

Application of Servant Leadership Style With Ki Hajar Dewantara Philosophy Approach

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Abstract

This study discusses the application of servant leadership style with the philosophical approach of Ki Hajar Dewantara. The servant leadership style emphasizes service, empathy, and subordinate development, while the Ki Hajar Dewantara philosophical approach refers to holistic educational principles and prioritizes a balance between intellectual and emotional intelligence. The purpose of this study is to analyze how the application of servant leadership style inspired by the philosophy of Ki Hajar Dewantara can have a positive impact on the work environment or organization. To determine the effectiveness of servant leadership style in the implications of lecturer closeness with students as learners; To find out the success of educational institutions in implementing using the application of servant leadership with the correlation of the philosophy of Ki Hajar Dewantara. This research uses qualitative methods with a literature study approach and contextual analysis. Based on the available literature, servant leadership style is applied through developing strong relationships between leaders and subordinates, listening with empathy, giving praise and recognition, and providing personal development opportunities. The philosophy of Ki Hajar Dewantara is also analyzed to see how the concept of holistic education and character building can be adapted in the context of servant leadership. The results of the analysis show that the application of servant leadership style with the Ki Hajar Dewantara philosophical approach can strengthen bonds in the team, increase subordinate satisfaction and motivation, and encourage overall individual growth. The connection between servant leadership aspects and the principles of Ki Hajar Dewantara creates an inclusive, inspiring, and effective work environment.



Keywords: Servant Leadership Style, Ki Hajar Dewantara Philosophy.

INTRODUCTION

Currently in various fields of business or life, colored by global competition, therefore every educational institution requires high performance from all divisions of the academic community in the institution. For organizations, performance becomes very important because one way to measure whether organizational goals have or have not been achieved is by knowing the performance of the organization or institution. (Gunawan, et al, 2023)

A person's achievement is certainly the result of optimal performance, organizational leaders have an important role in facilitating, engaging, encouraging, inspiring employees in achieving the performance set to achieve their best performance. Organizations or educational institutions in an effort to achieve goals require various resources that are available as support. These resources can include natural resources, human resources, scientific resources and technological resources (Gunawan, et al, 2023). Among these resources, human resources play the most important role, because human resources function as drivers or carry out activities to achieve organizational goals. (Khoeroni, et al. 2023).

Without human resources, other resources are idle and become less viable Without human resources, other resources are idle and become less useful. Human resources become central in achieving the goals of organizations or educational institutions, so managing human resources

	<p style="text-align: center;">1st Pelita International Conference Volume 01 No 01 September 2023 E-ISSN: 3026-4235</p> <p style="text-align: center;">https://jurnal.pelitabangsa.ac.id/index.php/pic</p>	
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becomes very important. Quality human resources have a positive impact on individual and organizational performance. (Hero. 2012)

Similarly, performance in universities, as one of the providers of graduates needed by industry or the labor market, is important to have quality human resources so that the output / graduates produced can meet market needs. Graduates who do not meet the standards and are not accepted by the market have an impact on unemployment, unemployment results in a decrease in welfare because they do not meet the needs of the decade in life. This ultimately has an impact on not achieving the country's goal, which is to achieve a just, prosperous and prosperous society. (Sucipto, et al 2023)

Higher education as one of the providers of prospective workers is required to be able to provide graduates in accordance with the qualifications needed. One way to improve the quality of college graduates is to improve the performance of the college. Universities that cannot meet the qualifications and demands of the market will naturally be abandoned and not in demand by the community. (Suharsaputra, 2015) The performance of lecturers in accordance with the Lecturer Workload Guidelines No. 10 of 2010 includes performance in the fields of education and teaching, research, community service, and support called the Tri Dharma of Higher Education. The assessment of lecturer performance in this study is measured from the level of achievement of the implementation of the Tri Dharma tasks of Higher Education. One of the measures of the Tri Dharma Perguruan Tinggi is regarding the performance of lecturers in the education and teaching dimension, the performance of lecturers in the research dimension, the performance of lecturers in the dimension of community service, and the performance of supporting dimension lecturers.

There are many theories about performance, including those put forward by Gibson (1987), which states that factors related to individual, psychological, and organizational characteristics have an influence on the performance of an organization. Furthermore, Gibson explained several factors that influence performance related to these characteristics, including motivation, leadership, and competence. Kopelman (1988) complements Gibson's opinion with work characteristics are factors that can influence individual work behavior which ultimately has an impact on work productivity.

Superior performance can be interpreted as achievements or work results displayed by people optimally, even exceeding the established performance standards. Overall, the achievement of the 4 performance dimensions has not reached the target. This means that let alone exceeding performance standards, achieving targets still cannot be met. Therefore, a reliable leader is needed, namely a leader who is able to combine routine tasks to realize high performance achievements accompanied by efforts to maintain organizational health. (Yuniarsih. 2018)

Lecturer performance can be measured from the achievement of the implementation of the Tri Dharma of Higher Education tasks. Lecturers in accordance with their academic qualifications have the obligation to carry out assignments of at least 12 credits and a maximum of 16 credits in each semester (BKD Year 2010). Performance that is not optimal or still has not reached the target can be influenced by various factors. (Hero. 2012) suggests that performance is a synergy of a number of factors, including the external environment, the internal environment of the organization and internal factors of employees. Factors of the external environment of the organization include economic, social, political, cultural, religious and competitor factors. Internal organizational factors include vision, mission and organizational goals, organizational policies, compensation, leadership, organizational culture and organizational climate. While internal employee factors include competence, work experience, job satisfaction, motivation, work involvement, organizational commitment, work discipline. (Wirawan, 2012)

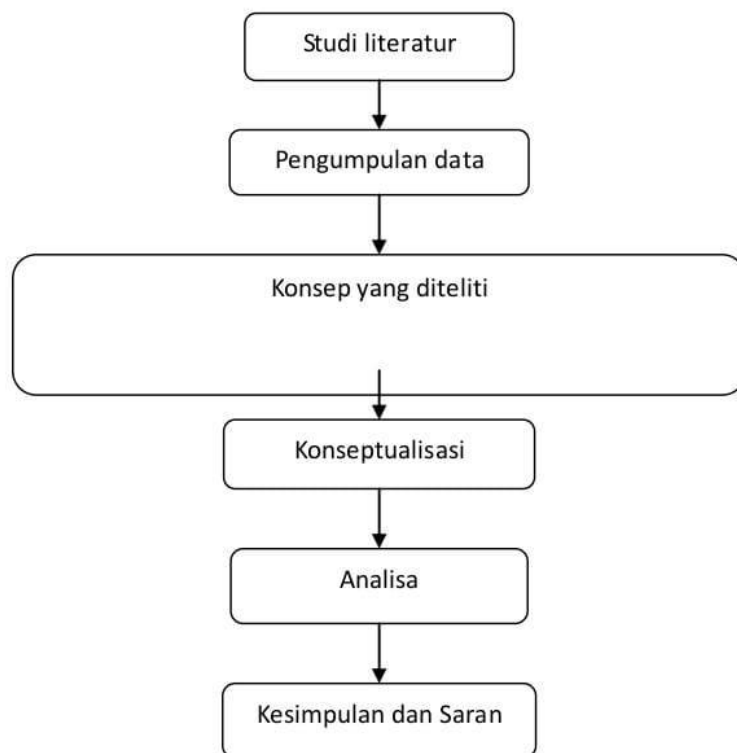
Based on the theories above, it can be seen that various factors can be the cause of the performance achieved is not optimal. However, in this study that was researched and studied

was limited to leadership factors, organizational commitment competence, and motivation. These factors are predicted to improve performance. The discussion and explanation of the causative factors are presented as follows. Spencer and Spencer (1993) explain that the performance of a job can be achieved effectively by an individual if the individual has competence. Lecturer competence determines the quality of the implementation of the Tri Dharma of Higher Education as shown in the professional activities of lecturers. (Guidelines for Lecturer Workload in 2010).

RESEARCH METHOD



This research uses a qualitative research approach with a literature study approach and contextual analysis, is the approach that researchers use in the preparation of this research. According to Sugiyono, qualitative research is: "Research based on the philosophy of postpositivism, is used to examine natural object conditions, (as opposed to experiments) where researchers are the key instruments, data source sampling is carried out purposively and snowball, collection techniques by triangulation (combined), data analysis is inductive / qualitative, and qualitative research results emphasize more meaning rather than generalization."

Figure 1. Flow diagram of the concept under study



Source: Zed (2008)

The type of research used is the study of literature. The literature study method is a series of activities related to the method of collecting library data, reading and recording, and managing research (Zed, 2008). Literature study is a mandatory activity in research, especially academic research whose main purpose is to develop theoretical aspects as well as practical

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benefit aspects. Literature studies are carried out by each researcher with the main purpose of finding a foundation to obtain and build a theoretical foundation, frame of mind, and determine temporary conjectures or also called research hypotheses. So that researchers can group, allocate, organize, and use a variety of libraries in their fields. By conducting a literature study, researchers have a broader and deeper deepening of the problem to be studied. The data used comes from textbooks, journals, scientific articles, literature reviews that contain the concepts studied

RESULTS AND DISCUSSIONS

Start with research material that is sequentially considered from the most relevant, relevant, and quite relevant. Another way can also be, for example, by looking at the research year starting from the latest one, and gradually going back to an older year. Read the abstract of each study first to assess whether the problems discussed are in accordance with what should be solved in the study.

Record important parts and relevant to the research problem, To keep from getting caught up in plagiarism, researchers should also record some of information sources and include bibliography. If indeed the information comes from someone else's ideas or research results. Make notes, quotations, or information organized systematically so that research can easily be retrieved if needed. (Darmadi, 2011).

Philosophy of Ki Hajar Dewantara



Philosophy of education Ki Hajar Dewantara which is famous for the motto "**Tut Wuri Handayani**" can be the basis for the foundation for reflection on national education today. Where Generation Z, or the generation born around 1997-2000s is a critical generation. Having a soul that tends to be more pragmatic and realistic, often more focused on empirical stability. So as educators, of course, they must have qualified competence in order to provide accurate explanations to fulfill their curiosity about science.

"Ing Ngarsa Sung Tuladha", It can be interpreted that the name of education must always bring goodness which is shown through the behavior of educational people. The ethical demands of education must always uphold goodness in practice, education is rich with noble values, noble, good, so that when education no longer upholds noble values what happens is that education will certainly be damaged. This means that an educator must be able to be a role model for his students, or in the native language a teacher must be able to be imitated.

"Ing Madya Mangun Karsa", has the meaning of "**middle**", while *mangun* means "to build" or "give", and *karsa* has the meaning of "will", "spirit", or "intention". When combined, the motto in the *middle of mangun karsa* has the meaning of "in the midst of giving or building enthusiasm, intention, or will". The motto in the *middle mangun karsa* means that when the teacher or teacher is in the midst of other people and students, the teacher must be able to arouse or build intention, will, and enthusiasm in others around him.

Dimension of Correlation of Servant Leadership with the Ki Hajar Dewantara Philosophy approach

The dimensions of servant leadership include *melayani* (serve), involving others (involve), humble (humble), integrity (integrity), inspiring (inspire). (Northouse, 2013) These indicators are certainly an implementation of the principles of the philosophy of Ki Hajar Dewantara, where from the dimension of servant leadership is associated with the implications of leadership contained in the essence of the philosophy of Ki Hajar Dewantara, including the serving dimension (serve) consists of indicators (Facilitate follower needs, Helping others succeed, Providing quality service). The dimension involving others (involve) has indicators

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(Provide open opportunities to solve organizational problems, Invite discussion of the problem at hand, Implement collective agreements). The humble dimension means leaders who treat others with respect, avoid status symbols and privileges, acknowledge limitations and mistakes, are mediocre, emphasize follower contributions when collective efforts are successful. Indicators of humility include (Show a humble attitude, Acknowledge limitations and errors, Appreciate follower contributions). The dimension of integrity (integrity), has the meaning that the leader has the following behavior (Provide accurate information, Behave consistently, Carry out tasks on time). The inspiring dimension means that the leader encourages and inspires followers to do things as the leader does (Responsible for duties and work, Exemplary in action, Fostering inspiration to perform ahead).

The Impact of Servant Leadership with the Ki Hajar Dewantara Philosophical Approach

Yukl (2015) suggests there are several potential impacts of servant leadership with a philosophical approach, namely the leader's integrity and concern for subordinates may increase their trust, loyalty and satisfaction with the leader. Pleasant relationships and power based on increasing references to leaders can make it easier for leaders to influence subordinates to carry out requests. Efforts to ensure fairness and equality can influence employees' distributive and procedural fairness to increase their organizational loyalty and commitment. If leaders who practice servant leadership are able to influence other leaders to implement servant leadership as well, then the result is an employee organizational culture that attracts and retains talented and loyal employees.

Data reduction is a sensitive thinking process that requires intelligence and high breadth and depth of insight. For researchers who are new, in reducing data can discuss with friends or other people who are considered experts. Through the discussion, research insights will develop, so as to reduce data that has significant finding value and theory development. Data reduction that researchers do in this study is by having discussions with people who researchers consider able to provide input to researchers. From the results of the discussion, researchers were able to reduce the data from the results of the study. (Sugiono, 2009)

CONCLUSION

Based on the results of the analysis, the author can conclude that the implementation of servant leadership style with the Ki Hajar Dewantara philosophical approach can strengthen bonds in the team, increase subordinate satisfaction and motivation, and encourage overall individual growth. The connection between servant leadership aspects and the principles of Ki Hajar Dewantara creates an inclusive, inspiring, and effective work environment. Servant leadership is important because it encourages someone to be honest, helpful, humble, respectful, empathetic, promotes personal growth, and encourages and supports fair treatment of others. Servant leadership is said to be successful if activities influence followers, with leaders paying attention to the problems faced, caring for followers, developing followers, naming followers, empowering, helping to develop capacity, being ethical, serving organizational interests, community interests and community interests. The achievement of superior performance can be interpreted when the task of "Tri Dharma Perguruan Tinggi" can be interpreted as achievements or work results displayed by a lecturer optimally, even exceeding the performance standards set.

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