



Servant Leadership of School Principals: A Literature Review

Jusniar¹, Hasan Hariri^{2*}, Sowiyah³

¹ (Education Administration, University of Lampung)

^{2*} (Education Administration, University of Lampung).

³ (Education Administration, University of Lampung)

* Corresponding Author. E-mail: hasan.hariri@staff.unila.ac.id

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Abstrak

Tujuan penelitian ini adalah untuk menguji faktor-faktor yang dipengaruhi oleh kepemimpinan yang melayani (servant leadership). Setiap pemimpin memiliki gaya kepemimpinan yang berbeda namun tetap memegang peranan penting dalam kepemimpinan. Praktik kepemimpinan yang melayani (servant leadership) juga dapat dilaksanakan pada institusi pendidikan. Sekolah sebagai institusi pendidikan yang menjalankan proses pendidikan dan pembelajaran bagi peserta didik sangat ditentukan oleh praktik kepemimpinan yang dijalankan oleh kepala sekolah. Penelitian ini menggunakan metode tinjauan pustaka, di mana data dikumpulkan melalui artikel-artikel dari tahun 2019 hingga 2024. Ada 20 artikel sebagai referensi dari Google Scholar. Hasil telaah artikel ilmiah membuktikan bahwa kepemimpinan yang melayani (servant leadership) berpengaruh positif terhadap kepribadian, komitmen dan karakter guru dan siswa, namun demikian ada sebagian kecil hasil penelitian yang menunjukkan tidak berpengaruh positif terhadap kepuasan kerja guru.

Kata Kunci: kepemimpinan , kepemimpinan yang melayani, kepala sekolah

Abstract

The purpose of this study is to examine the factors influenced by servant leadership. Each leader has a different leadership style but still plays an important role in leadership. The practice of servant leadership can also be implemented in educational institutions. Schools as educational institutions that carry out the education and learning process for students are determined by the leadership practices carried out by the school principal. This research uses a literature review method, where data is collected through articles from 2019 to 2024. There are 20 articles as references from Google Scholar. The results of the review of scientific articles prove that servant leadership has a positive effect on the personality, commitment and character of teachers and students, however, there are a small number of research results that show no positive effect on teacher job satisfaction.

Keywords: leadership, servant leadership, principal

INTRODUCTION

Leadership is one of the tools and efforts to improve the quality of human capital (man) in the organization. The presence of a leader or leadership figure is crucial in supporting this quality and achieving company goals. Especially in supporting performance, employee motivation, organizational commitment (Hidayat, 2021).

“A leader who is not someone who has been born for it, but it takes hard work and the right environment to be able to learn and grow into an effective leader”. This means that personality behavior can be learned and continuously developed with strong determination. Leadership is the process of influencing the activities of organized groups towards the determination and achievement of goals (Nasution, 2023).

(Northouse, 2013) found that leadership is the process of leaders influencing a group of people to achieve organizational goals and meet the needs of society. (Crismond & Leisner, 1988) also conveyed that successful leaders who can lead organizations have strong communication skills and the ability to develop strategies to overcome various challenges from uncertainty and change. Furthermore, (Darling in Hidayat, 2021) predicts that future leaders will play roles including: mentoring, encouraging, guiding, and supporting rather than directing others.

Meanwhile, leadership is “the process of influencing individuals or groups to achieve goals, leadership is the process of influencing from the leader to the led to achieve organizational goals” (Utari & Hadi, 2020).

Leadership is an ability and activity of trying to influence others around him to carry out his duties and responsibilities as a member of the organization by successfully achieving the goals of the educational effort”. (Sagala, 2018)

Leadership is the ability that must be possessed by a leader (leader) on how to carry out his leadership (to lead) so that subordinates can move in accordance with the desired in achieving previously set goals “(Suryana, 2013).

In a servant leadership style, morality has become the core and is based on honesty and trust according to Van Dierendonck, 2011 in (Hidayat, 2021). Servant leaders are role models for their followers and others. They have a very deep and strong relationship with employees and help them discover their potential talents (Reave, 2005). Servant leadership has the potential to influence and improve organizational performance and motivation in areas such as productivity, organizational commitment, organizational reward behavior, trust, team effectiveness, organizational effectiveness, financial performance, employee motivation and performance, empowerment, motivation, and teacher effectiveness (Rezaee & Sadeighi, 2017).

METHOD

This research method uses the literature review method according to Oancea & Pring in (Utami et al., 2022) A literature review is useful in a research cycle that seeks to provide information about Servant Leadership of school principals. The review process was carried out by searching for sources and related articles on Google Scholar with the keywords “Servant Leadership of School Principals”. The search lasted from 2019 to 2024. There were 20 articles that were in accordance with the topic to be researched. Furthermore, the articles were analyzed and compiled into a discussion written in this article.

RESULT AND DISCUSSION

Result

Research related to the servant leadership of school principals that is the subject of

discussion in this study is summarized in the following table.

Table 1. Review Table

No	Author (Year)	Result
1.	(Pratiwi & Idawati, 2019)	From the results of the study, it was concluded (1) servant leadership has a positive effect on intrinsic motivation, (2) job satisfaction has a positive effect on intrinsic motivation, (3) intrinsic motivation has a positive effect on teacher performance, (4) servant leadership has a positive effect on teacher performance, and (5) job satisfaction has a positive effect on teacher performance.
2.	(Mufassir et al., 2019)	The results showed that the servant leadership model that has been implemented by the madrasah head in improving the quality of education at Madrasah Aliyah Muhammadiyah Gorontalo City is in terms of his ability to listen to the expectations of madrasah residents, empathize, have and increase self-awareness of madrasah residents, build persuasive power that unites togetherness among madrasah residents, have conceptualization and healing abilities, are able to serve madrasah residents, have a commitment to individual development and have a clear vision and mission for the future of madrasah and have the ability to build community. The servant leadership model can be referenced as one of the right models to be applied in improving the quality of madrasah education today, because this leadership model is in accordance with the philosophy of education in Indonesia, especially in the current context.
3.	(Santosa et al., 2019)	The results of this study are: 1) servant leadership has a positive and significant effect on teacher performance at State Senior High Schools in Padang City. 2) school organizational culture has a positive and significant effect on teacher performance at State Senior High Schools in Padang City.
4.	(Apriliani, 2020)	The results of the research carried out include 1) The principal's listening behavior with an attitude of accommodating and accepting differences in opinions, ideas, and ideas from subordinates, especially regarding extracurricular activities. 2) The principal's empathetic behavior in providing motivation through rewards given in every extracurricular achievement obtained and always saying thank you. 3). Healing behavior by helping every difficulty by identifying, coaching, and providing the best solution. 4) Self-awareness behavior (attention) with the caring and humanist attitude of the principal towards the difficulties faced by subordinates and the good interactions that are established. 5) Persuasive behavior with a motivating attitude in moving subordinates. 6) Sharp conceptualization behavior (visionary) by maximizing achieving the school's vision and mission. 7) Foresight behavior is able to maximize the potential of the school and learn from experience. experience in leading. 8) The ability to serve by prioritizing the interests of the organization. 9). Behavioral commitment to growth by providing potential development opportunities for subordinates. 10). Community building behavior by conducting activities that establish intimacy. These behaviors can be improved by school principals, especially in the management of extracurricular activities, including at the planning, implementation, and evaluation stages.

5.	(Rahayu & Benyamin, 2020)	Based on the research results, it can be concluded that: (1) the values that underlie the implementation of servant leadership in Alethia Christian Elementary School Malang and Shining Star Christian Elementary School Malang include: following the values taught by the Lord Jesus Christ who is believed to be a great leader, The Master Teacher who urges that a leader should have the principle of “serving not being served”, realizing the vision and mission of the school, and placing the example of the leader and following the characteristics of servant leadership as it should be; (2) the application of servant leadership, at Alethia Christian Elementary School Malang and Shinning Star Elementary School Malang is adequate with evidence of real actions taken starting from the principal and the school community as well as for the surrounding community; and (3) the impact of servant leadership for teachers and students is real in character and expressed in daily actions, especially when in the school environment.
6.	(Irwan, 2021)	A servant leadership of school principals is obtained by producing products in the form of model books and guidebooks for school principals that are valid, practical, and effective to use.
7.	(Muhammad Tahir, 2021)	Of the various principles of leadership, there is one principle that is also absolutely owned by an educational leader, namely as a “Servant”. a servant leader is a leader who prioritizes service, starting with a person's natural feeling of wanting to serve and to prioritize service.
8.	(Pala'langan, 2021)	From the results of the study, it is concluded that (1) servant leadership does not have an effect on job satisfaction, (2) work discipline has a positive effect on job satisfaction, (3) servant leadership has a positive effect on teacher performance, (4) work discipline has a positive effect on teacher performance, and (5) job satisfaction has no effect on teacher performance. Servant leadership is in the medium category.
9.	(Katerina & Rifqi, 2022)	The level of school climate in inclusive-based public elementary schools in Surabaya city shows that it is in the moderate category. Surabaya shows that it is in the medium category. The level of teacher commitment in inclusive-based public elementary schools in Surabaya city shows that it is in the moderate category.
10.	(Santi Sofyani, 2022)	The results showed that there was a positive and significant influence between servant leadership, teacher competence, and learning facilities on the performance of teachers of SMA Negeri 10 Garut. The magnitude of the influence of servant leadership, teacher competence, and learning facilities on the performance of teachers of SMA Negeri 10 Garut simultaneously is 96.1%. While partially the effect of servant leadership on teacher performance is 13.8%, the effect of teacher competence on teacher performance is 38% and the effect of learning facilities on teacher performance is 44.3%. Based on this research, to improve teacher performance, aspects of servant leadership, teacher competence, and learning facilities must continue to be improved.
11.	(Burhannuridin, 2022)	The results of the coefficient of determination analysis obtained were 71.2%, this illustrates that the effect of the Principal's Servant Leadership on the Quality of Online Learning is 71.2% and the remaining 28.8% is influenced by other factors such as the influence of teacher performance, learning quality, and the principal's leadership style. The equation of the regression of Y on X is $\hat{Y} = 6.316 + 0.844 X$. This proves that there is a positive and significant influence between the Principal's Servant Leadership on the Quality of Online Learning at SMP Negeri 29 Bandung City.
12.	(Sukmadewi, 2022)	The results of data analysis showed that: (1) School climate contributes significantly to the performance of public elementary school teachers in Luhak Nan Duo District, West Pasaman Regency by 6.2%. (2) Servant leadership significantly contributes to the performance of public elementary school teachers in Luhak Nan Duo District, West Pasaman

		Regency by 13.0%. (3) School climate and servant leadership significantly contribute to the performance of public elementary school teachers in Luhak Nan Duo Subdistrict, West Pasaman Regency by 24.4%. The results of these findings can be concluded that the hypothesis can be accepted empirically. The results of these findings can be concluded that school climate and servant leadership are two factors that contribute to the performance of public elementary school teachers in Luhak Nan Duo District, West Pasaman Regency.
13.	(Kholidah et al., 2023)	The results of the review of scientific articles prove that servant leadership has a positive effect on teacher performance, however, there are a small number of research results that show an indirect effect and no positive effect on teacher performance.
14.	(Mubarok et al., 2023)	The results showed that the application of Servant Leadership has had a positive impact on the quality of education, although it is also faced with several challenges in its implementation.
15.	(Azjka et al., 2023)	The results of the study found a significant relationship between the servant leadership style of the principal and employee work motivation at 0.001. With a strong degree of correlation (0.60-0.799) and a positive relationship with a value of 0.672.
16.	(Septi, 2023)	Servant Leadership (X1) has a positive and significant effect on Work Culture (X2). The calculation result of the R Square value is 0.416. This shows that 41.6% of Servant Leadership (X1) affects Work Culture (X2), while the remaining 58.4% is influenced by other factors not examined in this study.
17.	(Abu & Mustamid, 2023)	The results showed that from the F-test results where the F-count value of 19.404 exceeded the F-table value (3.232) at the 0.05 significance level. In addition, the coefficient of determination of 0.499 indicates that 49.9% of the variation in Performance Motivation can be explained by the two independent variables. The end of this study is expected to contribute to the school to develop Servant Leadership and incentives. Performance motivation is also expected to be improved”.
18.	(Kholidah, 2023)	The results of the review of scientific articles prove that servant leadership has a positive effect on teacher performance, however, there are a small number of research results that show an indirect effect and no positive effect on teacher performance.
19.	(Putri, 2023)	There is a significant positive effect of Principal Servant Leadership on Teacher Work Motivation in State Junior High Schools in Sukasari Sub-District, Bandung City.
20.	(Varelasawi, 2023)	The results of situational leadership and servant leadership are considered appropriate in leading teachers to teacher performance. This leadership is also flexible and tends to spread feelings of psychological empowerment to teachers so that it will affect their performance. Situational leadership and servant leadership are considered suitable for education in Indonesia where learning is dynamic and changes rapidly so that flexible leaders can more easily guide and direct teachers in improving performance.

Discussion

In table 1, it is found that servant leadership has a positive effect on intrinsic motivation, (2) job satisfaction has a positive effect on intrinsic motivation, (3) intrinsic motivation has a positive effect on teacher performance, (4) servant leadership has a positive effect on teacher performance, and (5) job satisfaction has a positive effect on teacher performance.

(Pratiwi & Idawati, 2019). Furthermore, in terms of its ability to listen to the expectations of madrasah residents, empathize, have and increase the self-awareness of madrasah residents, build persuasive power that unites togetherness among madrasah residents, have conceptualization and healing abilities, are able to serve madrasah residents, have a commitment to individual development and

have a clear vision and mission for the future of the madrasah and have the ability to build community. The servant leadership model can be referenced as one of the right models to be applied in improving the quality of madrasah education today, because this leadership model is in accordance with the philosophy of education in Indonesia, especially in the current context (Mufassir et al., 2019). This is indicated by the implementation of leadership characteristics that serve as a whole in the high or good category, so as to be able to guide and support the learning process well.

Leadership plays a dominant, crucial, and critical role in all efforts to improve work performance, both at the individual, group, and organizational levels. A successful leader is a leader who is able to manage an organization and is able to carry out leadership effectively so that organizational goals can be achieved. In the perspective of servant leadership, the principal will make

himself a “servant” for everyone he leads. So that it can be easier to guide and direct teachers in improving their performance.

CONCLUSION

Servant leadership has an important influence in building the personality, commitment and character of teachers and students. So that it can contribute to the final results of education. Therefore, servant leadership is very good to be developed by school principals, so that they can more easily guide and direct teachers in improving their performance. Research on servant leadership offers valuable insights into how school leaders can create positive and supportive learning environments that empower students to reach their full potential. So that the goals of education in Indonesia can be achieved.

The field of servant leadership research still has much to develop, and opportunities for new research continue to emerge.

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