

CHAPTER I

INTRODUCTION

A. Background

The concept of civil servants is an Indonesian citizen who has met the requirements determined and appointed by the competent authority and given state duties that are paid according to the applicable law. The State Civil Apparatus (ASN) function implements public policies, public servants, glue, and unifies the nation. Meanwhile, the task of ASN itself is to carry out public policies made by the Civil Service Supervisory Officer by the provisions of the legislation, provide professional and quality public services, and strengthen the unity and integrity of the Unitary State of the Republic of Indonesia. His vital role is as a planner, implementer, and supervisor of the implementation of general government tasks and national development through the implementation of policies and public services that are professional, free from political intervention, and free from practices of corruption, collusion, and nepotism (Sartika & Kusumaningrum, 2018).

Article 1 of the Law Number 5 of 2014 concerning State Civil Apparatus states that the ASN is a profession for Civil Servants and government employees with work agreements that government agencies employ. In this case, the definition of the State Civil Apparatus has been clarified. Therefore, in carrying out their duties, the State Civil Apparatus must be professional and qualified and produce performance according to the mandate of the law and the expectations of the community (Liando,

Rumawas, & Sumanto, 2019). The government has regulated the main points of employment in Law number 48 of 1999. It is stated that civil servants are divided into three, namely civil servants, members of the Indonesian National Army, and members of the Indonesian National Police (Lumentah, Posumah, & Ogotan, 2015).

Civil Servants (PNS), as the main element of human resources of the state apparatus, have an essential role in determining the success of governance and development. This role is indicated by his attitude and behavior full of loyalty and obedience to the state. He is moral, professional, and aware of his responsibilities as a servant of the state and public servant and can become the glue of national unity (Pertiwi, 2017).

In line with the important role of the state apparatus, this also affects the low performance of public apparatus services, which seem to have become public consumption from various circles, both from the community, workers, politicians, observers, and academics. Many academics are aware that something is wrong or perhaps lacking in the performance of Civil Servants in Indonesia. This has also given rise to various perspectives which state that several factors influence the low performance of these services. One factor that influences it is the leadership factor (Setiawan, Sumantri, Iskandar, & Sulastiana, 2015).

Leadership is considered very influential in in-service performance because leadership influences organizational goals, motivates followers'

behavior to achieve goals, and improves groups and their culture. In addition, it also affects the interpretation of the events of its followers, organizing and activities to achieve goals, maintaining cooperative relationships and group work, obtaining support and cooperation from people outside the group or organization. In this case, from various existing leadership theories, one of the leadership characteristics closest to conformity with the phenomena in public service performance, especially in government bureaucracy, is servant leadership.

According to Suryani (2018), a leadership style is characterized by going beyond the leader's interests and focusing on opportunities to help followers grow and develop. In other words, a service leadership is a person who first becomes a servant. It begins with the natural feeling that the person who wants to be served must serve first. Then conscious choice leads people to desire to lead. Serving others is the key to servant leadership. The primary motivation for this leadership is to help others and sacrifice self-interest for others and give the best for others (Handoyo, 2010).

In this case, the development of servant leadership is very much needed because it will help civil servants to be able to serve the community better in the future. This development can be done through various ways or activities, one of which is mentoring (guidance). Mentoring is one form of competency development for employees, especially for Civil Servants. According to Rahman, Amarullah, & Hidayah (2020), competency development for civil servants is no longer seen as an option but has become

a right that ASN can demand fulfillment of to the organization. This is by Law Number 5 of 2014 concerning State Civil Apparatus, article 2, which states that one of the rights of ASN is to obtain competency development. This basis certainly explains that ASN development is crucial to getting significant attention from all parties concerned.

In this case, the State Administration Agency (LAN) is an institution mandated to guide the apparatus's training and development. LAN RI has published the regulation, namely, Regulation Number 10 of 2018, concerning ASN Competency Development, which is expected to be a guideline in improving the apparatus's competence (Rahman et al., 2020). The implementation of this competency improvement is carried out by adjusting the current conditions. The development of technology and information makes everything easier. This also impacts training for civil servants to be more efficient and easier for the participants. According to Neely, Cotton, & Neely (2017), one aspect of training and development that is affected by technology is e-mentoring. E-mentoring is also known as telementoring, cyber-mentoring, virtual mentoring, online mentoring, internet mentoring, computer-mediated mentoring, and email mentoring.

In other words, e-mentoring has the same goals and results from mentoring or training but is carried out through technology media. With this e-mentoring, various forms of training will be easier to reach because e-mentoring is a system that does not limit space and time. Its implementation tends to be more flexible than face-to-face mentoring. When the training is

held online, all participants can access the training easily anytime and anywhere. As for e-mentoring, this is one of the applications of e-government which is one of the technological developments. The development of this technology can make things easier and more practical, and efficient.

According to Mutiarin, Moner, Nuryakin, & Nurmandi (2019), driven by the ICT revolution, the economies of China, Japan, and other newly industrialized countries, including Southeast Asian countries such as Thailand, Malaysia, Indonesia, and Vietnam, have adopted ICT mechanisms to strengthen their human resource institutions. The value of openness to consult, communicate, and provide the necessary information is one of the values instilled by human resource management with the help of technology. Thus the implementation of e-government is intended to provide fast and accurate services from government agencies to all existing stakeholders. Implementing e-government is hoped to improve services to the broader community. The goal of e-government is the more effective delivery of government services to the public (Nurjanah, Mutiarin, & Kasiwi, 2021).

Based on the description of the background above that one of the factors of the low performance of Civil Servants is the leadership factor. Therefore, the development and training of leadership are essential, especially in servant leadership, because a good leader is a leader who can serve his community. Therefore, researchers are interested in researching

servant leadership development through e-mentoring: a case study at the State Administration Agency of the Republic of Indonesia.

B. Problem Formulation

Based on the descriptions and explanations provided in the preceding background, the problem formulation in the form of research questions is as follows:

1. How to develop servant leadership through e-mentoring at the State Administration Agency of the Republic of Indonesia?
2. What factors influence servant leadership development through e-mentoring at the State Administration Agency of the Republic of Indonesia?

C. Research Purposes

1. To find out the development of servant leadership through e-mentoring at the State Administration Agency of the Republic of Indonesia.
2. To find out the factors that influence servant leadership development through e-mentoring in the State Administration Agency of the Republic of Indonesia.

D. Research Benefits

1. Theoretical Benefit

- a. This research contributes to developing the theory of Servant Leadership and the theory of e-mentoring in its development carried out by an organization or agency. This study, especially

at the Institute of State Administration Agency of the Republic of Indonesia (LAN RI).

- b. This research can contribute ideas about servant leadership development factors through e-mentoring, mainly in LAN RI and all Indonesian agencies.

2. Practical Benefit

- a. The results of this study can be used as a reference for the government as information, description, and input related to the development of servant leadership through e-mentoring in Indonesia.
- b. The results of this study can add insight and reading material related to servant leadership development through e-mentoring.

E. Literature Review

The following will explain some of the literature reviews taken from the results of previous studies. The literature review described certainly has a discussion related to the background of the problem in this research. In seeing the relationship with previous research, the author uses the help of the Vos Viewer application. The process of processing this literature review begins with accessing the Scopus website in order to find sources of data related to relevant previous research.

In this case, the author filters the year of the article, which is the range from 2016 to 2021. In this scope, the author looks for two keywords. The first is Servant Leadership and the second is e-mentoring. In the first literature review, namely servant leadership, the authors found 134 appropriate documents. And for the second literature review, namely e-mentoring as many as 156 documents. These documents have been filtered by authors by year and subject area. Then the documents are exported in RIS format.

After all documents have been successfully exported in RIS format, the author creates a new project on the Vos Viewer page. The first thing to do is click create map, then proceed with importing files. In importing this file, the author must choose the file format first. After the author chooses the file format that matches the downloaded document, namely the RIS format, then the author selects the downloaded document. After all the documents are imported, the author switches to selecting text and abstract fields. Then, in the counting method the author chooses full counting, it is selected so that all calculations in words are counted. After that, the author will be presented with words related to this study, in this step the author can verify which words are appropriate or not with this study. Then the last step, Vos Viewer, will extract according to the previously selected suitability and finish. Here, the network visualization that is available in figures 1.1 and 1.2 will be displayed. Some of the literature reviews related to this research include the following:

1. Specific Servant Leadership

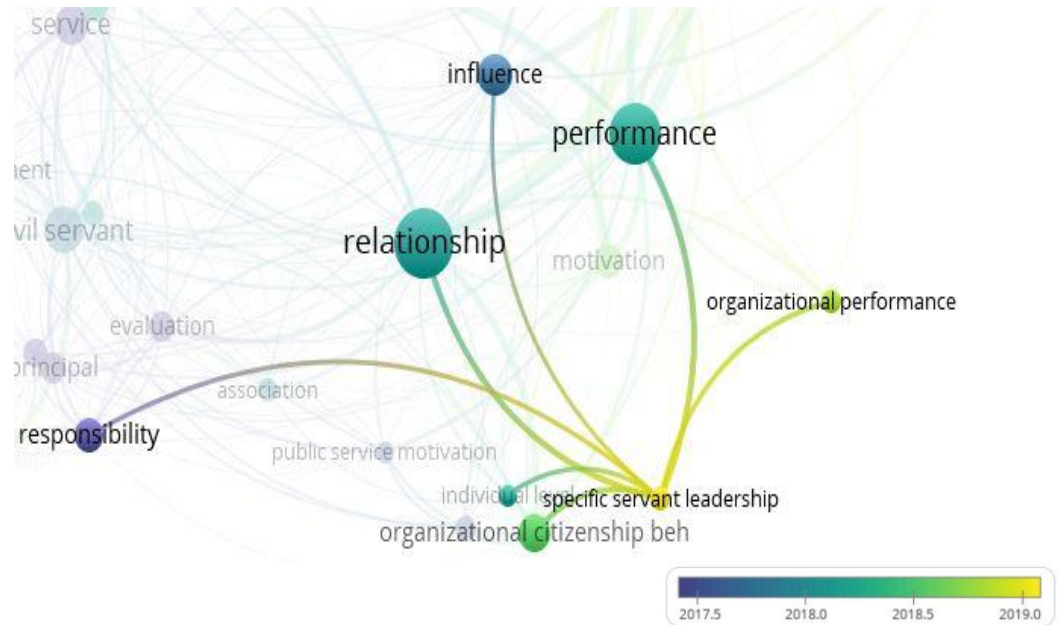


Figure 1.1 Network visualization previous research related to specific servant leadership
(Source: Vos Viewer)

The image above provides a mapping of the network of previous studies related to specific servant leadership determined by different default colors. Based on the image above, it is divided into five different colors. The first color is purple, with the keyword "responsibility" in the middle of 2017. Then the dark blue color with the keyword "influence" is at the end of 2017.

Followed by blue, in this color, there are three keywords, namely "relationship", "performance", and "individual level", which was in early 2018. Switch to green with the keyword "organizational citizenship behavior" in the middle of 2018. The last one is yellow

with the keyword "organizational performance" in 2019. Thus, research related to "specific servant leadership" is interesting to study in more depth.

2. E-mentoring

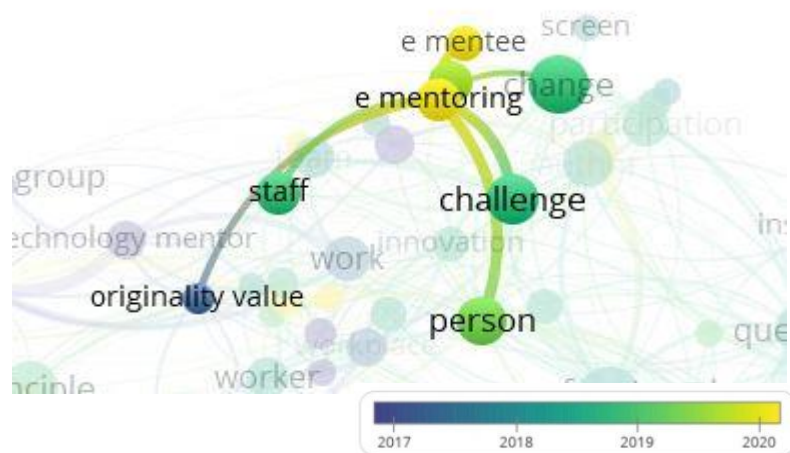


Figure 1.2 Network visualization previous research related to e-mentoring

(Source: Vos Viewer)

The picture above provides a mapping of the network of previous studies related to e-government. Based on the visualization above, there are four different colors. The first color is purple with the keyword "originality value" in 2017. The next color is dark green which is in mid-2018 with the keywords "staff", "challenge", and "change". Then followed by a light green color with the keyword "person" in 2019. The last one is yellow in 2020 with the keyword "e-mentee". Thus, research related to "e-mentoring" is interesting to study more deeply.

According to Amrullah & Riani (2018), servant leadership was born from the idea of Greenleaf in the 70s, which many researchers later developed. In the 90s, someone defined service leadership as a new model of leadership that focuses on serving others as a top priority. Leading others can be very meaningful, serving others is even better, but both serving and leading others are at least the best, according to Setiawan et al., (2015).

Service quality can also be defined as the difference between customer service expectations (expectative service) and perceived service (perceived service). Service should be an excellent service delivery compared to the fulfillment of consumer expectations, meaning that the services provided should exceed expectations to create customer satisfaction with the services provided (Setiawan et al., 2015).

One thing that affects the good or bad service is his personality. In this case, self-development in the form of competency and talent development is one of the things that affect the service process. According to Momor, Rompas, & Tampi (2019), employee competency development is an effort to improve employees' technical, theoretical, conceptual, and moral abilities by the position's needs. The purpose of this development is to increase work productivity. Development is based on the fact that an employee needs a developed set of knowledge, skills, and abilities to carry out his duties and functions.

Developing these skills and abilities can be done through training. The development of ASN competence that has received greater emphasis is education and training (*Diklat*). Education and Training is a policy instrument that is considered the most effective in achieving the competencies required by an ASN position (Momor et al., 2019). As time goes by, which requires more efficient time, employee development outside the workplace is generally carried out in training.

According to Fathurrochman (2017), off the job training method is divided into 13 kinds, one of which is computer-based training. Computer-based training is a training program that is expected to have an interactive relationship between the computer and participants, where participants are asked to respond directly during the learning process. With this computer-based training, training in digital form (e-mentoring) results in very efficient training. Because in its implementation, participants are not required to come directly to the training location, but participants can access the training from anywhere provided an internet connection (Fathurrochman, 2017).

Table 1.1 Literature Review

No.	Author	Title	Research Result
1	Deby, Putri, & Mutiarin (2018)	Effectiveness of Public Policy Innovations; Its Effect on the Quality of Public	The results of this study indicate that the quantity of public service innovation is not directly proportional to the quality of its services. One of the factors of poor

		Services in Indonesia	service quality is based on the ability of Human Resources (both leaders and employees) to implement public service innovations.
2	Awalla, Tulusan, & Laloma (2018)	ASN Competency Development at the Melonguane BKD Office, Talaud Islands Regency	The result of this study is that the development of the competence of the State Civil Apparatus of the Regional Personnel Agency of Talaud Regency is programmed through education, training, and the world of work. So this study recommends prioritizing structural training for employees who have held a more senior position, both in rank and length of service. So as not to cause social jealousy among employees.
3	Sani, Rares, & Ogotan (2018)	Competency Development of State Civil Apparatus at the Education Office of Intan Jaya Regency, Papua Province	The result of this study is that the development of ASN competence in the Education Office of Intan Jaya Regency is carried out by involving employees in education and training. In addition, employees are also programmed through participation in courses, upgrades, and seminars, and workshops. However, it is considered that it has not been implemented optimally in its implementation.
4	Taufiq & Syafiq (2017)	Strengthening Leadership Training Through Cadre Schools	The results of this study indicate that there are several weaknesses in the current education and training system for ASN leadership cadres, namely: 1. Not yet oriented to the fulfillment of competencies, 2. Not yet integrated with talent management, 3. Prospective participants are not selected properly, 4. Not yet clear on the utilization of education and training alumni, 5. The education and training information system does not cover the need for competency development nationally, 6. Education and training institutions do not support the bureaucratic reform process.

5	Fathurrochman (2017)	Competency Development of State Civil Apparatus (ASN) Employees Curup State Islamic College (STAIN) through Education and Training Methods	The results of this study indicate that the development of the competence of State Civil Apparatus (ASN) employees in the Curup Islamic State College (STAIN) in facing the era of document digitization and to achieve the Vision and Mission of STAIN Curup involves two things, namely the development of employee quality and employee career development. Associated with several problems that arise in the development of employee quality and employee career development, it is necessary to carry out an appropriate and appropriate strategy.
6	Terkelin (2019)	Performance of the State Civil Apparatus after Following the Regions of East Kalimantan Province	The results of this study indicate that the education and training attended by ASN of the Regional Planning and Development Agency of East Kalimantan Province are quite good, seen from the results of the evaluation after education and training, namely those who previously did not understand the job description, now understand more, there is a change in attitudes and behavior in employees. Completing their work is much better than before attending education and training, and employee performance has also increased from before attending education and training. Good work discipline creates harmonious interactions, both between ASN and other ASN.
7	Setiawan, Sumantri, Iskandar, & Sulastiana (2015)	The Influence of Servant Leadership and Organizational Climate on Public Service Performance of Civil Servants in Bekasi City Government	This study indicates that the most significant influence on the performance of public services is spirituality, love, and community building. The servant leadership profile of public officials in Bekasi City shows that they are still making efforts to serve the needs of others (subordinates and the community). Through the habituation behavior of

			servant leadership on public officials in Indonesia, especially in the city of Bekasi, it is hoped that it will be able to improve the performance of public services, in addition to servant leadership, it is also very in line with the characteristics of the Indonesian nation.
8	Rahman, Amarullah, & Hidayah (2020)	Evaluation of the Implementation of the E-Learning Learning Model in the Basic Training of Civil Servant Candidates Evaluation	This study indicates that e-learning is quite effective in increasing participants' understanding of the training subjects. The quality and sustainability of the use of e-learning need to be improved so that it can effectively complement classical learning (blended learning). Mapping efforts to optimize e-learning have also been identified, starting from revamping the e-learning system/application, learning facilitators, implementation time, and the need to adapt conventional learning elements.
9	Momor, Rompas, & Tampi (2019)	Competence Development of State Civil Apparatus at the East Langowan Sub-District Office, Minahasa Regency	The study's findings indicate that the non-accredited regional education and training body causes the provincial education and training agency's training implementation to be less than optimal, resulting in efforts to develop the competence of the state civil apparatus in the Minahasa district not working as expected; specifically, many ASNs have not attended the training. The absence of a reference for the analysis of training needs by each SKPD causes the implementation of training for employee competency development in Minahasa Regency to be efficient and effective in terms of its benefits so that the capacity of the state civil apparatus in Minahasa Regency cannot be significantly increased to maximize excellent public services.

10	Suhud (2018)	The Effect of Education and Training on Performance Dompu District Education, Youth and Sports Department employee	Based on the results of this study, it was found that education and training were partially good Moreover, simultaneously have a positive effect on the performance of the Dompu Regency Youth and Sports Education Office employees. Therefore, for the Department of Education, Youth and Sports, Dompu Regency to continually improve employee performance by providing opportunities for employees to attend education and conduct appropriate employee training, which has a significant effect on employee performance.
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From some of the explanations above, it can be concluded that the previous studies generally tend to discuss the development of employee competencies through training. This research certainly differs from previous studies, where this research focuses more on the use of technology in developing servant leadership through digital training (e-mentoring). This research is also expected to complement previous research that discusses the influence of servant leadership on service performance, but rather on the development of servant leadership through digital training (e-mentoring).

F. Theoretical Framework

1. Development

In this sense, development is a journey from an old concept to a new one. According to this study, development is the transition from an old mentoring concept to mentoring in response to urgent situations and conditions. This is demonstrated by the State Administration Institute

of the Republic of Indonesia's mentoring program. At first, LAN RI imposed training through face-to-face. However, over time and conditions due to the Covid-19 pandemic, offline training (face-to-face) was changed and developed through online training, often called e-mentoring.

The development carried out by LAN RI has many considerations, including the ease of access provided, cost expenditures by the government, and the interaction created. In this case, these considerations have met the standards of LAN RI's vision and mission, namely integrity, professionalism, innovation, and caring (Firdaus, 2019).

The developments carried out by LAN RI include variations in training consisting of classical and non-classical training, utilization of various resources needed for the development of this training, collaboration and new learning models with digital skills that utilize the latest technology, and also in the form of identification of the needs and conditions of millennial training participants (Firdaus, 2019).

2. Servant Leadership

According to Suryani (2018), Servant leadership is characterized by going beyond the leader's interests and focusing on opportunities to help followers grow and develop. Servant leadership focuses first on the individual's ability to succeed and then on mission success (Gandolfi & Stone, 2018).

In this study, the author uses the theory of Handoyo (2010) because in this theory it has characteristics that are considered to have fulfilled as a servant leader. This theory also includes five general characteristics and can be related to the following variables. This has become the focus of researchers because of the strong relationship between the two variables. Handoyo (2010) identify the five characteristics of servant leadership, namely:

1. Vision

Servant leadership is selfless. A leader allows getting rid of ego to lead the agency neutrally and adequately. In this case, the leader must be able to get his way in imagining the future of the organization. This is done so that the organization or agency has a bright future.

2. Influence

Servant leadership must positively influence the work environment because this will affect the performance created. The influence created by a leader is crucial because these influences can provide an image or view that attracts the attention of the community or colleagues in the agency where he works.

3. Credibility

Servant leadership must have high credibility. Credibility is meant, in this case, is the quality of a leader.

The quality of a leader can be seen from the educational background he takes, work experience, the achievements he has received. This will later support the level of performance as a leader.

4. Trust

Servant leadership must be trustworthy and trust its employees or staff. You should trust a leader who leads it as an employee or staff. This is done to have a high confidence level because his employees have trusted him. On the other hand, you should trust your employees wholeheartedly as a leader. This is done so that all employees can work comfortably.

5. Service

Servant leadership must have excellent service. The leader must serve the community, government partners, and co-workers very well in this case. The key to servant leadership is to be able to serve optimally.

3. E-mentoring

E-mentoring has been an emerging phenomenon over the last 20 years, which means mentoring is supported by various ICTs (e.g., email, instant messaging, and chat rooms). Chen, Vogel, Yang, & Deng (2020) believe that new types of e-mentoring will continue with technological changes, such as social media, and encourage researchers

to focus on mentoring supporting social media. Because communication occurs virtually, e-mentoring can be done anywhere and anytime as long as the tutor and students have Internet access. Thus, e-mentoring can also be more cost-effective and increase mentors' time with participants.

The literature has cited certain e-mentor benefits from the e-mentoring experience, including technological skills, professional judgment, social, and psychological benefits. Tech skills refer to Internet Communication Technology (ICT) skills that mentors learn as ideas, practices, and techniques are shared. Mentors acquire ICT skills from technology support personnel and sometimes from protégés. The benefits of social e-mentoring refer to opportunities for networking, including a greater sense of teamwork and collegiality for e-mentoring. Psychological benefits refer to personal satisfaction from offering support and advice to others, influencing the future of a field or profession, or knowing that knowledge and expertise are valued (Williams & Kim, 2011).

E-mentoring also provides greater flexibility as mentors and proteges can contact each other, are not required to respond immediately, and can review communication exchanges at any time. Through knowledge transfer, e-mentoring can facilitate employee learning by enabling employees to grow and respond to market and technological changes. In other words, knowledge transfer can impact

employee learning, employee adaptation, and job satisfaction, ultimately impacting innovation and productivity in the workplace (Anoop, Patil, Godambe, & Vast, 2019). Implementing this digital training (e-mentoring) can be a policy innovation in organizational performance efficiency. Public organizations perform efficiently to increase the value and quality of public services to the community (Putri & Mutiarin, 2018).

G. Conceptual Definition

1. Development

Development is an effort to improve the technical, theoretical, conceptual, and moral abilities of employees or staff in bye needs of the job or position through training.

2. Servant Leadership

Servant leadership is a theory of leadership whose system focuses on service as a leader. This form of leadership focuses on opportunities to help followers grow and develop to create better services.

3. E-mentoring

Electronic mentoring, often shortened to e-mentoring, is a form of training or guidance carried out online with the help of an internet network. As technology and the existing situation progress, this system is often used as virtual mentoring because it is more efficient.

H. Operational Definition

Table 1.2 Operational Definition

Variable	Indicator	Parameter
Servant Leadership	Vision	Leaders have a description of the future in the organization
	Influence	Leaders have a good influence on the work environment
	Credibility	Leaders must have high credibility in terms of educational background, work experience, and achievements
	Trust	Servant leadership must be trustworthy and trust employees/staff
	Service	Leaders can serve the community, partners, and staff very well
e-mentoring	Technological Skill	Ability to utilize technology used in e-mentoring
	Professional Assessment	Assessment in implementation carried out professionally in e-mentoring
	Social Benefits	Opportunity to do a bigger network in e-mentoring
	Psychological Benefits	Personal satisfaction with the support of knowledge and expertise in e-mentoring

I. Mind Mapping

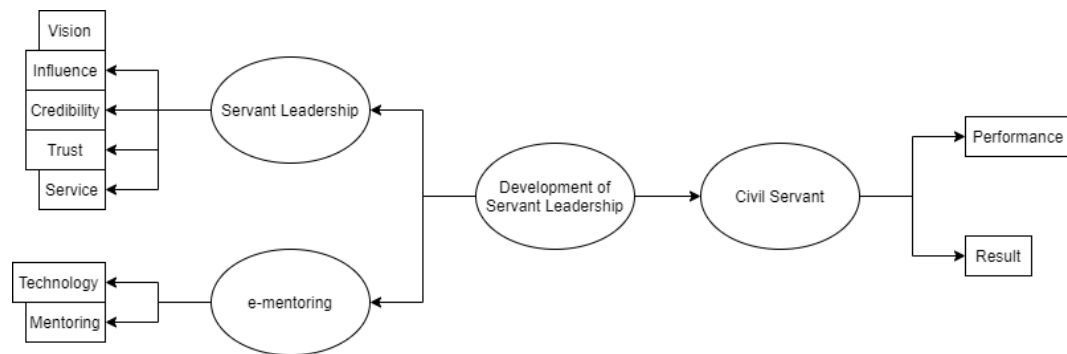


Figure 1.3 Mind Mapping

Processed by Author

J. Research Method

1. Research Type

This research will use qualitative research. Regarding qualitative research methods, Rukin defines it as a descriptive research method and uses an inductive approach to analysis. Meanwhile, according to Suwendra regarding the basic concept of qualitative research, there are three main things contained in it which include: (1) there is sensitivity to a problem that arises naturally in an environment, (2) there is a desire to study more deeply in the sense of researching it, (3) want to interpret a phenomenon (social activities, events, attitudes, perceptions, and thoughts) that occurs in social life (Suwendra, Pd, & Pd, 2018).

Five approaches are usually used to collect and analyze data in qualitative research. The five approaches are narrative,

phenomenological, grounded theory, ethnographic, and case studies (Al-Hamdi, Sakir, Suswanta, Atmojo, & Efendi, 2020). This research will use a case study approach because it is related to the problem being studied from these several approaches. According to Al-Hamdi et al. (2020), the case study approach examines a case, decision, or more (compare) in real life that is happening for a specific purpose by collecting detailed and in-depth data through various sources of information, such as observations, interviews, documents, reports, archives, and audiovisuals.

Based on the explanation above, it can be understood that qualitative research emphasizes the experience of someone involved in a phenomenon/condition, producing a descriptive which they construct through documents/reports. In line with this research, researchers need a deeper understanding of the actors involved in developing servant leadership through e-mentoring at the State Administration of the Republic of Indonesia.

2. Research Location

The location in this study was carried out at the Office of the State Administration Agency of the Republic of Indonesia, Veteran Street number 10, RT 02/RW 03, Gambir, Gambir District, Central Jakarta City, Special Capital Region of Jakarta, 10110. The location of this study was chosen because the State Administration Institute is a

coaching institute for the training and development of the State Civil Apparatus.

3. Research Object

This research was conducted at the Institute of State Administration of the Republic of Indonesia. This institution is used as the object of this research because the State Administration Institute (LAN) is an institution that is mandated to guide the training and development of the State Civil Apparatus (ASN). In this case, LAN RI has issued LAN Regulation Number 10 of 2018 concerning ASN Competency Development, which is expected to be a guideline in improving the apparatus's competence (Rahman et al., 2020).

The fields studied were the Deputy for Competency Development Implementation in the National Leadership and ASN Managerial Competency Development Center. In this case, the Deputy for Competency Development Implementation has organized National Leadership Competency Development and ASN. This aligns with the author's research regarding servant leadership development through e-mentoring.

4. Data Type

In this research, the author used secondary data. Secondary data is data obtained indirectly by researchers, researchers can obtain this data through books, literature reviews, news, official website, and scientific works needed during ongoing research to complement the

data obtained by researchers. Following the definition, according to Sugiyono (2012), secondary data is a source of data provided indirectly by providing data to data collectors.

5. Data Collection Technique

The data collection technique is the stage or strategy of the researcher in taking and obtaining real data related to the variables used for research (Utami, 2020). At this stage, the researcher means that this is a stage to test the data to be studied. The data collection techniques used by researchers in this study are as follows:

a. Literature Study

According to Martono (2011), Literature study is carried out to enrich knowledge about various concepts that will be used as a basis or guide in the research process. Researchers also use literature studies in data collection techniques. Literature study in this data collection technique is a type of secondary data used to assist the research process, namely by collecting information in newspaper articles, books, and scientific works in previous studies. This literature study aims to find facts and find out the concept of the method used.

b. Documentation

In this case, data collection technique used by researchers other than interviews is documentation. Documentation is a collection method that utilizes records that include what you want

to research to get valid, accurate, complete, and not based on the results of your thoughts (Utami, 2020). The data in question are archival documents, regulations, books, articles or news, thesis, mass media, and official website such as lan.go.id, inland.lan.go.id, asn-unggul.lan.go.id, and other websites that relate to this study.

6. Data Analysis Technique

The data analysis technique is one of the methods used after researchers collect data through many techniques such as literature study and documentation. In this case, researchers use the NVivo 12 plus application to analyze the available data. According to Hardiyani (2018), qualitative data is obtained from data reduction, presentation, and conclusion. The explanation of the components is as follows:

a. Data Reduction

Data reduction is one of the qualitative data analysis techniques. Data reduction to focus and sort out the main and important data related to the problem to conclude. Thus, this makes it easier for researchers because reduction provides a clear picture for collecting and looking for further data. During the research process, data reduction is carried out continuously.

b. Data Presentation

The data presentation combines various information about the complexity of the studied problem to draw conclusions and

take action. Qualitative data are presented by charts, narrative texts, pictures, tables, photos, and graphs. The data presentation describes the findings of interviews and supporting documentation of data obtained at the Office of the State Administration Agency of the Republic of Indonesia.

c. Drawing Conclusion

Drawing conclusions is part of qualitative data analysis. Drawing conclusions is a result of analysis to take action. The process of concluding by interpreting data related to the indicators of the problems studied previously provided in the process of presenting data.

7. Research Data Analysis Tools

This study uses the help of software NVivo 12 plus and Vosviewer as qualitative data analysis. NVivo 12 plus is a valuable tool to gain depth of one's analysis by illustrating the power of data management, data coding, and data analysis developed conceptually by someone (Mortelmans, 2019). Furthermore, the scope of data analysis through NVivo is very diverse, including; articles or reports, field notes, and transcripts of interview texts (Jackson & Bazeley, 2019). In line with the statement above, this study uses the NVivo analysis tool to analyze the results of report documents related to research, namely Servant Leadership Development through e-mentoring: a case study at the

Indonesian State Administration Institute. The menu that will be used as a tool to process data is as follows:

a. Crosstab-Query

Aims to check the spread of coding across cases or specific cases. More than that, Crosstab Query can analyze how often respondents/informants during interviews refer to specific topics or problems.

b. Matrix-Coding Query

Matrix Coding Query is a sub-process in the query analysis stage that helps researchers explore the data with a flexible approach to understand what is happening in the data with a more focused perspective. Researchers use matrix coding Query to find certain data patterns by finding combinations of nodes and attributes by displaying the results in a chart.

c. Project Map

Project Map data is the final stage of the NVivo data analysis process. In Map, this process is a sub process. A map is a type of visualization tool that is used to explore ideas and show data connections. While the Project map is a graphical representation of the various items that have been made in the research. In this stage, the researcher makes an analytical map from coding, cases, and related source data to display the data

process flow and the relationship between each data that researchers from the beginning have carried out to the end.

Furthermore, the VOSviewer tool is used to analyze previous research and see the novelty of the research and is used to find out concepts related to research. The features used are as follows:

a. Network Visualization

In-network visualization, items are represented by their labels and, by default, also by circles. The item's weight determines the size of the label and circle of an item. The higher the weight of an item, the larger the item's label and a circle will be. The lines between items represent links. By default, the distance between two journals in the visualization approximately represents the journal's relationship in terms of co-citation links. In general, the closer the two journals are to each other, the stronger their relationship. The line also represents the strongest co-citation of links between journals.

b. Overlay Visualization

The overlay visualization is identical to the network visualization except that the item is different. There are two ways in which items can be colored in an overlapping visualization. If an item has a score, the item's color is determined by the item's score, where by default, the color ranges from blue (lowest score) to green to yellow (highest score). On the other hand, if the item

has a color user definition (defined using the red, green, and blue columns in the VOSviewer map file.

c. Density Visualization

There are two variants of density visualization. In item density visualization, items are similarly represented by their labels as in-network and overlay. Each point in the item density visualization has a color that indicates the item density at that point. By default, colors range from blue to green to yellow. The larger the number of items around the dot and the higher the weight of the neighboring items, the closer the yellow dot color will be. The opposite is true: the smaller the number of items surrounding the point and the lower the weight of the neighboring items, the closer the dot's color is to blue.