

COHERENCE SERVANT LEADERSHIP AS MODERATORS IN THE RELATIONSHIP BETWEEN ENTREPRENEURIAL BEHAVIOR AND ORGANIZATIONAL COMMITMENT ON VILLAGE OWNED ENTERPRISE (VOE) PERFORMANCE***Yulihardi, Budiyanto and Agustedi**

Sekolah Tinggi Ilmu Ekonomi Indonesia

Received 14th March 2025; Accepted 17th April 2025; Published online 30th May 2025

Abstract

This study aims to examine and analyze the influence of entrepreneurial behavior and organizational commitment on the performance of Village-Owned Enterprises (VOEs), with a specific focus on the moderating role of coherence servant leadership. The research was conducted on 25 Village-Owned Enterprises (VOEs) involving 75 managers (consisting of chairpersons, secretaries, and treasurers) in Pariaman City. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that entrepreneurial behavior and organizational commitment have a direct, positive, and statistically significant influence on VOE performance. Furthermore, coherence servant leadership plays a quasi-moderating role, affecting the relationship between entrepreneurial behavior, organizational commitment, and VOE performance in Pariaman City. These findings provide empirical support for the theory, reinforcing the Dynamic Capabilities Theory.

Keywords: Entrepreneurial Behavior, Organizational Commitment, Coherence Servant Leadership, Village-Owned Enterprise (VOE) Performance.

INTRODUCTION

Economic growth in rural areas can be achieved, one of which is through the development of village micro-institutions. One such micro-institution in rural areas is the Village-Owned Enterprise (VOE). This institution is managed by the community and village government to strengthen the village economy and build social cohesion, established based on the needs and potential of the village (Maryunani, 2008). The formation of Village-Owned Enterprises (VOEs) is grounded in Law of the Republic of Indonesia Number 6 of 2014, with its founding objectives outlined in Minister of Village Regulation No. 4/2015. This regulation states that VOEs aim to enhance the village economy, increase Village Original Income (PADes), create job opportunities, and empower community enterprises in managing the village's economic potential. The existence of VOEs represents the implementation of productive village economic management conducted in a cooperative, participatory, emancipatory, transparent, accountable, and sustainable manner, prioritizing the role of the village community in the process. These principles are further operationalized through Minister of Village Regulation No. 4 of 2015, which governs the establishment, management, administration, and renewal of VOEs with a focus on local village economic development. The regulation explicitly states that VOEs are designed to drive local village economic development, serving as the primary engine for advancing the village economy. West Sumatra, like other provinces in Indonesia, has established Village-Owned Enterprises (VOEs) as part of governmental efforts to promote economic and social institutions aimed at improving rural welfare and fostering village social capital.

Of the 928 villages (*nagari*) in West Sumatra receiving central government village funds, 723 (77.9%) have established VOEs (locally termed *BUMNag*), while 205 villages (22.1%) have yet to do so for various reasons. Aromatica *et al.* (2021) found that challenges are widespread across villages. Even when *BUMNag* are established, many enterprises fail to operate due to managers lacking entrepreneurial spirit. Entrepreneurship involves innovation, implementing new ideas, and leveraging opportunities. Managing *BUMNag* requires individuals passionate about entrepreneurship to ensure government-injected capital translates into community welfare. Challenges such as human resource limitations, lack of environmental support, and inadequate infrastructure hinder *BUMNag*'s capabilities as economic institutions, necessitating targeted solutions. Of the 1,035 villages in West Sumatra, only 734 have established *BUMNag*/VOEs. Among these, only 27 (3.68%) are categorized as "advanced," while over 96.32% remain in "pioneer," "beginner," or "developing" stages. Districts such as Tanah Datar, Lima Puluh Kota, Pasaman, and Kepulauan Mentawai have no *BUMNag* classified as advanced. Kota Pariaman and Kota Sawahlunto, compared to 12 other districts, have VOEs classified as relatively high in the "pioneer" category, despite some advanced examples.

Performance issues persist: while the number of VOEs is increasing, many remain inactive. For instance, of 49 VOEs in Pariaman City, only 25 (51.02%) are active, while 24 (48.98%) are inactive.

LITERATURE REVIEW

Based on field observations regarding performance issues, Gibson *et al.* (1996) argue that performance is influenced by multiple factors, including motivation, job satisfaction, organizational commitment, leadership work environment, effort, ability, and direction. This study adopts Competitive

*Corresponding Author: **Yulihardi, Budiyanto**
Sekolah Tinggi Ilmu Ekonomi Indonesia.

Advantage Theory and Dynamic Capabilities Theory as its theoretical foundation. Focusing on entrepreneurial behavior, organizational commitment, and coherence servant leadership Competitive Advantage Theory (Porter, 1985) posits that organizations developing strategies to leverage their competitive advantages are more likely to enhance performance and achieve superior outcomes. Dynamic Capabilities Theory (Teece *et al.*, 2003) emphasizes a firm's ability to integrate, build, and reconfigure internal and external competencies to adapt to rapidly changing environments. One critical internal competency is human resources, particularly within Village-Owned Enterprises (VOEs).

Conflicting Findings in Prior Research : Several studies have explored the relationship between organizational commitment, entrepreneurial behavior, and performance. Prior research by Nurman *et al.* (2019), Waeyenberg *et al.* (2020), Obeng *et al.* (2020), and Loan *et al.* (2020) found that organizational commitment positively influences performance. Conversely, Saputri and Muhsin (2018), Rulidha and Hermawan (2021), and Sholikhah and Prastiwi (2020) reported no significant influence. Similarly, studies by Syahroni *et al.* (2021), Agyapong *et al.* (2021), and Luu (2020) identified a positive impact of entrepreneurial behavior on performance, while Karma *et al.* (2018) and Pati *et al.* (2021) found no significant relationship.

Addressing the Research Gap: The inconsistency in these findings challenges theoretical assumptions and highlights gaps in existing literature. To address this, the current study introduces Coherence Servant Leadership as a moderating variable, aiming to resolve contradictions and deepen understanding of how entrepreneurial behavior and organizational commitment interact to enhance VOE performance

LITERATURE REVIEW

The influence of entrepreneurial behavior on the performance of Village-owned Enterprises (VOES) in pariaman city

Stronger entrepreneurial behavior in business management positively impacts business performance, as asserted by Dwi (2003). According to Bird (1996), entrepreneurial behavior encompasses activities such as identifying opportunities (opportunistic), aligning with value-driven motivations in the business environment, embracing risk, and fostering creativity. The concept of dynamic capabilities refers to an organization's ability to integrate, build, and reconfigure internal and external resources to adapt to environmental changes. Entrepreneurial behavior—including innovation, proactiveness, and risk-taking—is considered a key driver in forming dynamic capabilities (Teece & Shuen, 1997). Such behavior acts as a catalyst for developing dynamic capabilities, which underpin competitive advantage and enhance organizational performance. Empirical studies (e.g., Nursiah *et al.*, 2015; Puspitasari *et al.*, 2018; Ashilina *et al.*, 2019; Siahaan & Martauli, 2019; Luu, 2019; Agyapong *et al.*, 2021; Syahroni *et al.*, 2021) consistently demonstrate the significant influence of entrepreneurial behavior on performance.

H1: Entrepreneurial behavior positively influences the performance of Village-Owned Enterprises (VOEs) in Pariaman City.

The Influence of Organizational Commitment on the Performance of Village-Owned Enterprises (VOEs) in Pariaman City

Luthans (2011) defines organizational commitment as a strong desire to remain a member of a specific organization, a dedication to attaining high levels of expertise on behalf of the organization, and a firm belief in accepting the organization's values and goals. Organizational commitment fosters an emotional or psychological bond between employees and the organization, which supports the achievement of higher performance. Employees with high commitment and robust dynamic capabilities are more likely to attain sustainable competitive advantages and enhance organizational performance. Previous studies, such as those by Waeyenberg *et al.* (2020), Obeng *et al.* (2020), and Nurman *et al.* (2019), found that organizational commitment significantly influences performance. Further support comes from Donkor *et al.* (2021) and Loan *et al.* (2020), who also demonstrated the impact of organizational commitment on performance.

H2: Organizational commitment positively influences the performance of Village-Owned Enterprises (VOEs) in Pariaman City.

The influence of village heads' coherence servant leadership in moderating entrepreneurial behavior on the performance of Village-owned Enterprises (VOES) in pariaman city

Servant leadership is an approach focused on leadership from the leader's perspective and behavior, prioritizing followers, addressing their concerns, empathizing with them, and helping develop their full personal capacity. This leadership conception, rooted in emotional aspects, posits that organizations achieve extraordinary accomplishments when leaders inspire subordinates to sacrifice self-interest (Yukl, 2013). Such leadership enhances organizational performance. Winston, cited in Dumatubun (2018, p. 37), elaborates that *servant leadership impacts love, commitment, self-efficacy, and intrinsic motivation among employees or subordinates*, transforming both employee and leader attitudes. The *agapao* (unconditional love) between leaders and employees fosters a virtuous cycle of positive relationships. Leaders exhibit diverse behaviors that guide subordinates' work conduct (Yukl, 2013). Thus, servant leadership characterized by serving behavior can influence the entrepreneurial behavior of managed subordinates.

Parris and Peachey (2013) propose an integrative model: Servant Leadership builds a culture of trust and learning, which strengthens dynamic capabilities (e.g., adaptation, innovation). These capabilities create competitive advantage (e.g., service differentiation), ultimately enhancing organizational performance (e.g., market growth, profitability). Prior studies indicate that leadership influences entrepreneurial behavior (Wang *et al.*, 2019; Faraz *et al.*, 2019; Qureshi *et al.*, 2019), while servant leadership impacts managerial performance (Alviani *et al.*, 2021; Basalamah *et al.*, 2019; Kurniawan, 2019; Stollberger *et al.*, 2019).

H3: The Coherence Servant Leadership of village heads moderates the influence of entrepreneurial behavior on the performance of Village-Owned Enterprises (VOEs) in Pariaman City.

The influence of village heads' coherence servant leadership in moderating organizational commitment on the performance of Village-Owned Enterprises (VOEs) in pariaman city

Coherence Servant Leadership emphasizes empowerment, team member development, and prioritizing followers' needs. This leadership style directly influences organizational commitment (Meyer & Allen, 1991) particularly through: Affective Commitment Employees' emotional attachment due to feeling valued and supported. Normative Commitment: A moral obligation to remain loyal to an organization that prioritizes their well-being. Ehrhart's (2004) research demonstrates that servant leadership positively correlates with organizational commitment, especially affective commitment. Highly committed employees are more likely to engage in resource reconfiguration and strategic initiatives (dynamic capabilities), fostering competitive advantage (e.g., product differentiation or cost leadership) and ultimately enhancing organizational performance (Barney, 1991). Prior studies, such as Aboramadan *et al.* (2021) and Dumatubun (2018), found that servant leadership influences organizational commitment. Wibowo (2016) further asserts that leadership positively and significantly impacts organizational commitment and performance, while organizational commitment itself positively and significantly affects performance.

H4: The Coherence Servant Leadership of village heads moderates the influence of organizational commitment on the performance of Village-Owned Enterprises (VOEs) in Pariaman City.

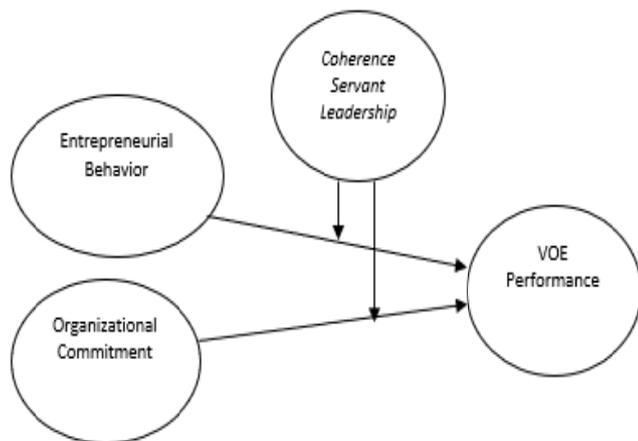


Figure 1. Conceptual Framework

METHODS

To achieve the research objectives and validate the proposed hypotheses, this study adopts a positivist (quantitative) approach using a descriptive quantitative method. Quantitative research is employed to test specific theories by examining relationships between variables. This research falls under the field of human resource management, with a specific focus on Village-Owned Enterprises (VOEs) in Pariaman City. The study population comprises 25 Village-Owned Enterprises (VOEs) with a total of 75 managers (Chairperson, Secretary, and Treasurer). Data collection was conducted using structured questionnaires, and data analysis was performed using SmartPLS 3.0, a statistical tool for Partial Least Squares Structural Equation Modeling (PLS-SEM).

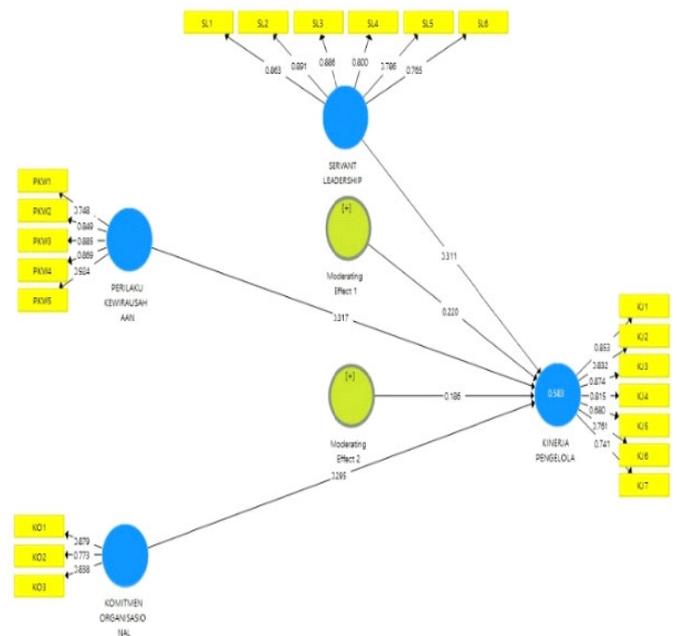
Variable Measurement: VOE Performance: Evaluated based on Minister of Village Regulation No. 3 of 2021, Article 22, with performance indicators including:

1. Institutional, 2. Management, 3.VOE Business Activities, 4. Partnerships and Collaboration, 5. Assets and Capital, 6. Administration, Financial Reporting, and Accountability, 7. Profit/Benefits for the Village and Community.
- Entrepreneurial Behavior: Assessed using indicators from Dirlanudin (2010) and Darmadji (2014), including: 1. Diligence in Work, 2. Responsiveness to Business Opportunities, 3. Innovativeness, 4. Risk-Taking, 5. Independence.
- Organizational Commitment: Measured using Meyer and Allen's (1991) indicators: 1. Affective Commitment, 2. Continuance Commitment, 3. Normative Commitment.
- Coherence Servant Leadership: Indicators include: 1. Love, 2. Empowerment, 3. Vision, 4. Humility, 5. Trust, 6. Building Harmony

RESULTS AND DISCUSSION

Respondents' Assessment of Variables The respondents' evaluation of all variables met the high criteria. Performance: The highest indicator was the *Institutional Aspect*. Entrepreneurial Behavior: The highest indicator was *Independence*. Organizational Commitment: The highest indicator was *Continuance Commitment*. Coherence Servant Leadership: The highest indicator was *Empowerment*.

To illustrate the relationships among the research variables, refer to the path diagram shown in the following figure:



Source: Smart PLS 3.0

Figure 2. Research Path Model

Measurement Model Analysis (Outer Model)

Convergent Validity Test

The results of the convergent validity test of the data in this study are presented in the following Table 1:

Table 1. Loading Factor

Variables	Indicator	Loading Factor
VOE Performance	KJ1- Institutional Aspect	0,853
	KJ2- Management Aspect	0,832
	KJ3- VOE Business Aspect	0,874
	KJ4- Partnership or Collaboration Aspect	0,815
	KJ5- Asset and Capital Aspect	0,680
	KJ6- Administration, Financial Reporting, and Accountability Aspect	0,761
	KJ7- Profit and Benefits for the Village and Village Community Aspect	0,741
Entrepreneurial Behavior	PKW1- Diligence in Work	0,748
	PKW2- Responsiveness to Business Opportunities	0,849
	PKW3- Innovative	0,885
	PKW4- Willingness to Take Risks	0,869
	PKW5- Independent	0,924
Organizational Commitment	KO1-Affective Commitment	0,879
	KO2-Continuance Commitment	0,773
	KO3-Normative Commitment	0,838
Coherence Servant Leadership	CSL1-Love	0,863
	CSL2- Empowerment	0,891
	CSL3-Vision	0,886
	CSL4- Humility	0,800
	CSL5- Trust	0,786
	CSL6- Building Harmony	0,765

Source: Smart PLS 3.0

From the table above, all indicators for the variables (VOE Performance, entrepreneurial behavior, organizational commitment, and servant leadership) show outer loadings greater than 0.5, indicating that all indicators meet the criteria for convergent validity.

Discriminant Validity Test

The results of the discriminant validity test for the variables VOE Performance, perilaku kewirausahaan, komitmen organisasional dan *servant leadership* in the following Table 2:

Table 2. Cross Loading Value

Indicators	KJ	PKW	KO	CSL
KJ1- Institutional Aspect	0,853	0,554	0,426	0,391
KJ2- Management Aspect	0,832	0,376	0,430	0,421
KJ3- VOE Business Aspect	0,874	0,449	0,449	0,475
KJ4- Partnership or Collaboration Aspect	0,815	0,295	0,361	0,413
KJ5- Asset and Capital Aspect	0,680	0,376	0,188	0,358
KJ6- Administration, Financial Reporting, and Accountability Aspect	0,761	0,368	0,362	0,381
KJ7- Profit and Benefits for the Village and Village Community Aspect	0,741	0,575	0,600	0,468
PKW1- Diligence in Work	0,305	0,748	0,355	0,180
PKW2- Responsiveness to Business Opportunities	0,438	0,849	0,578	0,362
PKW3- Innovative	0,496	0,885	0,492	0,318
PKW4- Willingness to Take Risks	0,386	0,869	0,433	0,189
PKW5- Independent	0,518	0,924	0,569	0,401
KO1-Affective Commitment	0,513	0,368	0,879	0,365
KO2-Continuance Commitment	0,315	0,575	0,773	0,041
KO3-Normative Commitment	0,441	0,505	0,838	0,259
CSL1-Love	0,404	0,281	0,297	0,863
CSL2- Empowerment	0,473	0,347	0,258	0,891
CSL3-Vision	0,431	0,192	0,233	0,886
CSL4- Humility	0,401	0,277	0,188	0,800
CSL5- Trust	0,412	0,298	0,242	0,786
CSL6- Building Harmony	0,490	0,345	0,253	0,765

Source: Smart PLS 3.0

Based on the data in Table 2, all correlation values of the variable indicators exhibit cross-loading values greater than 0.5. This indicates that each indicator is distinct and does not exhibit high correlations with other constructs, thereby confirming that they measure separate latent variables.

Construct Reliability Test

The following table presents the Average Variance Extracted

Table 3. Average Variance Extracted (AVE)

Variables	Average Variance Extracted (AVE)
VOE Performance	0,634
Entrepreneurial Behavior	0,735
Organizational Commitment	0,691
Coherence Servant Leadership	0,694

Source: Smart PLS 3.0

Based on the data in Table 3, the AVE values are greater 0.5, indicating good validity. This suggests that a substantial proportion of the variance in the observed variables is explained by the respective latent constructs, ensuring their reliability.

Structural Model Analysis (Inner Model) Coefficient of Determination (R²)

Based on the PLS data processing, the coefficient of determination (R²) values are as presented in the following:

Table 4. R-Square

Variable	R-Square
VOE Performance	0,583
Entrepreneurial Behavior	
Organizational Commitment	
Coherence Servant Leadership	

Source: Smart PLS 3.0

Results of R² Calculation for VOE Performance, The R² value for the VOE Performance variable is 0.583, categorized as moderate. This indicates that approximately 58.3% of the variance in the dependent variable can be explained by the independent variables in the model. Although this is not a very high value, the model demonstrates a sufficiently good level of accuracy in explaining the relationships between variables.

Hypothesis Analysis

The following table presents the results of the hypothesis testing:

Table 5. Results of Hypothesis Test

	Original Sample (o)	T Statistics (O/STDEV)	P Values	Information
Entrepreneurial Behavior -> VOE PERFORMANCE	0,317	3,501	0,001	Accepted
Organizational Commitment -> VOE Performance	0,295	3,262	0,001	Accepted
Moderating Effect 1 -> VOE Performance	0,220	2,372	0,018	Accepted
Moderating Effect 2 -> VOE Performance	0,186	2,245	0,025	Accepted

Source: Smart PLS 3.0

Hypothesis 1

The magnitude of the influence of Entrepreneurial Behavior variable on VOE Performance is estimated at 0.317, with a t-statistic value of 3.501. Since the t-statistic is greater than 1.96, it can be concluded that the Entrepreneurial Behavior variable has a significant influence on VOE Performance.

Hypothesis 2

The magnitude of the influence of Organizational Commitment variable on VOE Performance is estimated at 0.295, with a t-statistic value of 3.262. Since the t-statistic is greater than 1.96, it can be concluded that the Organizational Commitment variable has a significant influence on VOE Performance.

Hypothesis 3

The interaction effect between the Entrepreneurial Behavior variable and the Coherence Servant Leadership variable (EB*CSL) on VOE Performance in Pariaman City is 0.220, with a t-statistic of 2.372. Since the t-statistic exceeds 1.96 and the p-value is 0.018 ($p < 0.05$), it can be concluded that Coherence Servant Leadership moderates the influence of Entrepreneurial Behavior on VOE Performance. The moderating effect is categorized as quasi moderation because both the direct effect and interaction coefficients are statistically significant.

Hypothesis 4

The interaction effect between the Organizational Commitment variable and the Coherence Servant Leadership variable (OC*CSL) on VOE Performance in Pariaman City is 0.186, with a t-statistic of 2.245 and a p-value of 0.025 ($p < 0.05$). This indicates that Coherence Servant Leadership moderates the influence of Organizational Commitment on VOE Performance. Similar to Hypothesis 3, the moderating effect is classified as quasi moderation, as both the direct and interaction effects are significant.

Conclusion

This study was conducted to examine and analyze in-depth strategies for enhancing Village-Owned Enterprise (VOE) Performance through Entrepreneurial Behavior, Organizational Commitment, and the Coherence Servant Leadership of village heads, within dynamic environmental conditions and contexts aligned with Dynamic Capabilities Theory. The findings revealed that all hypotheses were accepted, thereby strengthening the conceptual framework of the proposed model through the implementation of the theory.

Acknowledgements

The researchers would like to express their deepest gratitude to all managers of Village-Owned Enterprises (VOEs) in Pariaman City and Kuantan Singingi, as well as to the Department of Community and Village Empowerment of West Sumatra Province and Pariaman City, related institutions, and individuals who provided invaluable support and contributions toward the completion of this research.

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