



SERVANT LEADERSHIP IN NON-PROFIT ORGANIZATION

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ABSTRACT

The organization is a place for several people or groups of people who carry out activities in achieving goals. In achieving its goals, the organization consists of organizations that have profit and non-profit goals. The development of both profit and non-profit organizations requires a leader with leadership skills. This study analyzes Servant Leadership in non-profit organizations. The method used is qualitative with a case study in a non-profit organization in the South Tangerang area. The study involved four informants with focus group discussions. Each informant gave a statement on the questions posed. The results of this focus group discussion obtained 5 categories of servant leadership in non-profit organizations. The five categories of servant leadership are (1) delegation, (2) integrity, (3) motivation, (4) human resource development, and (5) open communication.

Keywords: Servant Leadership, Leadership, Non-Profit Organization

I. INTRODUCTION

Organization is a place for several people or groups of people who carry out activities in achieving goals. The process of forming an organization is initiated by an individual or a group of people. This is reinforced by the opinion of experts, namely Robbins and Hampton in Gani, et al [1], which states that an organization is a grouping of people in a structured and developing system. This grouping becomes a social unit that is coordinated consciously and continuously to achieve goals. The goal achievement is through organizational efforts organized in a dynamic environment.

There are 3 main elements in the definition presented above. They are (1) human collectivity with continuous arrangement in a system that has a certain structure, (2) business coordination with a goal orientation that distinguishes it from other groups such as crowds or families, and (3) interaction with the environment in the sense that the organization affects the environment and the environment affects the organization. In achieving its goals, the organization consists of profit and non-profit organizations or often referred to as non-profits.

There are 3 main elements in an organization that can implement the organizational goals as stated by Anco, et al [2], namely: (1) people, (2) cooperation, and (3) common goals. People in this case are all individuals who are members of the organization, consisting of members up to the leader level. Leadership is the main element that brings the organization in achieving its goals. Leaders with their leadership skills influence every individual in the organization to move and strive to achieve organizational goals [3].

There are several models of leadership as an effort to achieve organizational goals. Variety of leadership such as transformational leadership, strategic leadership, and servant leadership. This variety of leadership can be applied in a variety of organizations. The application of leadership is different when it is applied in profit and non-profit



organizations [4]. For this reason, this study focuses on analyzing the role of Servant Leadership in non-profit organizations.

II. THEORY BASIS

There are two theories that will be used in this research, namely about organization and leadership. Organizations will be discussed more fully types of organizations such as for-profit and non-profit organizations (non-profit). Researchers will analyze the non-profit organization. The theory of leadership in this study analyzes servant leadership. Servant leadership in leading non-profit or non-profit organizations.

Leadership

According to Ololube et, al. [5] is “leadership is the exercise of influence by one member of a group organization achieve its goal.” Leadership influences group members in the organization and helps organizational members to achieve goals. Schermerhorn explains “Achievement oriented leadership is predicted to encourage subordinates to strive for higher performance standards and to have more confidence in their ability to meet challenging goals. For subordinates in ambiguous, nonrepetitive job, achievement-oriented leadership should increase their expectations that effort loads to desired performance” [6].

Achievement-oriented leadership can be expected to motivate teams to achieve higher standards of performance and to have more confidence that their abilities can achieve the goals set. Another thing about leadership is stated in Northouse [7], “Leadership is a fundamental and relational term. It describes the dynamics of the inevitable form of social interaction by naming the relationship that occurs between certain individuals (and groups) they influence each other. The relationship has a reciprocal relationship between the leader and the individual he leads. In this study, it is the relationship between management and hospital employees.

Wren and Daft state that leadership is a process of mutual influence between the leader and the members he leads [8]. This influencing process occurs when the leader has a shared relationship with group members or members of his organization. This mutual influence process occurs jointly to achieve mutually agreed goals between the leadership and its members.

Servant Leadership

Servant leadership according to Pahi, et, al. [9], “The servant-leader is the first servant. Someone who has a natural feeling that he wants to serve and serve first. Then conscious choice aspires someone to be a leader. This leader is very different from the one who becomes the leader first. The need to serve, minimizes unusual passion to acquire material possessions. Master-leader and first-servant are the two extreme types. Between them there are nuances and mixtures that are part of the infinite diversity of human nature.”

Afsar, et, al. [10], “leadership style and philosophy in which an individual interacts with others—whether in a management capacity or fellow employees— is to achieve authority rather than power. This system embodies a decentralized organizational structure. Leaders who follow this style include employees who face customers in corporate decision making. These employees have close relationships with customers and can make better decisions to keep those customers and acquire new ones.

This leadership focuses on the growth and well-being of the followers around him. In traditional leadership, generally, the exercise of power is at the top of the pyramid. Leaders serve this, share power, put the needs of others first and help people develop and perform as high as possible.

Spears, a second researcher after Greenleaf in 2011, identified 10 characteristics of servant leadership, namely: “listening, empathy, healing, awareness, persuasion, philosophy, conceptualization, foresight, stewardship, commitment to the growth of



people, and building community". These characteristics make the leader prioritize others in his team to develop and perform better.

Non-Profit Organizations

Organization is a place where a group of people gather to achieve a common goal. In achieving this goal, organizations are divided into several types. Organizations in carrying out operations and organizational goals, are divided into profit and non-profit organizations or often referred to as non-profit organizations. This research is about servant leadership in non-profit organizations.

Oliveira, et. al. [11], define a non-profit organization as one of the agencies which at the time of operation does not seek profit. In the sense that this non-profit organization is a collection of several people who have the same goal in achieving a noble goal. The characteristics of non-profit institutions proposed by Anthony and Young are [12]:

1. Organizations are not for profit
2. Having considerations in terms of taxation
3. Tend to be service oriented
4. Constraints occur in organizational goals and strategies
5. Do not expect benefits from clients who work as partners in obtaining financial assistance
6. Dominated by professionals
7. Politics is very influential in playing the role of the organization.

III. RESEARCH METHOD

This research uses a qualitative method with a case study conducted in a non-profit waste management organization located in the Cireundeu area, East Ciputat, South Tangerang. Data collection was obtained by conducting interviews with four informants. Informants are four people who are directly in charge of finance and implementing the activities of this organization. The four informants are: (1) finance staff who has responsibility for managing the organization's finances to carry out organizational activities. (2) community management staff (community liaison) who has the responsibility for managing the community to take part in various activities prepared in this community. (3) teachers and administrative staff of early childhood education that have the responsibility to manage early childhood education schools for children who are members of this community.

Interviews were conducted directly and discussions were conducted through focus group discussions. Each question posed by the researcher was answered in turn by each informant [13]. The researcher submitted 38 questions to the informants and recorded all statements made by the informants on these questions.

Creswell and Miles and Huberman's interactive analysis, analyzed important statements, formulated the meaning of important statements, categorized them in the form of themes, and produced a complete description of servant leadership in non-profit organizations [14]. Each statement of the informant to the question submitted by the researcher, is specified its meaning and categorized. These themes are compiled and produce a complete description of servant leadership in non-profit organizations.

IV. RESULTS AND DISCUSSION

The research was conducted at a non-profit organization located in the South Tangerang area. Informants consist of four staff who carry out daily activities in organizational development. To these four, the researcher asked various questions which were divided into 5 categories in servant leadership, namely: (1) delegation, (2) integrity, (3) motivation, (4) human resource development, (5) open communication. Each informant answered questions of these 5 categories in turn.



The following is a description of the informant's narrative:

1. Delegation

Leaders provide direction. The leader gives confidence to communicate activities to the community. Leaders provide flexibility according to job descriptions. Leaders give confidence to innovate in getting the job done.

2. Integrity

Leaders have strong integrity in channeling donations. Leaders do not have special allowances as a leader. Leaders set an example both in work and in attitude to everyone. Leaders never blame others when there are mistakes in implementing the activities. Leaders never ask for respect and do not discriminate among employees.

3. Motivation

Leaders provide orientation at the beginning of employees joining the foundation, so that there is never compulsion to work. Leaders often share information about the dynamics of change in the organization, so that they expect all employees to always learn new things. Leaders invite employees to always coordinate with each other in carrying out activities. The leader is a total person in fulfilling the needs of employees. As a non-profit organization, leaders appreciate with praise and opportunities to learn new things.

4. Human resource development

Leaders provide opportunities for employees to convey ideas in developing the organization. Leaders support the potential of employees. Leaders remind employees not to rush themselves and continue to motivate employees so that employees continue to improve their performance. Leaders provide opportunities for employees to collaborate with outsiders while at the same time, improving their own skills in the form of language, work and communication.

5. Open communication

The leader is a person who is full of openness and is ready to accept criticism. Leaders carry out discussions in the work arrangement and distribution. The leader shares ideas with the team in planning activities or finding solutions to problems. Leaders are ready to cooperate with various parties, both those who support or do not support the activity. Leaders value differences in discussions with the team.

Informants stated various statements of these five categories on questions posed by researchers. These five categories are in line with Greenleaf's (2011) theory, regarding 10 characteristics of servant leadership, namely: "listening, empathy, healing, awareness, persuasion, philosophy, conceptualization, foresight, stewardship, commitment to the growth of people, and building community." Informants stated statements in the form of discussion, communication, listening, persuading various parties, having a strong commitment to the organization, and empowering the team.

Leaders in carrying out their operational activities always provide direction by opening discussions to their staff, so that strong interpersonal relationships are built and open management will be performed while monitoring each other's potential to look for development, even though the leadership does not give specific targets and resolve internal problems through coaching. Sanctions are only given for fatal errors. With this, it is hoped that employees can work comfortably without fear, innovation can be developed, and the vision as well as mission of schools and foundations can be implemented.

In formulating the vision and mission of schools and foundations, the leadership involves all levels, but it has not been running smoothly lately due to the replacement of shareholders or management in a short time. Therefore, it is necessary to adjust the activities and work programs to be carried out, but the delegation of work to employees is strived to continue as it should by considering the needs and competencies in their respective fields.



The foundation in carrying out school operations and other social activities, seeks funding from outside parties such as the Global Giving Foundation (USA), corporate/industry CSR, community or individual donations and the rest will be covered by other business ventures developed by the foundation.

Employees & teachers involved are encouraged to develop themselves, so that they don't immediately feel satisfied with their achievements through collaboration with third parties (campus, community, industry, etc.). Therefore, their skills will keep improving according to the needs of their work environment.

Leaders in building a healthy work culture try to set an example in speech, attitude, commitment, directing, fostering and worship, so that they are expected to be role models for their staff to maintain the trust given and empathize with the sustainability of the activities of foundations, schools and businesses being developed. Leaders often give appreciation for the achievements of employees or teachers in their respective fields and competencies. This is inseparable from the expertise and experience of the leadership in building a healthy work culture.

V. CONCLUSIONS

Management of non-profit organizations requires leadership with integrity. Leaders put the interests of the organization above personal interests. The leader gives complete direction to the team in his organization and then discusses the steps in detail. All efforts to find solutions to problems are discussed in the team.

Based on the results of interviews with four informants in non-profit organizations, it is found that there are 5 categories in servant leadership in non-profit organizations. The five categories are (1) delegation, (2) integrity, (3) motivation, (4) human resource development, (5) open communication. The leader is passionate about developing the team and fulfilling the needs of members in the organization regardless his personal needs.

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