

Servant Leadership between Civil and Military Leader

Mulawarman^{1*} Aldila Dyas Nurfitri² Donny Wira Yudha Kusuma³

1.Ph.D candidate, School of Psychology, Central China Normal University, China

2.Department of Psychology, State University of Semarang – Indonesia

3.Ph.D candidate, School of Physical Education, Central China Normal University, China

*Email of the corresponding author: mulawarman_unnes@yahoo.com

Abstract

Leadership is still seen as a very important factor for the effectiveness of the organization, even also affects almost all human life. Higher education and the police have distinctive characteristics as an organization, thus requiring a certain leadership. This study aims to determine how the servant leadership model of leadership in civil work environment represented by higher education institutions and military work environment, represented by the police. This research is also expected to contribute to the study of leadership models servant leadership further, especially in the working environment of civil and military. The study involved 10 subjects of civil groups represented by the employee or employees in the workplace Faculty of Education University of Semarang and 10 subjects from the unit Treasury Unit Police Academy in Semarang, a group representing the military. The results showed that based on the results of t-test at -3544 (sig <0.05) showed that there was no difference between servant leadership in the workplace leader in civil and military. Some aspects of servant leadership appears on the civil groups, among others, egalitarianism, moral integrity, empowering and developing others, empathy, and creating value for the community, whose existence is supported by the principle values of Tri Dharma College. While in the military, there are some aspects that stand out, such as egalitarianism, moral integrity, empowering and developing companies, and empathy, in which existence is supported by Tri Brata values embodied in the spirit of corps.

Keywords: leadership, servant leadership, civil, military

1. Introduction

Leadership, to this day is still considered as a very important factor. Frost (2003) emphasizes that the leadership crisis, many people who suffer, who suffered burn-out, which was not able to enjoy life in his work, as well as many of the costs incurred to treat emotional pain in the workplace. There is a great need today to conduct leadership training for future generations.

College as an organization has slightly different characteristics with other organizations. Traditional organizational structure of universities demonstrates the power and authority based on department or faculty. Research Baldrige (in Brink, 1996) about the college governance shows that virtually all decision-making power lies at the level of the department or faculty. Another feature that marks the university organization is not structured management practices and controls are loose, which is called by Cohen and March (1974, in Handoyo, 2006) as an organized anarchy. With characteristics such universities, of course, required a different leadership with leadership in other organizations.

Universities often take the wrong lessons from business organizations by focusing on TQM (Total Quality Management) and measure the "bottom line" other. As a result of that error, the application of various techniques of management and leadership experience failure in college (Birnbaum, 1996). College actually loses the important lessons of the business organization, which is about how people, employees, customers and all stakeholders, rated and highest place. They heard and responsive to the needs of employees and customers. According to Thomas (in Birnbaum, 1996), it is partly because they have been influenced by the writings of Robert Greenleaf with the philosophy of servant leadership. Providing service to employees is one of the highest forms of giving value to them.

In addition to the higher educational institutions, leadership is also considered necessary in the police institution. Police organizations are arranged in steps from the central to regional. At each level, there is a functional organizational body that includes the functions of the operation, management, monitoring, and planning, which contain all the functions of the Police, both the main function, the organic functions, technical functions, and special functions. Therefore, it is necessary that proper leadership model that the entire interest of the institution served with optimal (<http://www.polri.go.id>).

In this study, researchers wanted to know how to leadership model servant leadership in civil work environment represented by higher education institutions and military work environment, represented by the police. This research is also expected to contribute to the study of leadership models servant leadership further, especially in the working environment of civil and military.

2. Servant Leadership: Theoretical Review

View of the growing importance of encouraging people-oriented leadership given by Wong and Davey (2007). They stated that the leadership focus should be shifted from the process and results into people and the future. The main challenge of management and leadership, especially in higher education institutions, is how to develop talented people in the organization by creating a positive work climate and provide opportunities for innovation and risk taking to the uncertainties of the future.

Greenleaf (1970) through his writings about servant leadership is seen as one of the pioneers of new revolution in thought leadership. Spears (1994) stated that the revolution caused a lot of people in companies, universities, nonprofit organizations, and other organizations looking for new ways and better ways to integrate work with personal and spiritual growth. They are looking for a combination of elements of leadership based on service to others.

Greenleaf (1970, in Anderson, 2008) describe a new leadership philosophy called servant leadership. Graham (1991) saw servant leadership as one of the most charismatic leadership influenced by moral, which is indicated by its most important characteristics such as humility, relational power, autonomy, moral development of followers, and emulation of the leader's service orientation. Meanwhile, Spears (2002) expand Greenleaf work by asking 10 characteristics of servant leaders, namely listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and community building. Barbuto and Wheeler (2006) add the calling characteristic on the 10 characteristics of the Spears to be 11 characteristics.

Many experts are trying to compare servant leadership with other forms of leadership. Bass (2000) in his discussion of transformational leadership with other forms of leadership states that there are many similarities servant leadership with transformational leadership. The similarity is related to the characteristics of vision, influence, credibility, trust, and service. However, servant leadership has a higher level of transformational leadership as there are equations (alignment) motif leaders and subordinates. Polley (2002) also makes comparisons servant leadership with three previous leadership paradigm, namely the trait approach, behavioral, and contingency. Polley also stated that servant leadership is very close similarity to transformational leadership. Servant leadership has in common with the principles of the theory of LMX (Leader-Member Exchange) proposed by Barbuto and Wheeler (2006). In LMX theory, leaders with high LMX develop trusting and mutually beneficial relationship with employees as servant leaders who develop strong supportive relationship with all employees and colleagues (Greenleaf, 1996, in Spears, 2005).

Barbuto and Wheeler (2006) has conducted a study for the development of servant leadership measurement scale using 11 characteristics of leadership. Factor analysis in research Barbuto and Wheeler (2006) resulted in 5 factors, namely the altruistic calling, emotional healing, wisdom, persuasive mapping, and organizational stewardship. Meanwhile, several other studies conducted by Page and Wong (2000), Dennis and Bocarnea (2005), Liden, Wayne, Zhao, and Henderson (2008), van Dierendonck (2011), van Dieendonck and Nuijten (2011), and Reed Vidaver-Cohen, and Colwell (2011), synthesizes several core characteristics of servant leadership, among others, egalitarianism, moral integrity, empowering and developing others, empathy, humility, and creating value for the community.

Measurement scale that servant leadership has also been widely used in research is Servant Leadership Assessment Instrument (SLAI) developed by Dennis (2004). This scale measures the dimensions of love, empowerment, vision, humility, and trust. Page and Wong (2000, in Winston & Hartsfield, 2004) developed a conceptual model of servant leadership as well as the measurement scale. Research results gained three factors, namely service, empowerment, and visioning. These results were confirmed by a study conducted by Dennis and Winston (2003) by using the instruments of Page and Wong. Meanwhile, Farling et al. (1999) proposed five factors in servant leadership, the vision, influence, credibility, trust, and service. Meanwhile, Russell (2001) proposed eight factors, namely vision, credibility, trust, service, modeling, pioneering, appreciating others, and empowerment.

The picture shows that servant leadership is not understood the same way by the experts. However there are principles that provide equality in the constructs used by the experts. The most important principle expressed by Greenleaf (in Nixon, 2005) is that servant leadership based on the primary responsibility to care for subordinates to put the interests above the interests of subordinate leaders.

3. Methods

In this study, used a mixed methods design as a research design. Mixed method design is a combination or a combination of qualitative and quantitative research, including the data are qualitative and quantitative in a single study (Gay, Mills & Airasian, 2009: 462). Thus, basically there are two data collection activities, namely:

- a. Qualitative data collection: interviews with respondents.
- b. Quantitative data collection: servant leadership scale instrument that is filled by the respondent.

The data collected in this study was obtained directly from the source or object under study through

servant leadership scale deployment to related parties, i.e. 20 employees or employees of the Faculty of Education, University of Semarang, Indonesia (faculty and administration) and 20 people employee or employees of the Treasury Unit Semarang Police Academy (Police and Police PNS). In addition, interviews were held against the leaders in each unit. Furthermore, the data will be analyzed using two ways, namely:

- a. Qualitative data analysis: mainly to analyze the results of speech leaders in each unit through verbatim transcript or, this study uses conversation analysis method. (Heritage, 1984 in Drew, 2009)
- b. Quantitative data analysis: used to describe the data that has been collected as it is, this study used a comparative analysis techniques through t-test independent sample (Heritage, 1984 in Drew, 2009)

4. Results

Based on the hypothesis testing has been carried out, showing that there is no difference servant leadership in the workplace leader in civil and military. This is indicated by the t-test value of -3544 ($\text{sig} < 0.05$). Nevertheless, based on the results of this calculation are also obtained a score of group statistics which showed that scores on the leader servant leadership in the military work environment is higher than in the civilian labor leaders, although thin adrift or insignificant ($175.45 > 156.9$).

Furthermore, based on the statistical calculations as well, got some aspects of servant leadership that stands out from the leader of each group. For leaders in the civilian workforce, some salient aspects of which are egalitarianism, moral integrity, empowering and developing others, empathy, and creating value for the community. While the leaders of the military work environment obtained some salient aspects of servant leadership, among others, egalitarianism, moral integrity, empowering and developing companies, and empathy.

Different from quantitative approach, through a qualitative approach showed that servant leadership in both groups of subjects is motivated by the values referenced by each institution. Work environment Faculty of Education University of Semarang bound by the principles of Tri dharma that leads individuals in it works as intellectual beings, where teaching, research, and community service should be carried out in plenary. On the other hand, the working environment Treasurer Unit Police Academy in Semarang bound by the principles of the Tri Brata, which are derivatives of those principles developed into a collective value known as the "spirit of corps".

5. Discussion

The results of the above study which found that servant leadership on leaders with civilian and military work environment that no differences were found, not in line with a number of postulations or research that states that the college as an organization has slightly different characteristics with other organizations. Traditional organizational structure of universities demonstrates the power and authority based on department or faculty. Handoyo (2012) explains that the leader should look at the faculty as an organization that has the potential to contribute to society, is more than just believing that faculty play a moral role in society. Therefore, a leader in higher education institutions should encourage subordinates to have a community spirit in the workplace. In fact, in the study of changes in the organization, a leader in higher education institution is required to prepare faculty to develop positively in the future, make a positive contribution to society and internally encourage faculty to be a community, not just a collection of people who work. In situations such as the changes that occurred today in universities in Indonesia, of course, there is great hope that the university can develop positively in the future. The leader is required to prepare the institution to be able to develop properly in accordance with the wishes of the change.

As well as the police institution. Supposedly, leadership model servant leadership in the organization different from other organizations. Police organizations are arranged in steps from the central to regional. At each level, there is a functional organizational body that includes the functions of the operation, management, monitoring, and planning, which contain all the functions of the Police, both the main function, the organic functions, technical functions, and special functions (<http://www.polri.go.id>). Reed (2006) explained that the organization of the work environment has the characteristic of a typical military, which has a command chain or chain of command is clear and unequivocal, and systematic. Therefore, the results of this study are not congruent with the postulation Reed.

In each group of subjects, there were some aspects of servant leadership. In civilian groups represented by the college or university institution, appeared aspect egalitarianism, moral integrity, empowering and developing others, empathy, and creating value for the community. The results of this study is quite congruent with the research conducted by Handoyo (2012), in which aspects of egalitarianism, moral integrity, empowering and developing others, and creating value for the community appears as a row of prominent aspects of a servant leader in the college environment. While in the military group that is represented by the police institution, aspects of egalitarianism, moral integrity, empowering and developing companies, and empathy seemed to stand out compare other aspects. Reed (2010) also stated that members of the institution with the working environment in the military region tend to have egalitarianism, moral integrity, empowering and developing companies, and

empathy, and creating value for a strong community.

However, researchers found that in this study, two groups of subjects that each has peculiarities not shared with each other, especially on the values of referenced by the agency.

Work environment Faculty of Education University of Semarang (FIP Unnes) bound by the principles of Tri dharma that leads individuals in it works as intellectual beings, where teaching, research, and community service should be carried out in plenary. This is consistent with the statement of FIP Unnes Dean, Drs. Hardjono, M.Pd, which became the subject of an interview of civil groups.

"Yes, of course we emphasize service as an institution of higher education located in the principles of the so-called Tri Dharma University, where teaching, research, and we resume practicing devotion should be complete and comprehensive. It is important implanted in the entire academic community for the educational spirit "anggulawentah" that became the basis for us to be able to contribute to the development of science and community development.. " - (W_{Ha} 1.7)

On the other hand, the working environment Treasurer Unit (Bensatker) Police Academy in Semarang bound by the principles of the Tri Brata, which are derivatives of those principles developed into a collective value known as the "spirit of corps". Commissioner Tanti Agus Rini explained it in an interview the following passage:

"Ooo... If it's yes to strengthen their cooperation, Ma'am... If there is such a job, so that it is hard to do, if such a person difficulty, yes else trying to help.. If it fits I can, yes I fell.. So, the point was not selfish and set in stone. If yes we can-we have the, uh.. the work environment was family.. So yes if you bother yes borne together, happy yes borne together too... Together was so, Ma'am. Because our unity ... ee.. police.. teach so. Yes his corps was happy so happy together, difficult yes hard together."
"- (W_{Ta} 1.11)

6. Conclusion

Based on the results of research conducted, it can be concluded that the hypothesis that there are differences in the leadership model servant leadership in the workplace leader in civil and military denied. This is evidenced by the t-test value of -3544 (sig <0.05).

Aspects of servant leadership that stands out from civilian groups (represented by the higher education institutions), among others, include egalitarianism, moral integrity, empowering and developing others, empathy, and creating value for the community, while the military group (represented by the police institution), these aspects, such as egalitarianism, moral integrity, empowering and developing companies, and empathy.

Work environment college or university institution, bound by the principles of Tri dharma that leads individuals in it works as intellectual beings, where teaching, research, and community service should be carried out in plenary. On the other hand, the working environment police institution is bound by the principles of the Tri Brata, which are derivatives of those principles developed into a collective value known as the "spirit of corps".

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