
Implementation of servant leadership at LKP Quali International Surabaya (QIS)

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Abstract: Servant Leadership is a leadership approach that focuses on service to others. The main characteristics of servant leadership are explained in detail, including a focus on service to Team members and the communities served, the ability to understand and feel the experiences of others, as well as the concepts of leadership by example, empowerment, focus on growth and development, building strong relationships, and collaborative decision making. Apart from that, this text describes the implementation of servant leadership at LKP Quali International Surabaya (QIS) along with the results achieved, including improving the quality of the institution and the awards obtained. Effective implementation of servant leadership has played an important role in creating an inclusive work environment, empowering Team members, and encouraging more holistic and sustainable decision making at LKP QIS. Thus, this text provides a systematic overview of the concept of servant leadership and its positive influence in educational institutions.

Keywords: Implementation, servant leadership, quali international surabaya, non formal education.

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Introduction

Servant leadership is a leadership approach that focuses on service to others. This concept was first introduced by (Nordbye, V. C., & Irving, 2017). In servant leadership, leaders are considered first as servants whose aim is to meet the needs and advance the interests of the team members or organization they lead. In servant leadership, there are several main characteristics that characterize the approach, namely that servant leadership prioritizes service to team members and the communities they serve. Leaders focus on meeting needs, supporting development, and helping individuals reach their full potential. Leaders have a strong desire to help others and advance their interests. Leaders try to understand the desires, hopes and challenges faced by team members, and provide the necessary support to help team members achieve success. Servant leadership not only focuses on organizational goals, but also on individual well-being.

Servant leadership can understand and feel the experiences, feelings, and perspectives of others. Leaders strive to see the world through the eyes of others and communicate with great empathy (Rhee, kenneth S., & Sigler, 2015). Leaders also have empathy, and appreciation and recognize that each individual has unique needs, hopes, and challenges. Leaders strive to gain a deep understanding of the experiences and perspectives of others, both team members and the communities they serve. Leaders see empathy as the foundation for building strong, trusting relationships.

Servant leadership makes leaders become good examples of the behavior and values they adhere to. Leaders practice integrity, humility, and honesty in their actions, inspiring others to follow in their footsteps. Leadership by example is an important aspect of servant leadership.

Servant leadership gives the leader freedom and responsibility to team members. Leaders allow each team member to take initiative, develop skills, and actively participate in decision making (Kaunang, et.all, 2017). Servant leadership recognizes that team members have valuable knowledge, skills, and experience. Leaders believe that empowering individuals will result in more meaningful contributions and make them feel valued. Leaders provide space for team members to act independently, seek creative solutions, and take steps they deem appropriate.

Servant leadership encourages individual growth and development. Leaders provide the support, training, and resources necessary to help team members achieve their personal and professional goals. Focusing on growth and development is an important principle in servant leadership. Leaders are committed to encouraging the growth and development of the individuals they lead. Leaders provide the support, training, and resources necessary for team members to achieve their personal and professional goals. Leaders realize that each individual has unique potential and different needs.

Servant leadership builds relationships based on trust, mutual understanding, and mutual respect. Leaders create an inclusive and collaborative work climate where team members feel heard, valued, and supported. Building strong relationships is one of the core principles of servant leadership. Servant leadership focuses on building relationships based on trust, mutual understanding, and mutual respect between oneself and team members. Servant leadership considers relationships as an important foundation in achieving mutual success. Leaders value the role and contribution of each individual and build a culture of respect and appreciation. Servant leadership provides constructive feedback and pays attention to team members' achievements. The respect given by the leader encourages team members to feel appreciated and motivated to achieve common goals.

Servant leadership involves team members in the decision-making process. Leaders seek input, engage in discussion, and seek mutual agreement to reach the best decisions for all parties. Collaborative decision-making is an important aspect of servant leadership (Perdana, I Komang Hady., & Surya, 2017). Leaders involve team members in the decision-making process, seeking input, engaging in discussions, and seeking mutual agreement to reach the best decisions for all parties involved. Servant leaders recognize that team members have different knowledge, perspectives, and experiences. In collaborative decision-making, servant leaders value the unique contributions made by each individual. They recognize that involving team members in the decision-making process can produce better ideas, reduce resistance to decisions, and increase the level of acceptance and commitment to those decisions. Servant leaders create an environment that facilitates open and constructive discussion.

They encourage team members to share their perspectives, ideas, and knowledge related to the situation or problem at hand. Servant leaders provide opportunities for each team member to speak and listen attentively (Rusman, 2016). In collaborative decision making, servant leaders also act as facilitators. Leaders help guide discussions, clarify questions or differences, and help reach mutual agreement. Servant leaders strive for all voices to be heard and ensure that decisions are made with deep understanding and as much consensus as possible. Apart from that, servant leaders also provide constructive feedback in the decision-making process. Top of Form By implementing servant leadership, leaders can create a meaningful work environment, empower team members, and achieve higher performance. Servant leadership is not only implemented for small, medium, and large companies. However, servant leadership has also been implemented in educational institutions, both formal and non-formal educational institutions. The implementation of senior leadership in the education sector has provided significant results both for improving human resource performance itself and for institutional development in quantity and quality.

One of the non-formal educational institutions that has felt the impact of implementing servant leadership is LKP Quali International Surabaya (QIS). This educational course and training institution is located in the eastern area of Surabaya, precisely at Perum Pesona Alam Gunung Anyar Blok B12 no. 25 Gunung Anyar Village, Gunung Anyar District, Surabaya City.

Method

This research uses the Systematic Literature Review (SLR) method which aims to identify, review, and evaluate all relevant research so that answers to research questions are determined (Triandini, Jayanatha, Indrawan, Werla Putra & Iswara, 2019). This research consists of several stages, namely formulating research questions, searching for literature, determining inclusion and exclusion criteria, selecting literature, presenting data, processing data, and drawing conclusions. For research that uses tools and materials, it is necessary to explain the sophistication of the equipment specifications and the type of materials used. For qualitative research, it is necessary to explain the function of the presence of researchers, subjects, informants, and data collection methods and describe the quality/reliability of the data.

Results and Discussion

LKP Quali International Surabaya (QIS) is a non-formal educational institution under the auspices of the Quali International Surabaya educational foundation which was founded in 2013 with notarial deed no. 1 dated 3 December 2013, Anisah, SH. As for no. SK Kumham 501512435103505. LKP QIS also has an operational permit from the Surabaya education office no. Decree no.421.9/9959/436.6.4/2013 with NSPN K5666428. Meanwhile, the NILEK owned is 05209.1.0643 and LKP QIS has been accredited by BAN PNF in 2017 with a B rating as well as a performance assessment from BP PAUD DIKMAS with a B rating. LKP Quali International Surabaya is an educational institution that was first established in 2013 and only has a one-course program in English. And at the beginning of 2018, it already had five-course programs. There has been the addition of four new courses and training programs within a decade, namely an Arabic language program, a Down syndrome school program, a program to accompany children with special needs, and most recently a Mandarin language program in collaboration with vocational schools in Taiwan.

LKP QIS is one of the educational institutions that has an International Cooperation MOU. There are at least two international MOUs that have been signed with educational institutions abroad, namely MOUs with educational institutions in Egypt and educational institutions in Taiwan. The MOU was followed up by sending LKP QIS students to that country to continue their education at non-formal education institutions or continue their education at formal education institutions. Since 2015, LKP QIS has regularly received awards as champion at the local level in Surabaya, then at the East Java Province level, and even as champion at the National level throughout Indonesia as well as awards as an organizer who has provided many benefits. So that it becomes an LKP that can inspire.

By implementing servant leadership, LKP QIS has also been able to smoothly change the baton of institutional leadership at the age of less than eight years. What makes LKP QIS get a lot of appreciation is that the next replacement for leadership is a millennial who will just turn 25 years old in 2021. In carrying out the management of LKP QIS, the leadership of the course and training institution has implemented servant leadership characteristics, this can be seen from several examples of activities below.

Servant leadership acts as a facilitator in helping team members to reach their full potential. Leaders provide the support, guidance, and resources necessary for team members to achieve success. Servant leadership makes the leader able to listen, provide constructive feedback, and facilitate a participatory decision-making process. Apart from that, servant leadership also shows empathy and concern for other people. Leaders help and support their team members when they face difficulties, by

taking the time to listen to team members' problems and trying to find solutions. Leaders also often celebrate success together by eating out or traveling. Servant leadership demonstrates genuine concern for the well-being and development of individuals.

Leadership through example

LKP QIS provides more good examples of behavior than words. One example is that the LKP QIS Leader is always disciplined in arriving at the office early. In carrying out his duties and obligations, he is always carried out with enthusiasm and sincerity. So that it inspires the human resources they lead and the team members feel embarrassed if they don't follow what the LKP QIS leader does.

Leadership through example provides inspiration and motivation for others to follow in their footsteps. Through action, servant leadership creates a positive work culture, builds trust, and encourages team members to reach their best potential. Leaders set good examples and play an important role in forming successful and sustainable organizations.

Empowerment

LKP QIS provides freedom and responsibility to each team member, the majority of whom are millennials of productive age. Leaders provide opportunities for individuals to take advantage initiative to jointly develop LKP QIS educational institution in this digital era. Human Resources can develop their respective skills according to their respective skills and passions. The leadership of LKP QIS also provides space for the human resources they lead to take an active role in decision making. There are no more one-man show decisions in management at LKP QIS.

Focus on growth and development

LKP QIS already has a well-scheduled individual development program to encourage the growth and development of LKP QIS. The leadership provides both moral and material support in the form of funds for training its human resources. So that it can help human resources achieve their personal and professional goals.

Servant leaders work together with team members to plan the steps necessary to achieve that growth. Servant leaders provide support to team members through coaching, mentoring, and constructive feedback. They provide clear direction, as well as help identify areas of development that need attention. Through focusing on individual growth and development, servant leaders create a work environment that allows team members to thrive and reach their full potential. By providing necessary support, training, and resources, servant leaders inspire and motivate team members to achieve personal and professional success.

Building strong relationships

The leaders of LKP QIS have human resources, the majority of whom are young people (millennials) but still give them great trust. This is one way to create good communication relationships. LKP QIS leaders create an inclusive and collaborative work climate where members do not feel reluctant to provide opinions, suggestions, or even criticism because they feel heard, appreciated, and supported.

Through building strong relationships, servant leaders create a positive work climate, and mutual support, and enable effective collaboration. Relationships based on trust, mutual understanding, and mutual respect enable teams to work in harmony, strengthen bonds between team members, and achieve better results collectively. Through building strong relationships, servant leaders create a positive, supportive, and supportive work climate. enabling effective collaboration. Relationships based on trust, mutual understanding, and mutual respect enable teams to work in harmony, strengthen bonds between team members, and achieve better results collectively.

Collaborative decision making

The LKP QIS leader involves team members as often as possible in the decision-making process. LKP QIS leaders in solving a problem always seek suggestions and thoughts from team members by holding discussions, and group discussion forums. In the end, seek mutual agreement to reach the best decision for all parties.

They provide relevant information and perspectives, guide discussions, and ask questions that expand team members' thinking. Servant leaders help team members to see various points of view and consider the implications of decisions taken. Collaborative decision-making in servant leadership creates better decisions overall. Involving team members in the decision-making process provides a greater sense of ownership and responsibility, and increases satisfaction and commitment to the results. Servant leaders not only control the decision-making process, but also encourage participation, collaboration, and involvement of team members. By adopting collaborative decision-making, servant leaders build an inclusive work culture, strengthen relationships within teams, and achieve more holistic and sustainable solutions.

By doing the above, LKP QIS won several awards both at the local level in the city of Surabaya, at the East Java Province level, and the National level.

Table 1. List of awards received by LKP QIS

No	Information	Year
1	Award from the mayor of Surabaya as organizer of a life skills program for poor orphans	2015
2	Award from the Surabaya City Education Department as a filler for the educational exhibition stand	2015
3	Obtain a BAN-PNF Accreditation certificate	2015
4	Award from the Surabaya City Education Department as a performer in a group English language theatrical event	2015
5	2nd Place in LKP Achievement at East Java provincial level	2015
6	Obtain the LA-LPK Ministry of Manpower Accreditation certificate	
7	National Service to Education Award	2016
8	Award from the mayor of Surabaya as organizer of the life skills program	2016
9	Obtain a category B LKP evaluation and performance certificate	2016
10	2nd runner up LKP achievement at national level	2017
11	The Most Trusted Institution In English Courses Of Year	2017
12	The Best Leading Education Institution In Education Program Of The Year	2017

Source: LKP QIS credential records 2015 - 2017

Conclusion

The implementation of servant leadership in educational institutions has a significant impact in creating an inclusive work culture and service that is oriented towards team members and society, as well as the growth and development of individuals and the educational institution itself. In this book chapter, several key principles in servant leadership have been discussed which can be implemented in non-formal educational institutions, LKP Quali International Surabaya (QIS), namely service, empathy, leadership by example, empowerment, building strong relationships, and decision-making collaborative. Servant leadership at LKP QIS has an important role in serving team members and the communities served. They focus on meeting individuals' needs, supporting their growth, and helping them reach their full potential. By practicing empathy, servant leaders can understand and respond to the experiences, feelings, and perspectives of others.

Servant leadership also acts as a good role model in the behavior and values adhered to. Leaders practice integrity, humility, and honesty in action, inspiring team members to follow in the leader's footsteps. In addition, servant leadership empowers team members, providing freedom, responsibility, and opportunities to take initiative and develop team members' skills.

Building strong relationships is also a focus in servant leadership at LKP QIS. Servant leadership creates an inclusive and collaborative work climate, where team members feel heard, valued, and supported. Through empowerment and collaborative decision making, leaders involve team members in the decision-making process, seek input, engage in discussion, and seek mutual agreement (Sendjaya, 2015).

The implementation of servant leadership at LKP QIS allows the team of educators and education staff to work effectively, support each other, and achieve extraordinary results. A work culture filled with service, empathy, good leadership, empowerment, and strong relationships provides a conducive environment for the growth and development of individuals and QIS educational institutions. In the educational context, servant leadership creates an environment that supports the learning and development process of students. By adopting servant leadership principles, LKP QIS can create educational institutions that empower individuals, serve the community, and produce future leaders who are caring, empathetic, and responsible.

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