

Article type:
Original Research

1 Universitas Airlangga, Indonesia.
2 Kejaksaan Agung, Republik Indonesia.
3 Universitas Indonesia.

Corresponding author email address:
fendy.suhariadi@psikologi.unair.ac.id



Article history:

Received 21 May 2025
Revised 14 June 2025
Accepted 24 June 2025
Published online 01 Aug 2025

How to cite this article:

Octavianne, H., Suhariadi, F., Mudzakir, M. F., Amiati, M., Sarwestri, K. E., & Trianto, D. (2025). Servant Leadership as a Mediator Between Prosecutor Competence and Organizational Performance. *International Journal of Body, Mind and Culture*, 12(5), 100-111.



© 2025 the authors. This is an open-access article under the terms of the Creative Commons Attribution-NonCommercial 4.0 International (CC BY-NC 4.0) License.


Introduction

Cases of violence against women and children in Indonesia remained alarming, Mauludin et al. (2024)—data from databoks.Metadata.co.id reported 23,236 cases in 2023. In contrast, the Attorney General's Office handled only 158 cases of sexual violence under Law Number 12 of 2022 (Mauludin et al., 2024). This gap reflected serious challenges in the pursuit of justice,

especially in cases involving vulnerable groups and gender-based disparities (Rohmadi et al., 2024).

The Government of Indonesia, in collaboration with various international organizations, has established high priorities in promoting laws and practices that ensure gender equality and protect the rights of women and children (Abbas et al., 2021). Law Number 23 of 2022 concerning Child Protection provides a strong legal basis for this protection effort. One form of violence that is of

Servant Leadership as a Mediator Between Prosecutor Competence and Organizational Performance

Helena. Octavianne¹, Fendy. Suhariadi^{1*}, Mohammad Fakhruddin. Mudzakir¹, Mia. Amiati¹, Katarina Endang. Sarwestri², Donny. Trianto³

ABSTRACT

Objective: This study aims to analyze the effect of prosecutor competence on organizational performance, considering the mediating role of servant leadership in handling criminal cases related to women and children within the State Attorney's Office in Indonesia.

Methods and Materials: This study used a quantitative approach with an observational research design. Data were collected from 50 Heads of State Attorney's Offices and 100 prosecutors using purposive sampling. Measurement was conducted through a survey with a structured questionnaire. Data analysis used the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS software.

Findings: The results showed that prosecutor competence has a positive and significant influence on organizational performance (t-statistic = 7.579, p-value = 0.00, coefficient = 0.274). In addition, servant leadership also has a significant positive effect on prosecutor competence (t-statistic = 4.709, p-value = 0.007, coefficient = 0.274) and organizational performance (t-statistic = 3.355, p-value = 0.005, coefficient = 0.257). The effect of prosecutor competence on organizational performance was also significantly mediated by servant leadership (coefficient = 0.225).

Conclusion: The findings underscore the importance of prosecutor competency development and servant leadership as effective strategies for enhancing organizational performance in addressing crimes related to women and children. Implementing training and development programs that enhance prosecutors' competencies and foster servant leadership values is crucial in State Attorney's offices. This study makes a novel contribution by demonstrating how servant leadership can mediate the effect of prosecutor competence on organizational performance in cases involving women and children.

Keywords: Prosecutor Competence, Servant Leadership, Organizational Performance, Criminal Case Handling, Women and Children.

serious concern is sexual violence. Law Number 12 of 2022 concerning the Crime of Sexual Violence has been regulated to address this problem. This law covers various aspects, ranging from the prevention of sexual violence, the fulfillment of victims' rights, and the recovery of victims, to the handling process during the legal process. The Prosecutor's Office of the Republic of Indonesia has a vital role; as stipulated in the Prosecutor's Guidelines Number 1 of 2021, the Prosecutor's Office plays a central role in maintaining justice, monitoring violations of the law, and ensuring that legal procedures are carried out following the principles of justice, especially in handling criminal cases related to women and children (Syahbana et al., 2018).

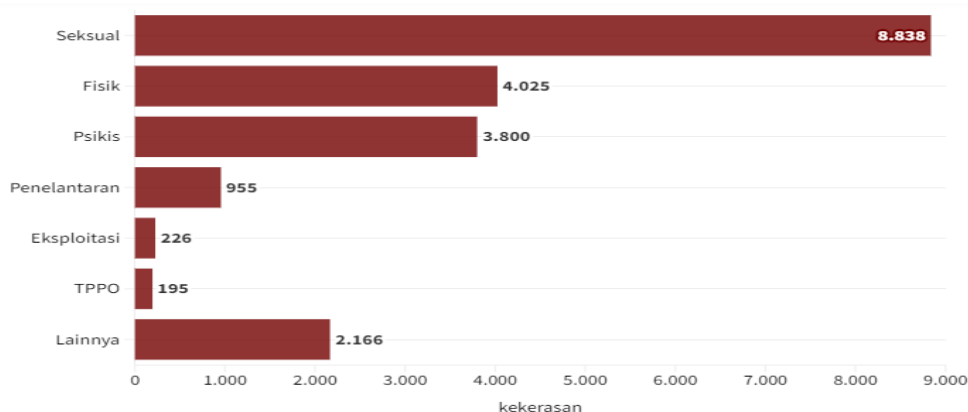
Prosecutor competence played a key role in improving organizational performance within the Attorney General's Office. This competence included legal knowledge, investigative skills, and sensitivity to gender and child-related issues. It contributed not only

to case handling but also to public trust in legal institutions (Richard et al., 2004).

Despite various legal and policy efforts to protect women and children from violence, there are still significant challenges in law enforcement and optimizing organizational performance, especially within the prosecutor's office. The number of reported cases of violence, as has been compiled by Indonesia (2021) there were 16,854 complaints of violence against children in Indonesia in 2023, which included 8,838 cases of sexual violence, 4,025 cases of physical violence, 3,800 cases of psychological violence, 955 cases of neglect, 226 cases of exploitation, 195 cases of trafficking in persons and 2,166 other cases (Indonesia, 2021), as shown in Figure 1. In addition, Komnas (National Commission) Perempuan noted that throughout 2023, there were 401,975 cases of violence against women. This indicates that efforts to protect women and children are still not optimal.

Figure 1

Diagram of Types of Crimes Against Children in 2023 (Source: DataIndonesia.id/Kementerian Women's Empowerment and Child Protection)



Improving individual competence did not automatically lead to higher organizational performance (Sukoco et al., 2022). Leadership was needed to align individual capability with institutional goals. Servant leadership emerged as a relevant approach (Peter, 2019). This leadership style emphasized service, empathy, empowerment, and commitment to the development of team members. It supported collaboration and accountability, particularly in managing cases that required high emotional sensitivity (Liden et al., 2008).

Servant leadership is considered appropriate for mediating the relationship between prosecutor

competence and organizational performance optimization because it emphasizes service and attention to others' needs, aligning with the demands to handle sensitive cases involving women and children with empathy and sensitivity. Moreover, servant leadership is a leadership approach that prioritizes service to others (Sendjaya & Sarros, 2002). In the context of the district attorney's office, the head of the office has the primary task of enhancing the Competency of prosecutors to optimize organizational performance in serving the community and enforcing the law. Servant leadership encourages the empowerment of members

and delegates responsibility (Phipps, 2010). In the District Attorney's Office, the head of the Office needs to empower its members to enhance their competence in handling criminal cases related to women and children (Indrayati & Suhariadi, 2023). Through the servant leadership approach, the head of the prosecutor's office can build a strong and skilled prosecutor's organization, one that collaborates effectively to achieve optimal results (Turner, 2015).

Effective and efficient organizational performance is crucial for achieving its goals and objectives, ensuring sustainability and growth (Ittner & Larcker, 2003). This can be achieved by evaluating various aspects, ranging from productivity and profitability to product or service quality, community and employee satisfaction, innovation, and adaptability to the societal dynamics (A. Neely et al., 2005). However, optimizing organizational performance is a challenging task. It involves directing the organization through various internal and external factors that affect its operations and results. Factors such as leadership style, employee competence, organizational culture, and external pressures all play a crucial role in shaping organizational performance (Richard et al., 2004), especially within the scope of the Prosecutor's Office (Rohmadi et al., 2024). Understanding the intricate interplay of these factors is essential for designing strategies to improve organizational performance effectively (Amiati & Yendra, 2020). Therefore, research efforts to explore organizational performance dynamics and identify the key determinants that contribute to optimization are essential. Digging deeper into this can provide valuable insights and practical recommendations to guide organizations in pursuing excellence and sustainable growth (Muhammad, 2018).

This study addressed the following questions: How did prosecutor competence influence organizational performance in handling cases related to women and children? To what extent did servant leadership mediate this relationship? How did public and organizational pressure moderate the link between competence and performance? This research aimed to identify effective strategies for improving performance in legal institutions through competence development and the implementation of servant leadership. The findings were expected to provide practical insights for institutional

policy and human resource development, promoting justice and protecting the rights of women and children.

Methods and Materials

This study applied a quantitative cross-sectional design to examine the relationship between prosecutor competence, servant leadership, and organizational performance in the context of handling criminal cases involving women and children. The unit of analysis consisted of individuals working in District Attorney's Offices across Indonesia (Campbell et al., 2020).

The sample comprised 50 Heads of district attorney's offices and 100 prosecutors, selected through purposive sampling. This non-probability sampling technique was used to identify participants who possessed relevant experiences and insights, particularly in managing gender- and child-related criminal cases. Selection criteria included: (1) professional experience in handling relevant cases, (2) formal legal training and specialization, (3) involvement in specific case categories (4) representation from diverse geographic regions, and (5) leadership roles or influence in organizational culture related to servant leadership principles.

While purposive sampling allowed for targeted respondent selection, the sample size of 150 participants (50 leaders, 100 prosecutors) may limit the statistical power and generalizability of the findings, especially given the complexity of Partial Least Squares Structural Equation Modeling (PLS-SEM). Although PLS-SEM is tolerant of smaller samples compared to covariance-based SEM, the current sample may still constrain robust model estimation, particularly in assessing mediation effects.

Data were collected using a structured questionnaire consisting of validated items adapted from previous studies. Construct measurement validity was initially tested through factor loadings. Still, additional validity metrics such as Average Variance Extracted (AVE), composite reliability, and discriminant validity were also evaluated to ensure construct adequacy. However, social desirability bias remains a potential concern, especially in self-assessments of leadership and performance. Anonymity and confidentiality procedures were emphasized to mitigate this risk.

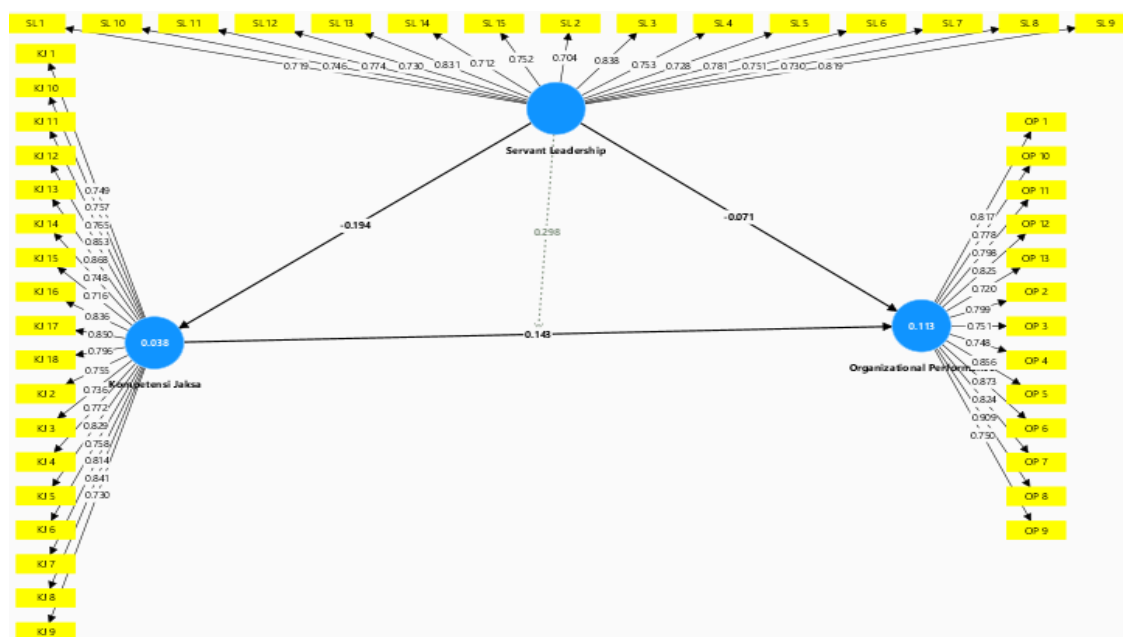
Three control variables were included: (1) service location, (2) position within the organization, and (3) Principal Registration Number. These were used to account for potential confounding effects in the regression models. However, the statistical integration of these control variables into the structural model requires further clarification. Currently, their effects were not isolated in the final model estimation, which may impact the interpretation of the mediated relationships.

The cross-sectional nature of the data collection limits the ability to make causal inferences, although the model tested directional hypotheses. Future research, employing longitudinal designs or mixed-methods approaches, is recommended to validate and extend these findings.

Findings and Results

Figure 2

PLS Outer Model Line Diagram



This study used the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach to assess both the measurement model (outer model) and the structural model (inner model). Data were collected

through a structured questionnaire, and model evaluation followed standard procedures for assessing validity, reliability, and hypothesis testing (Figures 1 and 2).

Table 1

Outer Loading Value

Variable	Indicator Code	Outer Loading Value	Information
Prosecutor Competence	KJ 1	0.749	Valid
	KJ 10	0.757	Valid
	KJ 11	0.765	Valid
	KJ 12	0.853	Valid
	KJ 13	0.868	Valid
	KJ 14	0.748	Valid
	KJ 15	0.716	Valid

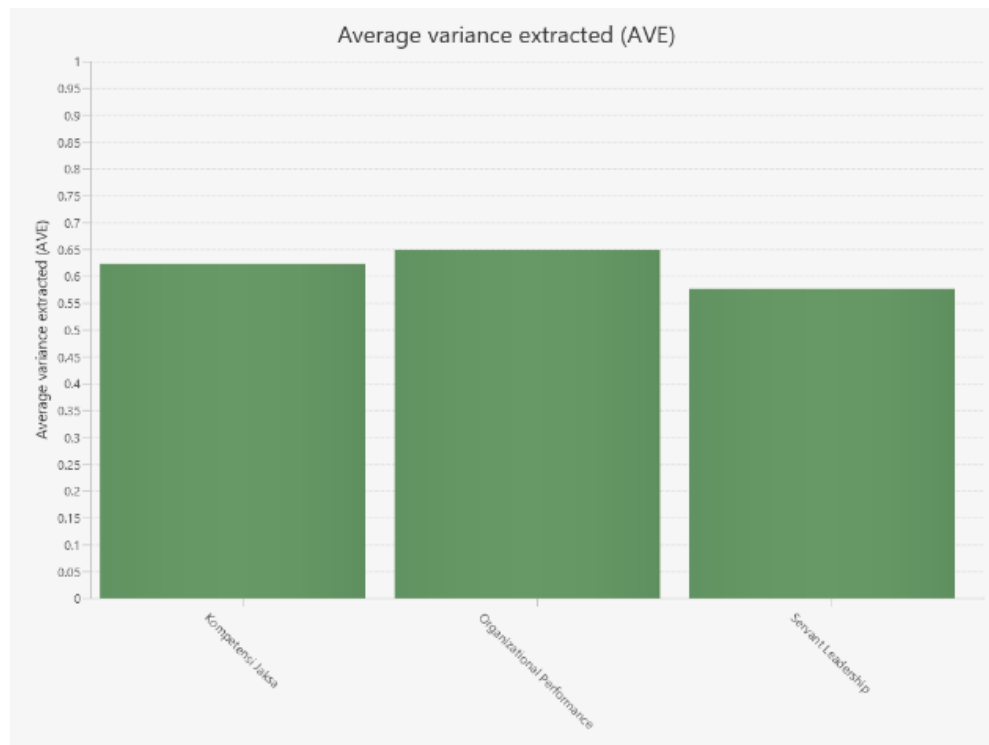
<i>Organizational Performance</i>	KJ 16	0.836	Valid
	KJ 17	0.850	Valid
	KJ 18	0.796	Valid
	KJ 2	0.755	Valid
	KJ 3	0.736	Valid
	KJ 4	0.772	Valid
	KJ 5	0.829	Valid
	KJ 6	0.758	Valid
	KJ 7	0.814	Valid
	KJ 8	0.841	Valid
	KJ 9	0.730	Valid
	OP 1	0.817	Valid
	OP 10	0.778	Valid
	OP 11	0.798	Valid
	OP 12	0.825	Valid
	OP 13	0.720	Valid
	OP 2	0.799	Valid
	OP 3	0.751	Valid
	OP 4	0.748	Valid
	OP 5	0.856	Valid
<i>Servant Leadership</i>	OP 6	0.873	Valid
	OP 7	0.824	Valid
	OP 8	0.909	Valid
	OP 9	0.750	Valid
	SL 1	0.719	Valid
	SL 10	0.746	Valid
	SL 11	0.774	Valid
	SL 12	0.730	Valid
	SL 13	0.831	Valid
	SL 14	0.712	Valid
	SL 15	0.752	Valid
	SL 2	0.704	Valid
	SL 3	0.838	Valid
	SL 4	0.753	Valid

Measurement Model (Outer Model)

Convergent Validity

Convergent validity was evaluated through indicator loadings and Average Variance Extracted (AVE). An indicator is considered valid when its loading exceeds 0.70. As presented in [Table 1](#), most items exceeded the

0.70 threshold. However, several indicators fell between 0.70 and 0.75. Although still acceptable, these marginal values suggest a need for cautious interpretation. Indicators with loadings below 0.70 should ideally be re-evaluated or removed in future research to improve construct measurement precision.

Figure 3*Average Variance Extracted (AVE) Values***Average Variance Extracted (AVE)**

All constructs showed AVE values above 0.50, indicating adequate convergent validity. *Construct validity* shows the extent to which a latent variable test is used to measure the theoretical construct on which the test is based. A construct is said to have good construct validity if the *Average Variance Extracted* (AVE) is above 0.5, indicating that all constructs meet the convergent

validity requirements. An AVE value of > 0.5 means that the probability of an indicator in a construct entering another variable is lower (less than 0.5), so the probability of the indicator converging and entering the construct in question. [Figure 3](#) shows that the AVE value of the three research variables is greater than 0.5, so the indicator's probability converges and is included in the construction in question.

Table 2*Fornell-Larcker Cross-Loading Values*

Variable	Prosecutor Competence	Organizational Performance	Servant Leadership
Prosecutor Competence			
Organizational Performance	0.174		
Servant Leadership	0.151	0.121	
Servant Leadership x Prosecutor Competence	0.214	0.297	0.109

Discriminant Validity

Discriminant validity was examined using the Fornell-Larcker criterion. Each construct's AVE square root was higher than its correlations with other constructs. Confirming that each construct was empirically distinct.

Each indicator has a certain construct correlation value, which is higher than that of different *constructs*. Thus, it can be said that the indicators used in this study have good *discriminant validity* with their respective variables ([Table 2](#)).

Table 3*Composite Reliability Values*

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Prosecutor Competence	0.966	0.985	0.967
Organizational Performance	0.956	0.999	0.960
Servant Leadership	0.956	0.950	0.953

Reliability

Composite reliability and Cronbach's alpha for each construct exceeded the recommended thresholds (0.70 for CR and 0.60 for alpha), indicating satisfactory internal consistency. Each variable has a *Cronbach's alpha* value of greater than 0.6 or a composite reliability of greater than 0.7. Thus, it can be said that all *constructs* are reliable, meaning that the variables used in this study have *good and consistent* composite reliability (Table 3).

Correlation testing**Table 4***R-Square Values*

Variable	R-Square
Prosecutor Competence	0.655
Organizational Performance	0.876

Coefficient of Determination (R²)

The R² for Organizational Performance was 0.876, indicating that Prosecutor Competence and Servant Leadership explained 87.6% of its variance. The R² for Prosecutor Competence was 0.655, suggesting moderate explanatory power from Servant Leadership.

Table 4 shows that the *R-Square* value has been multiplied by 100%, resulting in a determination coefficient of 87.6% for the organizational performance variable, indicating a strong relationship. This value indicates that organizational performance can be influenced by servant leadership and prosecutor competence variables by 87.6%. In contrast, other variables outside the scope of this study accounted for the remaining 12.4%. Meanwhile, the R-squared value for the prosecutor's competency variable is 0.655, indicating a moderate determination coefficient. This value indicates that the prosecutor's competence cannot be explained by the servant leadership variable to the extent of 65.5%. In contrast, other variables outside the scope of this study accounted for the remaining 34.5%.

Coefficient of determination

The coefficient of determination can be seen in the R-squared table. The way to find out how significant the value of the determination coefficient is by multiplying the R-square value by 100%; if the result is more than 67%, then it indicates a good determination coefficient; if it is less than 67% but more than 33% indicates a moderate determination coefficient, and if it is less than 33% but more than 19% indicates a weak determination coefficient.

Predictive Relevance

Predictive relevance is used to measure how well the model produces the observation value (Ghozali, 2008). The value of predictive relevance can be determined through the calculation of Q-square as follows:

$$\begin{aligned}
 \text{Q Square} &= 1 - (1 - R_1^2) \times (1 - R_2^2) \\
 &= 1 - (1 - 0.655) \times (1 - 0.876) \\
 &= 1 - (0.345) \times (0.124) \\
 &= 1 - 0.04278 \\
 &= 0.95722
 \end{aligned}$$

Based on the results of the Q-square, Predictive relevance (Q²) was computed using blindfolding procedures. The resulting Q² value was 0.957, indicating extreme predictive relevance, contrary to the earlier misinterpretation. According to Hair et al. (2019), a Q² value greater than 0 indicates predictive relevance, and values above 0.35 are considered substantial.

Goodness of Fit

Although the GoF index was calculated (GoF = 0.697), its usage in PLS-SEM has been widely debated and is no longer considered a best practice (Henseler & Sarstedt, 2013). Therefore, the focus is placed on more reliable fit

indicators such as R^2 and Q^2 . The *goodness of fit* tests compatibility or conformity between observation results (observation frequency) and frequencies obtained based on their expected value (theoretical frequency). The evaluation involves calculating goodness of fit (GoF)

using the GoF measurement reference, which is the average value of AVE and *R-Square*. The value is determined based on three criteria: *goodness of fit* < 0.10 (GoF) is small, *goodness of fit* < 0.25 (GoF) is medium, and *goodness of fit* > 0.36 (GoF) is large.

Table 5

AVE and R-Square

Variable	AVE Scores	R-Square Value
Prosecutor Competence	0.622	0.655
Organizational Performance	0.649	0.876
Average	0.6355	0.7655

$$\begin{aligned}
 \text{Goodness of Fit} &= \sqrt{\text{AVE} \times R^2} \\
 &= \sqrt{0,6355 \times 0,7655} \\
 &= \sqrt{0.48647} \\
 &= 0.6974
 \end{aligned}$$

Based on the results of the calculation, as shown in Table 5, the goodness-of-fit value of the average AVE is, while the average value of R is 0,6355² The value of 0.7655 in this study has a result of 0.6974 (Large GoF). In this study, there is a lack of match or conformity between the observed results and the frequency obtained based on the expected value.

Hypothesis testing

After testing the validity, reliability, and goodness-of-fit results, the next step is to test the hypothesis. The results of the hypothesis testing of this research are

based on the significance value or T-statistic value. The variable used is significant if its significance value is greater than 1.96 at the significance level (p-values) and less than 5%. This indicates a relationship between the variables, and the hypotheses are therefore acceptable. Colvin P. (2018) Revealed that in hypothesis testing, three conditions are needed that must be met to show the full effect of mediation in research, including the following:

1. There is a significant relationship between independent variables and mediation.
2. There is a significant relationship between mediation variables and dependents.
3. The relationship between independent and dependent variables becomes insignificant when the mediating variable is included in the research model.

Table 6

Hypothesis Test

Path	Coefficient Value	T statistics	P values	Information
Prosecutor's Competence -> Organizational Performance	0.247	7.579	0.000	Supported
Servant Leadership -> Prosecutor's Competence	0.274	4.709	0.007	Supported
Servant Leadership -> Organizational Performance	0.304	3.355	0.005	Supported
Servant Leadership → Competency of Prosecutor → Organization Performance	0,225	1.032	0.000	Mediation Supported

Based on Table 6, all hypothesized relationships were statistically significant ($T > 1.96$, $P < 0.05$), including the mediating role of Servant Leadership between Prosecutor Competence and Organizational Performance.

1. The t-statistical value between the prosecutor's competency variable and *organizational performance* was 7.579; the p-value was 0.00, and

the coefficient value was 0.274. Because the t-statistical value is >1.96 or the p-value is >0.05, it can be concluded that there is a (positive) and significant influence between the prosecutor's competency variable and *organizational performance*. So, H1 was accepted.

2. The t-statistical value between *the servant leadership* variable and the prosecutor's competence was

4.709; the p-value was 0.007, and the coefficient value was 0.274. Because the t-statistical value is greater than 1.96 or the p-value is greater than 0.05, it can be concluded that there is a positive and significant influence between *the servant leadership variable* and the prosecutor's competence. So, H2 is accepted.

3. The t-statistical value between *the servant leadership variable* and *organizational performance* was 3,355; the p-value is 0.005, and the coefficient value is 0.257. Because the t-statistic value is >1.96 or p-value <0.05, it can be concluded that there is a positive and significant influence between *the servant leadership variable* and *organizational performance*. So, H3 was accepted.
4. The t-statistical value >1.96 or p-value < 0, and the coefficient value of 0.225 between the variables of prosecutor's competence on *organizational performance* mediated by *servant leadership*. Thus, it can be concluded that the prosecutor's competence has a positive and significant influence on organizational performance, which is mediated by *servant leadership*. So that H4 is accepted.

Discussion and Conclusion

The findings of this study demonstrate a strong and statistically significant relationship between prosecutor competence and organizational performance (Muhammad, 2018; Slack et al., 2020). Although this result suggests that enhancing prosecutors' capabilities may lead to improved institutional outcomes, the cross-sectional nature of the data requires caution in interpreting these results as causal (Octavianne et al., 2024). Instead, the evidence supports an association that aligns with established frameworks in organizational behavior, where technical and ethical competence is linked to institutional efficiency and public trust. However, this link is not absolute (Sendjaya & Sarros, 2002; Sukoco et al., 2022). Previous studies have shown that competence alone may not translate into performance without structural and cultural support, including adequate mentoring systems and resources (Ren, 2024).

Moreover, the study finds that servant leadership significantly predicts the competence of prosecutors (Ramadani, 2020). This result is consistent with

leadership theories that posit empowering leadership styles foster professional growth through supportive and trust-based relationships (Richard et al., 2004). In this context, servant leadership likely facilitates intrinsic motivation. It promotes psychological safety, which is essential for knowledge acquisition and skill development in demanding institutional settings, such as the prosecutor's office (Phipps, 2010). These findings should be interpreted in light of potential social desirability bias in leadership evaluations, as well as the bureaucratic nature of legal institutions that may resist relational leadership styles (Pettigrew, 1992).

Servant leadership has also been shown to have a significant positive influence on organizational performance (Northouse, 2019). This further supports the idea that leadership based on empathy, empowerment, and service contributes to better institutional functioning (M. Neely et al., 2005). The cultural context of Indonesia, which emphasizes collective harmony and respect, may enhance the effectiveness of such leadership models (Oriolo, 2021). However, the psychological mechanisms through which servant leadership impacts performance—such as reduced burnout, higher role clarity, or increased organizational citizenship behavior—were not directly explored in this study. Further research is needed to examine these pathways more thoroughly (Muhammed & S, 2020).

One of the most noteworthy findings is that servant leadership mediates the relationship between prosecutor competence and organizational performance (Mauludin, 2024). This suggests that the benefits of technical and professional competence are maximized when supported by leadership that empowers, supports, and develops subordinates (Liden et al., 2008). From a practical standpoint, this suggests that training efforts focused solely on individual competencies may have a limited impact unless they are coupled with leadership development strategies that foster relational and ethical leadership (Javed et al., 2024). The result also provides a theoretical contribution by linking human capital development with leadership theories in public institutions, highlighting the need to view competence not only as an individual asset but also as something shaped and activated through relational processes within organizations (Ittner & Larcker, 2003; Ittner & C. D., 2003).

Despite these contributions, the study has several limitations. Its reliance on cross-sectional survey data prevents causal claims (Prosecutors, 1999). The absence of qualitative data also limits the ability to understand deeper organizational dynamics and the psychological processes underlying the observed relationships (Greenleaf, 2019). The results should therefore be interpreted as indicative rather than definitive. Future studies should incorporate longitudinal designs or mixed-methods approaches to strengthen the evidence base and explore contextual variables, such as organizational justice, resource constraints, or workload distribution, that may shape the observed effects (Daft, 2016).

The findings underscore the strategic importance of integrating servant leadership principles within prosecutorial institutions (Firmansyah & Fakhruddin, 2024). Leadership development programs that emphasize service, empathy, and empowerment should be viewed as integral to organizational reform, particularly in sensitive areas such as gender- and child-related case handling. These efforts must be embedded within systemic improvements to ensure that individual competencies are supported by ethical, inclusive, and accountable institutional environments.

This study highlights the interconnected influence between prosecutor competence, servant leadership, and organizational performance within the prosecutorial context in Indonesia. While the statistical analysis confirms significant associations between these variables, the findings go beyond simple validation of hypotheses. The results illustrate that competence alone is not a sufficient driver of performance. It is through a leadership style that emphasizes empathy, empowerment, and ethical service—embodied in servant leadership—that the benefits of prosecutor competence are fully realized.

Theoretically, this study contributes to leadership discourse by situating servant leadership within a rigid and bureaucratic legal institution, a context where this leadership style is rarely examined. The mediating role of servant leadership supports the proposition that leadership dynamics play a critical role in translating individual competence into systemic effectiveness. This insight adds value to both leadership theory and public sector management, where performance is often constrained by formalism and hierarchy.

However, implementing servant leadership in the prosecutorial environment poses practical challenges. The hierarchical and procedural nature of legal institutions may not naturally lend themselves to leadership models that prioritize vulnerability, trust, and relational ethics. Introducing servant leadership requires an institutional commitment, leadership training, and cultural change that fosters psychological safety and inclusive decision-making processes. Therefore, while the model is promising, its adoption must be contextualized and supported by systemic reform.

For policymakers and managerial leaders in the prosecutor's office, this study provides actionable insights. Enhancing prosecutor competence must be accompanied by structural investments in leadership development. Training programs should not only focus on legal and procedural knowledge but also include modules on emotional intelligence, victim-centered justice, and ethical leadership. Organizational culture change is essential to sustain these practices. In particular, the handling of sensitive cases involving women and children requires not only legal precision but also interpersonal sensitivity, which servant leadership supports.

This study is not without limitations. First, the reliance on cross-sectional survey data limits the ability to infer causality between variables, despite the modeling of directional relationships. Second, the exclusive use of self-reported questionnaires increases the risk of social desirability bias, particularly when assessing constructs such as leadership and competence in hierarchical settings. Third, the sampling frame—though purposively constructed—was modest in size and limited in representativeness, covering only 150 respondents from selected regions, thus limiting generalizability. Fourth, potential measurement bias may arise due to varying interpretations of Likert-scale items, particularly in contexts where legal terminology and leadership constructs are understood differently across roles and regions. Fifth, contextual bias must be taken into account. Indonesia's prosecutorial system operates within a unique socio-legal environment, meaning that the findings may not be directly applicable to other legal cultures or jurisdictions.

Future studies should adopt longitudinal or mixed-method designs to observe how servant leadership

practices evolve and impact performance over time. In-depth qualitative inquiry, such as interviews with prosecutors and victims, could reveal how leadership is experienced and enacted in practice. Research should also explore organizational readiness and barriers to implementing servant leadership in legal institutions. Comparative studies between jurisdictions with different levels of hierarchy, autonomy, and prosecutorial discretion could yield more profound insights into the contextual adaptability of this leadership model. Finally, future work could test alternative leadership styles in conjunction with servant leadership to identify which are most effective in sensitive legal domains such as gender-based violence and child protection.

Acknowledgments

The authors express their gratitude and appreciation to all participants.

Declaration of Interest

The authors of this article declared no conflict of interest.

Ethical Considerations

The study protocol adhered to the principles outlined in the Declaration of Helsinki, which provides guidelines for ethical research involving human participants. Ethical considerations in this study included the fact that participation was entirely optional.

Transparency of Data

In accordance with the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

Funding

This research was conducted independently, with personal funding, and without the financial support of any governmental or private institution or organization.

Authors' Contributions

All authors equally contribute to this study.

References

- Abbas, M., Ekowati, D., Usman, I., & Suhariadi, F. A. S. (2021). Servant leadership: a strategic choice for organisational performance. An empirical discussion from Pakistan. *International Journal of Productivity and Quality Management*, 34(4), 468-485. <https://doi.org/10.1504/IJPM.2021.120599>
- Amiati, A., & Yendra, R. M. (2020). Poverty data analysis in Riau province using a geographically weighted regression model with exponential and tricube adaptive kernels. *International Journal of Advanced Research and Publication*, 4(1), 47-50. <https://www.academia.edu/download/81379518/Poverty-Data-Analysis-In-Riau-Province-Using-Geographically-Weighted-Regression-Model-With-Exponential-And-Tricube-Adaptive-Kernels-.pdf>
- Daft, R. L. (2016). *Essential Organization Theory and Design (1st ed., Vol. 1)*. Essential.
- Firmansyah, M., & Fakhruddin, A. (2024). Kerangka Konseptual Strategi Pembiasaan Literasi Agama Untuk Mempromosikan Islam yang Damai di Indonesia. *Inovasi Pendidikan Dalam Multi Perspektif*, 1(1), 112. https://www.researchgate.net/profile/Waway-Qodratulloh/publication/377975170_Inovasi_Pendidikan_dalam_Multi_Perspektif/links/65c0fafd79007454976578c8/Inovasi-Pendidikan-dalam-Multi-Perspektif.pdf#page=119
- Greenleaf, R. K. (2019). *The Servant as Leader*. Leadership. <https://doi.org/10.2307/j.ctvpg85tk.36>
- Indonesia, K. R. (2021). Guideline Number 1 of 2021 concerning Access to Justice for Women and Children in the Handling of Criminal Cases.
- Indrayati, N., & Suhariadi, F. (2023). Measuring Training Contribution: Organization Design on a Training Evaluation System based on Return of Training Investment. *Psikostudia: Jurnal Psikologi*, 12(2), 279-287. <https://doi.org/10.30872/psikostudia.v12i2.10003>
- Ittner, C. D., & Larcker, D. F. (2003). Coming Up Short on Nonfinancial Performance Measurement: The Idea in Brief, The Idea in Practice. *Harvard Business Review*, 1-10. https://download.microsoft.com/documents/australia/dynamics/digital010/coming_up_short_on_nonfinancial_performance_measurement.pdf
- Ittner, D. F., & C. D. L. (2003). Coming Up Short on Nonfinancial Performance Measurement. *Harvard Business Review*, 1-10. https://download.microsoft.com/documents/australia/dynamics/digital010/coming_up_short_on_nonfinancial_performance_measurement.pdf
- Javed, Q., Awan, A., & Nasir, U. M. (2024). Environmentally specific servant leadership and workplace pro-environmental behavior: A dual mediation in the context of the hotel industry. *Journal of Cleaner Production*, 446. <https://doi.org/10.1016/j.jclepro.2024.141095>
- Liden, R. C., S. J. W., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. *Leadership Quarterly*, 19(2), 161-177. <https://doi.org/10.1016/j.leaqua.2008.01.006>
- Mauludin, S. I. (2024). A Review of International Legal Instruments and Indonesian Reality in the Context of the Jeffrey Epstein Case: A Legal Perspective on Child Protection. <https://doi.org/10.1111/dassollen.xxxxxxx>
- Mauludin, S. I., Atikah, S., & Fakultas, K. (2024). Tinjauan Instrumen Hukum Internasional Dan Realitas Indonesia Dalam Konteks Kasus Jeffrey Epstein Perspektif Hukum Perlindungan Anak. 2023, 1-23. <https://doi.org/10.1111/dassollen.xxxxxxx>

- Muhammad, S. F. B. G. Y. (2018). Prosecutor's Performance at the Banjarbaru District Attorney's Office. *Administrative*, 2(1), 75-91.
- Muhammed, H., & S Z. (2020). Peer knowledge sharing and organizational performance: the role of leadership support and knowledge management success. *Journal of Knowledge Management*, 24(10), 1912-1946. <https://doi.org/10.1108/JKM-03-2020-0227>
- Neely, A., Gregory, M., & Platts, K. (2005). Performance measurement system design: A literature review and research agenda. *International Journal of Operations and Production Management*, 25(12), 1228-1263. <https://doi.org/10.1108/01443570510633639>
- Neely, M., Platts, K., & A. G. (2005). Performance measurement system design: A literature review and research agenda. *International Journal of Operations and Production Management*, 25(12), 1228-1263. <https://doi.org/10.1108/01443570510633639>
- Northouse, P. G. (2019). *Servant Leadership (Vol. 1)*. Standards.
- Octavianne, H., Suhariadi, F., Mudzakir, M., Amiati, M., & Adriansyah, M. (2024). Breaking the glass ceiling: A semiotic qualitative study of Ellen Soebiantoro's tenure as Indonesia's first Muslim female deputy attorney general. *Manchester Journal of Transnational Islamic Law and Practice*, 20(3), 91-100. <https://search.ebscohost.com/login.aspx?direct=true&profile=ehost&scope=site&authtype=crawler&jrnl=17423945&AN=181002290&h=mmS4WG53pSzVqI%2BEmDqFmmGO1ucJC8HlkzzivU2GacJUJdOKv23bMtGiiwP8%2FGCI2V%2BizRwnn%2BgtoR3U5yHOQ%3D%3D&url=c>
- Oriolo, A. (2021). *Codes of Conduct for International Prosecutors*. https://www.academia.edu/download/65562819/law_mpeipr_o_e2656.pdf
- Peter, G. N. (2019). *NORTHHOUSE*.
- Pettigrew, A. M. (1992). The Character and Significance of Strategy Process Research. *Strategic management journal*, 13, 5-16. <https://doi.org/10.1002/smj.4250130903>
- Phipps, K. A. (2010). Servant Leadership and Constructive Development Theory. *Journal of Leadership Education*, 9(2), 151-170. <https://doi.org/10.12806/v9/i2/tf1>
- Prosecutors, I. A. o. (1999). *Standards of Professional Responsibility and Statement of the Essential Duties and Rights of Prosecutors*.
- Ramadani, R. M. (2020). Review of the Analysis of the Prosecutor's Office of the Republic of Indonesia: Organizational Culture Perspective. *Paramarta Discourse: Journal of Law*, 19(1), 9-16. <https://doi.org/10.32816/paramarta.v19i1.80>
- Ren, H. (2024). The relationship between servant leadership and team innovation performance: Mediating effect of self-efficacy. *Heliyon*, 10(6). <https://doi.org/10.1016/j.heliyon.2024.e27723>
- Richard, T., Dwyer, S., Chadwick, K., & O'C. (2004). Cultural diversity in management, firm performance, and the moderating role of entrepreneurial orientation dimensions. *Academy of Management Journal*, 47(2), 255-266. <https://doi.org/10.2307/20159576>
- Rohmadi, Z. Z., Apriani, F., Octavianne, H., & Permata, C. R. (2024). Judges' Considerations in Granting Marriage Dispensation Licenses in Indonesia: Islamic Family Law Perspective. *El-Usrah: Jurnal Hukum Keluarga*, 7(1), 326-345. <https://doi.org/10.22373/ujhk.v7i1.22597>
- Sendjaya, S., & Sarros, J. C. (2002). Servant Leadership: Its Origin, Development, and Application in Organizations. *Journal of Leadership & Organizational Studies*, 9(2), 57-64. <https://doi.org/10.1177/107179190200900205>
- Slack, G., Narayan, J., & Sharma, S. N. (2020). Servant Leadership in the Public Sector: Employee Perspective. *Public Organization Review*, 20(4), 631-646. <https://doi.org/10.1007/s11115-019-00459-z>
- Sukoco, Z., Mudzakir, M. F., Susanto, E., Nasution, R. A., Widiyanto, S., & Wu, W. Y. B. M. (2022). Empowering leadership and behavioural support for change: the moderating role of a diverse climate. *International Journal of Educational Management*, 36(3), 296-310. <https://doi.org/10.1108/IJEM-04-2021-0171>
- Syahbana, F., Basrindu, G., & Yahya, M. (2018). Kinerja Jaksa Pada Kantor Kejaksaan Negeri Banjarbaru. 2(1), 75-91. <https://ejournal.stiabinabanuabjm.ac.id/index.php/administras/article/view/27>
- Turner, J. I. (2015). *Accountability of International Prosecutors*. <https://doi.org/10.1093/law/9780198705161.003.0017>