

## THE INFLUENCE OF SERVANT LEADERSHIP ON THE CHARACTER OF TEACHERS AT CATHOLIC JUNIOR HIGH SCHOOL STELLA MARIS TOMOHON

Bernadina Waha Labuan<sup>1</sup>, Steffhanus Hanny Pangemanan<sup>2</sup>

<sup>1,2</sup> Sekolah Tinggi Pastoral Don Bosco Tomohon, Indonesia

Email: nadin.labuan@stpdobos.ac.id, hannypangemanan68@gmail.com

### ABSTRACT

*Servant Leadership is a leadership concept oriented towards serving others. The practice of Servant Leadership is also carried out by teachers in schools, with each having their own unique characteristics. This research aims to understand the reality of Servant Leadership and teacher characteristics, as well as to analyze whether there is an influence of servant leadership on teacher characteristics at Catholic Junior High School Stella Maris Tomohon. This research is of the quantitative type, with the research variables being Servant Leadership (X) and Teacher Characteristics (Y). Data were collected using questionnaires. The analysis technique used was simple regression analysis. The results of hypothesis testing show that the Servant Leadership variable (X) has a significant positive influence on the Teacher Characteristics variable (Y). This is because the significance value  $0.014 < \text{probability } 0.05$  and the calculated T value is greater than the tabled T value  $2.034$  ( $3.138 < 2.034$ ). For leaders at Catholic Junior High School Stella Maris Tomohon, it is important to consider input from others, especially teachers and staff. For teachers at Catholic Junior High School Stella Maris Tomohon, it is important to always pay attention to their characteristics as teachers, which include being humble, skilled at managing time, respecting the process, being open-minded, and being confident as important indicators in shaping teacher characteristics.*

### KEYWORDS

*Servant Leadership, Teacher Characteristics*



***This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International***

**How to cite:**

**E-ISSN:**

**Published by:**

Bernadina Waha Labuan, Steffhanus Hanny Pangemanan. (2024). The Influence of Servant Leadership on The Character of Teachers at Catholic Junior High School Stella Maris Tomohon. *Journal Eduvest*. 4 (3): 750-760

2775-3727

<https://greenpublisher.id/>

## INTRODUCTION

Education is one of the fundamental pillars for nation building. The provision of education fundamentally must be able to create quality and competitive human resources in accordance with the national education goals. To achieve this goal, education must be professionally managed by the school authorities.

Schools, as educational institutions, are closely tied to hierarchical organizational systems or "top-down" structures. The organizational structure is hierarchical, where all rules and policies are given from superiors to subordinates. Schools generally place the Headmaster as the highest leader in the school. With such an organizational system, teachers have a role as task executors who only carry out instructions from the headmaster. Many cases in schools show that teachers become passive and tend to simply obey what the headmaster says or orders. This condition will gradually hinder the development and progress of teachers as educators (Subroto & Arianto, 2011). However, as implementers, teachers directly interact with the students who are their responsibility to educate and guide. If teachers are not properly led and supported, this will affect the quality of student education. Thus, it is related to the presence of a headmaster as a leader who determines his leadership style and influences his policy actions (Dewi, 2018).

A good headmaster is one who is able to use various leadership approaches to mobilize existing resources to achieve optimal performance. One of them is servant leadership. The concept of servant leadership is a human-oriented leadership concept, where leaders care about self-development, others, and the environment around them, based on criteria such as teamwork and community development, personal involvement in decision-making processes, and behavior that is caring and ethical towards subordinates (Tambunan, 2014). In Law No. 14 of 2005 concerning Teachers and Lecturers, Article 14 states that teachers have the right and opportunity to develop and improve their abilities, and the headmaster plays an important role in this development. The servant leadership model has an impact on the character of teachers, which in turn affects the improvement of teacher performance in schools (Adisusilo, 2012).

Character is the nature possessed by every human being. Character can be formed through habitual practices. In schools, teachers need to demonstrate and enhance good characteristics. Professional teachers have character traits such as faith, humility, time management skills, respect for the process, open-mindedness, and confidence (Lickona, 2019). Many cases in schools show poor teacher character, such as violence against students: teachers hitting students, using harsh language towards students, or even sexually abusing students. In the education process, effective teachers have mastered the learning material, are skilled in teaching, have good teaching strategies supported by effective teaching methods, and have good classroom management (Ahmad et al., 2014). Often, we hear reports that teachers do not teach well, do not prepare lessons properly, and teach monotonously. In Catholic Junior High School Stella Tomohon, researchers found that the application of servant leadership is still lacking, as seen in the following table:

**Table 1. Aspects of *Servant Leadership assessment***

No	Assessed Aspects	Academic Year 2021/2022 (%)
1	Teamwork (team)	90
2	School environment development	97
3	Involvement in the decision-making process	80
4	Caring and ethical towards subordinates (Teachers)	75
5	Responsibilities in duties and functions	85

The table above shows that the implementation of servant leadership at SMP Stella Maris Tomohon has not been carried out well. Not all teachers work together in teams; there are still teachers who are negligent and indifferent in their duties. Cooperation between the leadership and teachers is still lacking. Although the development of the school environment, especially in terms of physical infrastructure, is well organized, there is still a lack of concern for teachers because many teachers feel burdened by the tasks/work assigned to them. As a servant leader, involvement in decision-making is the responsibility of the leadership, but in this case, involvement in decision-making has not been fully implemented by the leadership (Kartikarini, 2015).

Regarding tasks and functions, the leadership has not fully performed its tasks and functions because there are still tasks that are assigned to teachers. At SMP Stella Maris Tomohon, several identified problems include suboptimal implementation of servant leadership, partial performance of duties by some teachers, indifference and negligence in tasks, lack of openness and cooperation between the leadership and subordinates, as well as the workload felt by the teachers. This study focuses on the influence of servant leadership on the character of teachers at SMP Stella Maris Tomohon. The purpose of this study is to describe the reality of servant leadership and teacher characteristics at SMP Stella Maris Tomohon, and to assess the extent of the influence of servant leadership on teacher characteristics in the school (Rosmiati, 2012).

The aim of this research is to describe the situation of servant leadership and teacher characteristics at SMP Stella Maris Tomohon, and to determine the extent of the influence of servant leadership on teacher characteristics in the school. The results of this study are expected to be published in a nationally accredited SINTA 3 journal and be beneficial to readers, especially leaders and educators. Starting from the problems outlined above and from the results of the researcher's observations, the researcher creates a paper entitled "The Influence of Servant Leadership on Teacher Character at SMP Stella Maris Tomohon." With this research, it is highly expected that servant leadership will enhance the character of teachers for the better.

## **RESEARCH METHOD**

The Influence of Servant Leadership on The Character of Teachers at Catholic Junior High School Stella Maris Tomohon

Research methods are ways used to obtain research results using data collection techniques such as observation and questionnaires. This research is a quantitative research conducted at Stella Maris Tomohon Junior High School with a population and sample of 35 people. The data collection techniques used were observation and questionnaires with Likert scale. Research instruments are tested for validity and reliability (Kotler & Keller, 2012). The data will be analyzed using normality tests, linearity tests, descriptive analysis, simple regression analysis, and IBM SPSS 22 for Windows applications. Conclusions will be drawn after data analysis is carried out in accordance with the research objectives.

## RESULT AND DISCUSSION

### Data Analysis Results

#### *Validity Test*

According to Boogie and Sekaran (2010), a variable can be classified as a valid variable if the value of R Calculate is more than R Table (0.196) and has a significance value below 0.05.

1. If the R value of Calculate > the R value of the table (0.196), then the data can be said to be valid;
2. If the probability significance value < 0.05, then it can be said that the data is valid.

**Table 2. Validity Test Results**

Correlations		SERVANT LEADERSHIP	KARAKTER GURU
SERVANT LEADERSHIP	Pearson Correlation	1	,479**
	Sig. (2-tailed)		,004
	N	37	37
KARAKTER GURU	Pearson Correlation	,479**	1
	Sig. (2-tailed)	,004	
	N	37	37

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Based on the data in table 2 above, it can be concluded that:

1. All indicators in the variables *Servant Leadership* (X) and Teacher Character (Y) have valid data because the probability significance value is less than 0.05, which is 0.004;
2. The R Calculate value of the variables *Servant Leadership* (X) and Teacher Character (Y) has a value greater than the R Table (0.196). Therefore the above instruments are valid instruments.

#### *Reliability Test*

The reliability test used in this study was the *Cronbach Alpha measurement*. According to Sugiyono, (2019) there are several ways that can be used to find

whether one data is reliable or not. First by comparing the values of R Calculate and R Table. If R count is greater than R Table then it can be said that the data is reliable. Both Cronbach Alpha minimum limit values are 0.6, or in other words Cronbach Alpha values  $> 0.6$ .

**Table 3. Reliability Test Results**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
,886	40

Based on the values in the table above, it can be concluded that this data is reliable or consistent. The reasons are:

1. Because the value of R Calculate in the table above is higher than R Table ( $0.886 > 0.282$ ) with the number  $n = 35$  and significance 0.05.
2. Because Cronbach's Alpha value of 0.886 is greater than 0.6, it can be concluded that this data is reliable or trustworthy.

### **Classical assumption test**

#### *Normality Test*

Normality Test According to Ghozali (2018: 161), the normality test is a test that aims to determine whether the independent or dependent variables have a normal distribution or not. A good regression model is one that is a normal or near-normal distribution. The requirement is if the price of the Asympototic Sig. coefficient at Kolmogorov – Smirnov is greater than alpha which is 0.05. (Hidayat, 2018)

**Table 3. Test Results of Kolmogorov-Smirnov**

<b>One-Sample Kolmogorov-Smirnov Test</b>		
		Unstandardized Residual
N		37
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	1,77282731
Most Extreme Differences	Absolute	,075
	Positive	,059
	Negative	-,075
Test Statistic		,075
Asymp. Sig. (2-tailed)		,200 <sup>c,d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

The Influence of Servant Leadership on The Character of Teachers at Catholic Junior High School Stella Maris Tomohon

d. This is a lower bound of the true significance.

The table above is the result of the normality test based on the Kolmogorov-Smirnov formula. Based on the table above, it is known that the milai significance of Asymp 0.200 is greater than 0.05. So according to the basis of the Kolmogorov-Smirnov decision making above, it can be concluded that the data are normally distributed. Thus the basis or assumption of normality requirements in the regression model has been met.

### ***Linearity Test***

According to Sugiyono, (2015) the linearity test can be used to determine whether the bound variable (Y) with the independent variable (X) has a linear relationship or not significantly. The linearity test can be carried out with applicable criteria, namely, if the linearity significance value  $> 0.05$ , it can be interpreted that between the independent (X) and bound (Y) variables there is a linear relationship.

**Table 4. Linearity Test Results**

ANOVA Table			Sum of Squares	df	Mean Square	F	Sig.
KARAKTER GURU SERVANT LEADERSHIP	Between	(Combined)	79,826	11	7,257	2,833	,017
	*Groups	Linearity	31,884	1	31,884	12,447,002	
		Deviation from Linearity	47,942	10	4,794	1,472	,103
	Within Groups		58,917	23	2,562		
	Total		138,743	34			

Based on table 4 above, it is obtained:

1. The significance value of linearity is 0.103, which is greater than 0.05. Then it can be concluded that there is a linear relationship between the variables of *Servant Leadership* (X) and Teacher Character (Y)
2. The value of F Count is  $1.472 < F$  Table is 1.89. Because the value of F Calculate is smaller than the value of F of the Table, it can be concluded that there is a significant linear relationship between the variables *Servant Leadership* (X) and Teacher Character (Y).

### **X-Y Regression Equation, Correlation Coefficient, and Determination Coefficient**

Judging from the data obtained by researchers through research questionnaires that have been disseminated, in this section researchers will present the results of field research as an effort to answer research identification, namely

the influence of *Servant Leadership* (X) on Teacher Character (Y) at Stella Maris Tomohon Junior High School.

**Table 5. X-Y Regression Equation**

Coefficients <sup>a</sup>		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	<b>18,438</b>	2,140		8,615	,000
	SERVANT LEADERSHIP	<b>,276</b>	,088	,479	3,138	,014

a. Dependent Variable: TEACHER CHARACTER

$$Y = \alpha + \beta X$$

$$Y = 18,438 + 0,276 X$$

Information:

Y : Satisfaction of Information Acquisition

a : Konstanta

X : The Appeal of Contact Tabloid Messages

$\beta$  : Koefisien Regresi

The above equation can be interpreted as follows:

$\alpha = 18.438$  means that if *Servant Leadership* (X) is zero (0) then, Teacher Character (Y) will be worth 18.438.

$\beta = 0.276$  means that if *Servant Leadership* (X) increases by one unit, then the Teacher's Character (Y) will increase by 0.276.

**Table 6. Correlation Coefficient and X-Y Coefficient of Determination**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,679 <sup>a</sup>	,461	,406	1,799

a. Predictors: (Constant), SERVANT LEADERSHIP

From the analysis above, it can be seen that the value of the correlation coefficient is 0.679. This value is included in the Strong Correlation (S. Sugiyono, 2018) which is between 0.5 – 0.75. Based on the table above, it is also known that the value of *R square* is 0.461. This value means that the coefficient of The Influence of Servant Leadership on The Character of Teachers at Catholic Junior High School Stella Maris Tomohon

determination of the influence of the *Servant Leadership* variable (X) on Teacher Performance (Y) is 46.1 percent, while the other 53.9 percent is influenced by other variables that are not used in this study.

### Hypothesis Test

#### Comparing the significance value to 0.05

The basis for decision making in regression analysis by looking at the significance value is:

1. If the significance value is less than 0.05, then there is an influence of *the Servant Leadership variable (X) on the Teacher Character variable (Y)*;
2. If the significance value is greater than 0.05, then there is no influence of *the Servant Leadership variable (X) on the Teacher Character variable (Y)*.

**Table 7. Results of Simple Linear Regression Analysis (1)**

Coefficients <sup>a</sup>		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	18,438	2,140		8,615	,000
	SERVANT LEADERSHIP	,276	,088	,479	3,138	,014

a. Dependent Variable: KARAKTER GURU

Based on table 7 above, it is known that:

1. The significance value of the *Servant Leadership* (X) variable is 0.014. Since the significance value is  $0.014 < \text{probability is } 0.05$ , it can be concluded that H1 or the first hypothesis is accepted. This means that there is an influence of the *Servant Leadership* variable (X) on the *Teacher Character* variable (Y).

#### Comparing the value of T count with t table

**Table 8. Simple Linear Regression Analysis Test Results (2)**

Coefficients <sup>a</sup>		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	18,438	2,140		8,615	,000
	SERVANT LEADERSHIP	,276	,088	,479	3,138	,014

a. Dependent Variable: KARAKTER GURU



Table 8 above shows that the calculated T value is 3.138. Because the calculated T value is greater than the table T 2.034 ( $3.138 < 2.034$ ) and has a positive value, it can be concluded that in this case H1 is accepted, namely there is a positive influence of the Servant Leadership variable (X) on the Teacher Character variable (Y).

### **Discussion**

In the field of education, teachers are human resources that must be managed maximally because they are a crucial factor in the success of education. The quality possessed by teachers will impact the learning outcomes of students. If we want to produce quality educational outputs, the first thing that needs to be improved is the character of educators (Sulistiyari & Yoestini, 2012). To enhance the character of teachers, school principals play a crucial role. As leaders, school principals are responsible for managing teachers and educational staff to develop their potential and abilities. Leadership is the ability to lead oneself and others effectively to achieve desired goals. True leadership emerges from those whose primary motivation is a deep desire to help others.

Servant leadership, linguistically interpreted as servant leadership, emerges as a leadership style that brings change from previous leadership models with the assumption that they serve before leading. The foundation of servant leadership is trust and concern for others, to serve by providing value and opportunities for their development (Bakry & Syamril, 2020). Leaders who implement servant leadership will build trust and sympathy from their followers. Servant leaders strive for a goal that is not merely financial gain but aims to develop every individual around them into professionals. (Santoso et al., 2019)

This study itself discusses the influence of Servant Leadership on Teacher Character at SMP Katolik Stella Maris Tomohon. From the tests conducted using the SPSS program, it was found that H1 was accepted, namely the variable of Servant Leadership (X) has a significant influence on the variable of Teacher Character (Y). Because the significance value is 0.014, which is smaller than 0.05, and the calculated T value is greater than the T table 2.034 ( $3.138 < 2.034$ ) and is positive, it can be concluded that in this case H1 is accepted, meaning there is a positive influence of the Servant Leadership variable (X) on the Teacher Character variable (Y).

This means that the indicators of the Servant Leadership variable, including pure love, humility, prioritizing others, vision, trust, empowerment, and service, have a significant influence on shaping the character of teachers at SMP Katolik Stella Maris Tomohon. In addition, the correlation coefficient value is 0.679. This value falls into the Strong Correlation category (Sugiyono, 2008), which is between 0.5 - 0.75. Based on the table above, it is also known that the R square value is 0.461. This value implies that the coefficient of determination of the influence of The Influence of Servant Leadership on The Character of Teachers at Catholic Junior High School Stella Maris Tomohon

the Servant Leadership variable (X) on Teacher Performance (Y) is 46.1 percent, while the remaining 53.9 percent is influenced by other variables not used in this study. The results of this study are consistent with research conducted by Fitra Santosa, et al. (2019), which found that the Servant Leadership variable has a significant influence on performance variables.

## CONCLUSION

The conclusion of the study shows that Servant Leadership has a significant influence on the Character of Teachers at Stella Maris Tomohon Catholic Junior High School. Although the principal's implementation of Servant Leadership is good, there are still some aspects that need to be improved. Meanwhile, the character of teachers in the school has been well implemented and is in the strong category. The recommendation for school leaders is to consider input from teachers and staff and always be open to learning. For teachers, it is important to pay attention to character as educators, including faith and basic educational competencies. Further research is recommended to explore more about Servant Leadership and Teacher Character, considering that there are still many areas that have not been covered.

## REFERENCES

- Adisusilo, S. (2012). *Pembelajaran nilai-karakter: Konstruktivisme dan VCT sebagai inovasi pendekatan pembelajaran afektif*.
- Ahmad, N., Vveinhardt, J., & Ahmed, R. (2014). Impact of word of mouth on consumer buying decision. *European Journal of Business and Management*, 6(31).
- Bakry, B., & Syamril, S. (2020). Pengaruh Servant Leadership terhadap Nilai Kinerja Guru. *Jurnal Manajemen Dan Supervisi Pendidikan*, 5(1), 298–302.
- Dewi, A. A. (2018). *Guru mata tombak pendidikan*. CV Jejak (Jejak Publisher).
- Hidayat, N. (2018). *Analisis Keputusan Investasi Saham Dengan Pendekatan Price Earning Ratio (Studi Kasus Pada Perusahaan Yang Terdaftar di Jakarta Islamic Index Tahun 2015-2017)*. IAIN Purwokerto.
- Kartikarini, M. (2015). Pengaruh Servant Leadership dan kepuasan kerja terhadap Organizational Citizenship Behaviour (OCB) Karyawan Hotel Bintang-2 di Yogyakarta. *Universitas Negeri Yogyakarta*.
- Kotler, P., & Keller, K. L. (2012). *Marketing management 14th edition*. Pearson education.
- Lickona, T. (2019). *Pendidikan karakter: Panduan lengkap mendidik siswa menjadi pintar & baik*. Nusamedia.
- Rosmiati, M. (2012). Pengaruh Kredit terhadap Perilaku Ekonomi Rumahtangga Petani Padi Sawah: Aplikasi Model Ekonomi Rumahtangga Usahatani. *Jurnal Manajemen Teknologi*, 11(2), 208–224.
- Santoso, F., Adrianto, A., Syamsir, S., & Khaidir, A. (2019). Pengaruh Servant Leadership dan Budaya Organisasi Sekolah Terhadap Kinerja Guru pada Sekolah Menengah Atas Negeri di Kota Padang. *Jurnal Kepemimpinan Dan*

- Pengurusan Sekolah*, 4(2), 101–108.
- Subroto, A., & Arianto, A. (2011). Penggunaan Kartu Kredit dan Perilaku Belanja Kompulsif: Dampaknya pada Risiko Gagal Bayar. *Jurnal Manajemen Pemasaran*, 6(1), 1–7.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif Kualitatif dan R&D*. Alfabeta.
- Sugiyono, P. (2015). Metode penelitian kombinasi (mixed methods). *Bandung: Alfabeta*, 28, 1–12.
- Sugiyono, S. (2018). Metode Penelitian Pendidikan Pendekatan Kualitatif, Kuantitatif dan R & D. *Alfabeta, Bandung*.
- Sulistiyari, I. N., & YOESTINI, Y. (2012). *Analisis pengaruh citra merek, kualitas produk, dan harga terhadap minat beli produk oriflame (studi kasus mahasiswi Fakultas Ekonomika dan Bisnis Jurusan Manajemen Universitas Diponegoro Semarang)*. Fakultas Ekonomika dan Bisnis.
- Tambunan, M. P. (2014). Pengaruh Servant Leadership Dan Kinerja Guru Terhadap Efektivitas Program Tahunan Sekolah Dasar Swasta. *Jurnal Administrasi Pendidikan*, 11(2), 141–150.

