



## Implementation of *Servant Leadership* in Educational Institutions

Andi Sinjaya<sup>1</sup>, Indira Krisanti Lengkong<sup>2</sup>, Hafidhah<sup>3</sup>, Eliana Sari<sup>4</sup> Neti Karnati<sup>5</sup>

<sup>1</sup>State University of Jakarta Indonesian [sinjayaandi@gmail.com](mailto:sinjayaandi@gmail.com)

<sup>2</sup>State University of Jakarta, Indonesia, [indirakrisanti73@gmail.com](mailto:indirakrisanti73@gmail.com)

<sup>3</sup>State University of Jakarta, Indonesia, [fidafarwa@gmail.com](mailto:fidafarwa@gmail.com)

<sup>4</sup>State University of Jakarta Indonesian [eliasanasari@unj.ac.id](mailto:eliasanasari@unj.ac.id)

<sup>5</sup>State University of Jakarta Indonesian [netikarnati@unj.ac.id](mailto:netikarnati@unj.ac.id)

Corresponding Author : [indirakrisanti73@gmail.com](mailto:indirakrisanti73@gmail.com)

**Abstract:** The purpose of this study is to describe how the implementation of servant leadership in educational institutions is implemented. This study uses a literature study method by reading, writing, analyzing, and summarizing. The data sources used are literature sources, namely books and journals related to research topics. The data analysis technique uses *content analysis*. Content analysis is used to research the most relevant, relevant, and quite relevant literature. Then, a study was carried out by looking at the year of publication from the most up-to-date, up-to-date, to not up-to-date but having substance related to this research. Then the researcher reads the abstract which will then be researched and recorded in detail by the researcher. The result of this study is that *servant leadership* can have a positive impact on educational institutions, namely increasing the creativity, innovation of subordinates, competence, and commitment to educational institutions. *Servant leadership* is a leadership model that can help educational institutions improve the quality achieved.

**Keywords:** Servant Leadership, Educational Management, Organizational Behavior

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### INTRODUCTION

The progress of a nation is measured by the progress of the nation's education (Falsh et al., 2023). Education as an institution that strives to produce educated human beings requires good examples, especially from the school's leaders. In education, what is seen, what is heard, and what is felt is education (Maulana, 2022). In addition, education and learning are two entities that cannot be separated. Learning is the process of interaction between students and the surrounding environment (Rusman, 2020). The educational environment in the 21st century realizes the importance of leadership transformation so that the existence of the organization remains and is maintained. The traditional understanding

defines a leader as a good manager who controls and directs subordinates who must obey due to certain authority. Currently, there is a need for a visionary leadership concept to build organizational sustainability.

Servant leadership is an interesting topic to discuss. Serving leadership or *servant leadership* emphasizing a leader's devotion to serving subordinates, encouraging organizational growth, and unifying goals (Kainde & Mandagi, 2023). According to (Greenleaf, R. K., 1977) The birth of the concept of servant leadership is because he was inspired by great figures who are famous for *The Great Man* such as Mahatma Gandhi or Martin Luther King. The two figures fought not for their own interests but for the interests of humanity.

Servant leadership also needs to be practiced in schools to answer various challenges that exist in the world of education. One of the challenges is digitalization which brings about changes in values and changes in work culture in schools (Aini, 2020). In educational institutions, leadership serves closely related to the formation of organizational culture (Subhaktiyasa et al., 2023). Serving leadership plays a role in providing a work spirit for subordinates.

This is of course important to be implemented because a positive culture must be well designed and requires reliable leadership and is based on noble values. This noble value gives the deepest meaning to the leader of his role and the trust and trust that his subordinates give him. This will have an impact on the development of better educational institutions.

Servant leadership has actually been widely used in almost all fields, be it health, business or education. Serving leadership is based on the sincerity of the leader to serve his subordinates and continue to encourage his subordinates to grow and develop together. The concept of serving leadership has made many positive contributions in education to encourage the ability of teachers and students to improve achievement, increase positive results, increase teacher satisfaction at work and create a positive climate (Osias Kit T. Kilag et al., 2023). Therefore, it is important to examine how the implementation of serving leadership in educational institutions is carried out.

## **LITERATURE REVIEW**

### **Servant Leadership**

Serving leadership serves as a motivation for teachers and students to provide encouragement to achieve more and create a positive atmosphere. This positive atmosphere

is marked by the cultivation of positive culture (Irwan Maulana, 2022). (Greenleaf, R. K., 1972) Explaining "Servant leadership is closer to the ground- they hear things, know things, and their intuitive insight is exceptional. Therefore, serving leadership does not only use cognition but also the acuity of intuition and the sharpness of conscience to serve its subordinates.

The characteristics of serving leadership are reflected in community building, healing and reassuring, empathy, listening to suggestions and criticism, having awareness of their role as leaders, being able to persuade people, conceptualizing, having foresight, stewardship, and commitment (Ciputra University Surabaya et al., 2020). This characteristic is always relevant in the world of education because education is not only a work of the mind but also a work of the heart.

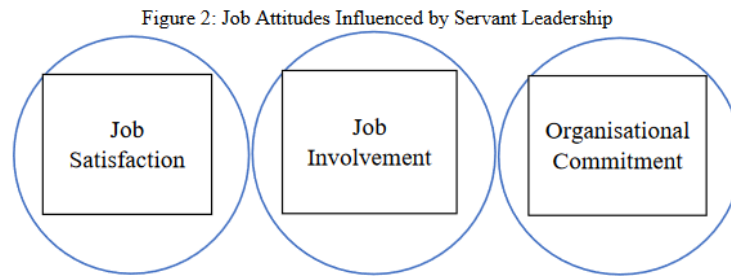
Building community and having wisdom play an important role in the success of education. In addition, having empathy and being a good listener and not interested in individual goals makes a leader in an educational institution respected and authoritative. A leader, of course, must be able to visualize his ideas and have a commitment to his organization so that his organization always exists and is able to have a positive impact on the environment and the surrounding community.

Other striking characteristics of this leadership are being able to motivate subordinates, putting the interests of subordinates above their personal interests, increasing job satisfaction and dedication to educational institutions (Thai' Atun et al., 2024). Leaders must be able to motivate their subordinates to always excel in doing their work. In addition, one of the things that makes a leader appreciated by his subordinates is being able to prioritize the interests of his subordinates above the interests of others and being able to always encourage his subordinates to always be satisfied in their work so that their dedication to the school increases. This needs to be instilled so that the school can become a superior school, graduate human beings who have amaliyah and amal ilmiyah knowledge and compete in the international arena.

### **Philosophy of Servant Leadership**

Servant leadership has a unique philosophical foundation. The basis of the philosophy of servant leadership is an effort to build a community, build humility in front of their subordinates, and encourage their subordinates to become creative human beings, take initiatives, and have confidence in their abilities. In addition, servant leadership is also able

to create work behavior in the school environment. Georges Y. MaaloufA (2023) gives the following description:



Source: (Lan et al., 2021)

The figure above explains job satisfaction, involvement in work, and commitment to the organization. Servant leadership can influence the work behavior of subordinates in building job satisfaction. Job satisfaction for subordinates needs to be created so that subordinates are loyal to the organization. Members are involved in every work so that they create *a sense of belonging* to the organization and can foster commitment to the organization.

In addition, the first servant leadership philosophy is based on virtue ethic, ethics in daily life, work based on noble values, not selfish, based on the value of spirituality and respect for others, uphold human dignity, be wise, autonomous, and oriented towards the interests of others (Qureshi et al., 2023). From the explanation above, it can be concluded that the philosophical foundation of servant leadership is virtue, ethic and other noble values both from religion, culture, and other philosophical schools. In addition, this noble value is reflected in the more humanist characteristics of leaders who are oriented towards the common good. This philosophy should be instilled in the school organization.

Abdul Goffar (2024) Explain the characteristics of servant leadership, namely: (1) being able to listen; (2) empathy; (3) self-awareness; (4) persuasion; (5) able to heal the feelings of subordinates; (6) conceptualization; (7) stewardship; (8) commitment to grow others; (9) far-sighted; (10) community building. These ten characteristics need to be possessed by the implementers of serving leadership in order to improve the quality of education in schools.

### **Implementation of Servant Leadership in Educational Institutions**

Servant leadership has an important role in educational institutions. The internalization of servant leadership values combined with the competencies and duties and

functions of the principal will give birth to extraordinary benefits for the educational institution (Gandolfi, F., Stone, S. & Deno, F., 2017). Servant leadership values derived from noble values will be a compass for leaders in carrying out their leadership.

Servant leadership has a high impact on the quality of education and educational organizations (Edi Andriansyah, 2024). In addition, the implementation of servant leadership through literature review has a positive impact on (1) changes in organizational culture; (2) leaders as servants; (3) collaboration and joint decision-making; (4) the development of individual potential; (5) student empowerment; (6) Continuous evaluation and improvement (Moch. Zakki Mubarok et al., 2023).

Research conducted by Muji Rahayu et al (2020) It shows that servant leadership has an influence on competence and has a positive and significant influence on organizational commitment. This shows that the higher the leadership level is applied, the higher the organizational commitment and competence of educators towards organizational commitment.

In many educational institutions, there are still many leaders who want to be served. They were just busy sitting behind the table and didn't want to jump into the field. As a result of this, there is a negative impression of the leaders, which has an impact on the lack of respect for the superiors. Servant leadership is the answer to this problem. Servant leadership provides an understanding of the importance of serving subordinates so that they can be an example for them. Servant leadership provides milestones to teachers and students to become human beings with personalities to serve the community (Saifur Rizal, 2019).

## **METHOD**

This study uses a literature study. Literature research or literature study is a systematic effort to access, collect, and analyze various kinds of materials available in the library which include book references, previous research, journal articles, and journals to support and answer research problems (Prastiwi & Widodo, 2023). The literature study in this study focuses on researching literature related to the implementation of serving leadership in educational institutions. The method of this activity is carried out by collecting library data, reading, recording, and managing research results objectively, systematically, analytically, and critically regarding the implementation of serving leadership in educational institutions (Putri et al., 2020). The literature study in this study is actually carried out in the same way

as other research approaches, only that the data is taken from literature sources, read, analyzed and recorded the results. The purpose of this method is to answer

Data analysis techniques use *content analysis*. Content analysis is used to research the most relevant, relevant, and quite relevant literature. Then, a study was carried out by looking at the year of publication from the most up-to-date, up-to-date, to not up-to-date but having substance related to this research. Then the researcher reads the abstract which will then be researched and recorded in detail by the researcher.

## **RESULTS AND DISCUSSION**

Whether a nation advances or not depends on the education provided by the nation. Education is the key to success in building a human civilization. Currently, the world is experiencing various kinds of problems. The existence of moral deterioration that results in criminal acts is certainly a serious problem that must be faced equally. In addition, the development of the times marked by the development of technology and information brings new thoughts and cultures to mankind.

The above problems of course occur in the world of education. The world of education today is required to create a positive atmosphere to build a good culture in schools (Irwan Maulana, 2022). The principal is the person most responsible for creating this culture. The principal is the person who has the highest authority in decision-making in the school. Therefore, principals need to use a performance-building, collaborative, value-based approach.

Servant leadership is leadership based on noble values (Qureshi et al., 2023). This noble value can come from religion, philosophical thought, culture, or common sense. This leadership is expected to encourage educators and students to encourage creativity, innovation, empathy, and collaboration in building an organization so that it can be more advanced (Ciputra University Surabaya et al., 2020). These values must be possessed by school principals so that educational institutions can answer various kinds of challenges that exist today.

In addition, servant leadership has a strong philosophical base. The basis of this philosophy comes from noble values such as humanity and divine values. The basis of this philosophy is reflected in these leadership characteristics. Abdul Goffar (2024) explain these characteristics, namely: (1) being able to listen; (2) empathy; (3) self-awareness; (4) persuasion; (5) able to heal the feelings of subordinates; (6) conceptualization; (7)

stewardship; (8) commitment to grow others; (9) far-sighted; (10) community building. These ten characteristics need to be possessed by the implementers of serving leadership in order to improve the quality of education in schools.

A platan leader must be able to listen to all kinds of input and suggestions from others. He must not ignore what his subordinates feel. He always takes the time to talk to his subordinates for the improvement of the organization he leads. A servant leader must also have a spirit of empathy and self-awareness. Empathy here he cares about the people around him and has self-awareness of his role and function as a leader.

The next characteristic is being able to communicate persuasively and can be a remedy for his subordinates. This characteristic is useful for building closeness with subordinates so that it can strengthen the brotherhood of the organization. Have future concepts and ideas about the success of the organization he leads and are not interested in things that benefit him alone. Able to build closeness to the organization, invite others to always grow and advance, and have a far-sighted view ahead.

The implementation of servant leadership based on existing literature can play a role in improving the quality of learning. First, the values of servant leadership based on noble values provide a strong encouragement to school principals to master competencies and carry out their main duties and functions have an extraordinary impact on the educational institution (Greenleaf, R. K., 1972).

In addition, servant leadership has a high impact on organizational sustainability and improving the quality of education. The implementation of servant leadership has an impact on changing the organizational culture for the better, providing leaders with deep awareness of their roles and functions, being able to collaborate and be democratic, always paying attention to individual potential because human resources are the key to educational success, empowering students, constantly evaluating and improving continuously (Moch. Zakki Mubarok et al., 2023).

Muji Rahayu et al (2020) mentioned that serving leadership has a strong influence on the commitment of teachers and students to educational institutions so that the higher this leadership is applied, the higher the commitment of educators and participants to educational institutions. Servant leadership is also the answer to the phenomenon of leaders who only want to be served because servant leadership will provide values to teachers and students so that they have a spirit of service to others. (Saifur Rizal, 2019).

## CONCLUSION

The implementation of serving leadership in educational institutions has a positive impact and is able to answer the challenges of the times. The challenges of this era include the phenomenon of leaders who only want to be served, causing disrespect from subordinates. Servant leadership has a positive impact if applied in educational institutions for a long time. The positive impacts are (1) instilling awareness for leaders of the importance of their awareness of their role and function as leaders; (2) be able to maximize oneself to master the competence of a school principal and carry out his obligations as a principal in carrying out his duties, roles and functions; (3) able to provide organizational commitment for educators and students; (4) able to change negative culture to positive culture, democratic, creative, and innovative; (5) Invite educators and students to always improve their abilities. In addition, servant leadership has a strong philosophical basis. In addition, the characteristics that must be mastered by serving leadership to help the successful implementation are being able to listen, empathy, self-awareness, persuasion, being able to heal the feelings of subordinates, conceptualization, stewardship, commitment to grow others, foresight, community building.

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