actually increase the leader's commitment to always implementing a culture of service and being able to be creative in overcoming problems experienced by the community, as well as eliminating the bureaucratic system and making flexible the existing work culture by leaving behind the bureaucratic work culture and finding culture. work that is able to respond to all community complaints naturally.

CONCLUSION

From the results of this research, the conclusion that exists is that partially only the innovative leadership variable has an effect on increasing public trust and has an effect on leader commitment. Simultaneously, the variables of servant leadership and innovative leadership influence increasing public trust through the variable of leader commitment as an intervening

variable.

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