The Impact of Serving Leadership, Team Work on Higher Education Performance

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Abstract

The purpose of this study was to find out how servant leadership influences team work, how team work influences organizational performance and how servant leadership influences the performance of a tertiary institution. The population in this study are campuses in South Sulawesi. The sample of this research is 54 lecturers in one of South Sulawesi. The sampling technique was carried out by simple random sampling. Data processing method using SEM-PLS. The novelty of this research is that research on team work with the dimensions of togetherness, trust, emotional closeness, empathy has not been studied much, especially in higher education.

The results showed that the relationship between Team Work (X1) and Performance (Y) was significant with a T-statistic of 2,149 (> 1.96).). Thus the H1 hypothesis is accepted. The results showed that the relationship between Servant Leadership (X2) and Performance (Y) was significant with a T-statistic of 2.145 (>1.96). Thus the H2 hypothesis was accepted. The results showed that the relationship between Servant Leadership (X1) and Team Work (X2) was significant with a T-statistic of 52,645 (> 1.96).

Thus the H3 hypothesis is accepted. The results showed that there was a significant relationship between Team Work (X1) and Performance (Y) through Leadership (X2) with a T-statistic of 2,027 (> 1.96). The relationship between variables can be considered significant if the P value is smaller than the predetermined significant value (0.000 <0.05). Thus the H4 hypothesis is accepted.

INTRODUCTION

The management of higher education requires leaders who can manage universities. In higher education there is often a conflict due to a lack of coordination between one person and another. To create a good coordination, a leadership is needed. One of the leadership that can be applied in higher education is servant leadership. Russell & Gregory Stone, (2002) say, that service leaders focus on personal growth and development of followers to maintain the interests of followers. Servant leaders show an attitude that can empower and develop people and show a humble, authentic, accepting people as they are, able to provide direction, and steward in working for the common good. (Dierendonck & Nuijten, 2011).

Servant leadership has attracted interest in research in the field of organizational studies in the last decade and has received particular attention to the leader's role as servant, and prioritizing the needs of others consequently drives positive organizational outcomes (Lapointe & Vandernberghe, 2018; Liu, 2019; Newman et al ., 2017). Servant leaders believe they have a duty to steward. They are people-centered and value service to others in general and followers more specifically. Servant leadership manifests itself in the care that is exercised by the servant first, to ensure that the highest priority needs of those of others are served. In an organizational setting, servant leaders believe in each employee being able to treat followers with respect and humility. Every employee in the organization is

given the opportunity to do meaningful work (Saleem et al., 2020).

In this study the dimensions used in serving leadership in the tertiary environment are responsibility, influence, empowerment, direction, integrity, treating everyone equally, having a humble attitude and clear vision. The servant leadership style has attracted a lot of attention in the last decade for leadership studies because it is basically focused on serving others first. Building a team work within the higher education environment requires servant leadership. The attitude of a serving leader can support the development of team work in tertiary institutions so that they can improve the performance of a tertiary institution.

In an organization, it takes a team work to complete a job efficiently and effectively. Every company basically wants what has been planned and budgeted to be implemented properly. Likewise, universities as one of the organizations engaged in the world of education want what is planned and planned in universities to be carried out properly. One way that can be done to achieve performance in tertiary institutions is to form a team work. In this study, the problem is that many work programs and budgets in tertiary institutions are not carried out properly, causing the performance of tertiary institutions to not be achieved effectively.

Team work is a very important thing to do to improve a performance. When an organization does team work, everyone in the organization can easily see and learn individual character well, so that what is planned in the organization can be achieved properly and can prevent conflict within the organization.

The concept of teamwork is not new in the management literature, because the concept of teamwork forms the basis of the concept of organizational behavior. Effective teamwork is an important topic of human resource management, about how top-level managers work effectively as a team and is very important in creating a successful business. (Wei & Lau, 2012). Team work is defined and discussed by several researchers as a work skill that is necessary to achieve the vision, plans and goals of the organization to activate and improve the performance of the workers. Teamwork has the ability to enable team members to have a higher level of emotional security, self-confidence and the ability to plan and decide positively on others. Likewise, it can help in creating a healthy work environment with workable agendas, creative activities, strategies and positive values. (Sanyal & Hisam, 2018).

Teamwork is the collaborative effort of a team to achieve a common goal or complete a task in the most effective and efficient way. In the implications of the organization concerned, teamwork is the key to making the organization able to develop in organizational practice. Teamwork is an organizational process in which many organizational and individual components revolve to complement the organizational philosophy (Kassim & Ramayah, 2015; Benar, Stewart, Lampman, Pelak , & Solimeo, 2014).

In recent decades teamwork has taken on a new meaning in companies, and the results are invaluable. Teams have become a critical element in solving problems and helping businesses move forward into the future. Advances in technology have made most organizational activities complex so that teamwork is needed. A team is an identifiable set of two or more individuals who interact within a larger organization to achieve a common goal through specific interdependent roles and tasks.

The interdependent nature of the tasks in which teams are involved requires individual members to adapt their own inputs and efforts to their teammates to achieve a common goal. Teamwork is the collaborative effort of a team to achieve a common goal or complete a task in the most effective and efficient way. When teams have clear goals in mind for completing their tasks, they share a common understanding of which team member must do what and when in the project cycle. The team also communicates more effectively with each other and puts synchronized efforts to complete the team's tasks, which, in turn, turn, serves the purpose of the team within a limited time frame (Alice et al., n.d.). In this study the dimensions used in building team work in tertiary institutions are trust, togetherness, communication, skills, abilities, cohesiveness and emotional closeness and empathy. Teamwork is defined in terms of the behaviors (eg, reserved behavior, closed communication), cognitions (shared mental models), and attitudes (cohesion, collective efficacy) that create performance. Building a work team in a tertiary environment requires servant leadership. The attitude of a servant leader can support the development of team work in higher education so that it can improve the performance of a tertiary institution. Analyzing organizational performance is

important because it shows whether the organization is going where it intends or not. The performance of a tertiary institution can be achieved with the involvement of a serving leader in forming a team work.

Team Work

Ingram, (1996) said that teamwork is a disciplined way of working that can be described by the following characteristics: (1) Relationships. Teams work through face-to-face relationships between people in specially formed groups. There is a relationship between relationship quality and team performance. (2) Social. People like to gather in groups, and teams represent units of social interaction and potential sources of satisfaction at work. (3) Purpose. Team members interact with each other to achieve a common goal. In general a source of team failure is that team members interpret tasks in different ways, so results or methods are not clearly visible to the rest of the team. (4) Culture. Effective groups, including teams, produce their own rules, procedures, and cultures. The term groupthink describes shared values and opinions that can be a source of innovation or can act as a barrier to organizational change.

Performance

Ingram, (1996) said, that organizational performance is synonymous with economic results because profits are necessary for companies to continue business. Organizational performance is defined as the result or output of an organization compared to its goals and objectives. (Manzoor et al., 2011). Organizational performance is a measure that shows, an organization's progress, shows how well an organization achieves a goal (Hamon 2003). Mickan & Rodger, (2000) say, that organizational performance is mostly viewed in terms of "criteria such as productivity, net profit, mission achievement or organizational growth.

Service Leadership

Greenleaf (1977) first proposed the concept of servant leadership, which can be defined as a leadership style in which leaders acknowledge their moral responsibility not only for organizational success but also for their subordinates, their customers, and other organizational stakeholders.

According to Spears (1996), servant leadership is a new type of leadership model, which places serving others as the number one priority. Servant leadership emphasizes service to others. The main principles of the servant leadership framework are rendering service to others, a holistic approach to work, promoting a sense of community, and sharing power in decision making. Servant leadership has been recognized as a leadership philosophy that addresses ethical issues (Carter & Baghurst, 2014). Servant leadership has several elements, namely personal integrity, ethical behavior, altruism, and exemplary with an ethical leadership approach (Liden et al., 2008) Reed et al., 2011) As a developing research area, servant leadership links leadership with ethics, virtue , and morality (Lanctot & Irving, 2007 ; Parris & Peachey, 2013).

Servant Leadership on Performance

Jaramillo et al. (2015) found a significant positive relationship between servant leadership and performance. Performance is potentially related to leadership when the leader's main focus is to serve followers (Joseph & Winston, 2005). Likewise, the results of Huang et al., (2016) show that there is a relationship between servant leadership and performance. Based on the literature review above, the hypothesis in this study is:
H2: There is a relationship between servant leadership and performance.

Servant Leadership and Team Work

Irving, (2005); Wong et al., (2018) research results show that there is a relationship between team work and servant leadership. Likewise, the research results of Moghimi & Sadri, (2021) show that there is a relationship between servant leadership and team work.
Based on the literature review above, the hypothesis in this study is:
H3 : There is a relationship between servant leadership and team work

METHODS

This study uses a quantitative research method. The population in this study were lecturers in South Sulawesi. The sample in this study were 54 lecturers on a campus in South Sulawesi. The data collection method in this study was using simple random sampling. The data processing method in this study was using SEM PLS. In processing PLS SEM data there are several stages, namely outer model analysis, analysis of the inner model, hypothesis testing.

Outer model analysis is carried out to ensure that the measurement used is feasible to be used as a measurement (valid and reliable). Outer model analysis can be seen from several indicators namely convergent validity and unidimensionality. Meanwhile, an analysis of the inner model/structural analysis of the model is carried out to ensure that the structural model built is robust and accurate. Evaluation of the inner model can be seen from several indicators which include the coefficient of determination (R2), predictive relevance, goodness of Fit Index (GoF). Hypothesis testing is done by looking at the probability value and the t-statistic. For probability values, the p-value with an alpha of 5% is less than 0.05.

RESULTS AND DISCUSSION
Outer Model Analysis

This Outer Model analysis specifies the relationship between latent variables and their indicators. or it can be said that the outer model defines how each indicator relates to its latent variable. Tests performed on the outer model:
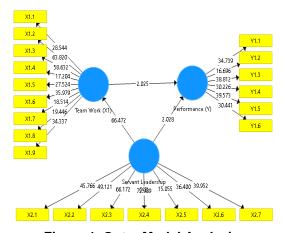

Figure 1. Outer Model Analysis

Convergent Validity

Convergent validity is used to validate indicators of the variables in terms of the loading factor values. This value will be accepted if the loading factor value is above 0.7 with a minimum value of 0.5. The last check of convergent validity is to look at the AVE value. An indicator is considered to have good convergent validity if it has an AVE value of more than 0.5.

Table 1. Convergent Validity

	Performance (Y)	Servant Leadership (X2)	Team Work (X1)
X1.1			0.939
X1.2			0.970
X1.3			0.966
X1.4			0.879
X1.5			0.935
X1.6			0.946
X1.7			0.908
X1.8			0.892
X1.9			0.940
X2.1		0.955	
X2.2		0.960	
X2.3		0.969	
X2.4		0.973	
X2.5		0.854	
X2.6		0.943	
X2.7		0.955	
Y1.1	0.929		
Y1.2	0.839		
Y1.3	0.934		
Y1.4	0.919		
Y1.5	0.943		
Y1.6	0.910		

Discriminant Validity

The discriminant validity of the measurement model with reflective indicators was assessed by comparing the average extracted (AVE) square root value of each construct with the correlation between the construct and the other constructs in the model. If the AVE square root value of each construct is greater than the correlation value between the construct and the other constructs in the model, it is said to have a good discriminant validity value (Ghozali, 2011).

Table 2. Composite Variable

	AVE	AVE Square Root
Performance (Y)	0.833	0.913
Servant Leadership (X2)	0.893	0.945
Team Work (X1)	0.867	0.931

Composite Reliability
Data that has composite reliability > 0.7 has high reliability.

Table 3. Composite Reliability

	Composite Reliability
Performance (Y)	0.968
Servant Leadership (X2)	0.983
Team Work (X1)	0.983

The construct reliability test is carried out by measuring two criteria, namely composite reliability and Cronbach alpha. The construct is declared reliable if the value of composite reliability and Cronbach alpha is above 0.7. Composite reliability test results and Cronbach alpha are in the table. From the tables presented, it can be seen that all variables have a composite reliability above 0.7. The reliability test is strengthened by Cronbach Alpha. The reliability test is strengthened by Cronbach Alpha. Expected value > 0.6 for all constructs. (Ghozali, 2011).

Table 4. Construct Reliability

	AVE	CR	
Perf (Y)	0.833	0.913	Reliable
Serv Lead(X2)	0.893	0.945	Reliable
Team Work (X1)	0.867	0.931	Reliable

Average Variance Extracted (AVE). Nilai AVE yang diharapkan >0.5.

Table 5. AVE Result

	AVE
Performance (Y)	0.833
Servant Leadership (X2)	0.893
Team Work (X1)	0.867

Inner Model Testing
Evaluation of the inner model can be done in three ways. The three ways are by looking at R2, Q2 and GoF.

Table 6. Inner Model Result

	R Square	R Square Adjusted
Performance (Y)	0.854	0.848
Team Work (X1)	0.939	0.938

Q2 Predictive Relevance
Besides looking at the R-square size, evaluation of the PLS model can also be done with Q2 predictive relevance or predictive sample reuse to represent the synthetic cross-validation and fitting functions with predictions from the observed variables and estimates from the construct parameters. The Q2 value > 0 indicates that the model has predictive relevance, while the Q2 value <0 indicates that the model lacks predictive relevance (Ghozali and Latan, 2015). Q2 measures how well the observed values are generated by the model and also the parameter estimates. The following for testing the Inner model can be done by looking at the value of Q^2 (predictive relevance).

$$Q^2 = 1 - (1 - R^2)(1 - R^2)$$
$$Q^2 = 1 - (1 - 0.854^2)\ (1 - 0.939^2)$$
$$Q^2 = 0,967$$

Goodness of Fit (GoF) test
The results of the GoF test are obtained by multiplying the mean root value of the communailities with the r-square root mean value. From the results of the GoF calculation above, a value of 0.967 is obtained for the Team work (X1) Servant Leadership (X2) construct on Performance (Y) so that it can be concluded that the model has a large GoF and the greater the GoF value, the more suitable it is in describing the research sample.
The last is to find the value of Goodness of Fit (GoF). In contrast to CB-SEM, the GoF value in PLS-SEM must be searched manually.

$$GoF = \sqrt{AVEx R^2}\ ....\text{Tenenhaus (2004)}$$
$$GoF = \sqrt{0.864\ x 0.597}$$
$$GoF = 0.718$$

According to Tenenhau (2004), it is used to validate the performance of the combined measurement model (outer model) and structural model (inner model) whose values range from 0-1 with an interpretation of 0-0.25 (Small GoF), 0.25-0 .36 (moderate GoF), and above 0.36 (large GoF).

Hypothesis Test
Evaluation of the Structural Model (inner model). After testing the measurement model (outer model) the next step is testing the structural model (inner model) to find out

whether the hypothesis can be accepted or rejected. This study will use a significant value (α) of 0.05 or 5%. The relationship between variables can be considered significant if the P value is less than the predetermined significant value (P <0.05).

Basically this section describes how the research was conducted. The important things from this section are: (1) research design; (2) population and sample (research target); (3) data collection and instrument development techniques; (4) and data analysis techniques. For research using tools and materials, it is important to write down the specifications of the tools and materials. The tool specification describes the sophistication of the tool used while the material specification describes the type of material used. For qualitative research such as classroom action research, ethnography, phenomenology, case studies, etc., it is necessary to add the presence of researchers, research subjects, informants who help collect research data, location and duration of research and a description of the validity check of research results.

The table above shows that there is a significant relationship between Team Work (X1) and Performance (Y) through Leadership (X2) with a T-statistic of 2,027 (> 1.96). The original sample estimate value is 0.451 which indicates that the direction of the relationship is between Servant Leadership (X2) and Performance (Y) through Team Work (X1). The relationship between variables can be considered significant if the P value is smaller than the predetermined significant value (0.000 <0.05). Thus the H4 hypothesis is accepted.

Table 7. Hypothesis 1 Test

	O	M	ST DEV	O/ STDEV	P Val
X1 -> Y	0.4	0.4	0.230	2.025	**0.04**

Based on the table above, it shows that there is a significant relationship between Team Work (X1) and Performance (Y) with a T-statistic of 2,025 (> 1.96). The original sample estimate value is 0.466 which indicates that the direction of the relationship is between Team Work (X1) and Performance (Y). The relationship between variables can be considered significant if the P value is smaller than the predetermined significant value (0.000 <0.05). Thus the H1 hypothesis is accepted.

Table 8. Hypothesis 2 Test

	O	M	STDEV	|O/STDEV|	P Val
X2 -> Y	0.466	0.456	0.230	2.028	**0.043**

Based on the table above, it shows that there is a significant relationship between Servant Leadership (X2) and Performance (Y) with a T-statistic of 2,028 (> 1.96). The original sample estimate value is 0.466 which indicates that the direction of the relationship is between Servant Leadership (X2) and Performance (Y). The relationship between variables can be considered significant if the P value is smaller than the predetermined significant value (0.000 <0.05). Thus the H2 hypothesis is accepted.

Table 9. Hypothesis 3 Test

	O	M	STDEV	O/ STDEV	P Val
X2 -> X1	0.9	0.96	0.015	66.4	**0.00**

Based on the table above, it shows that there is a significant relationship between Servant Leadership (X2) and Team Work (X1) with a T-statistic of 66,472 (> 1.96). The original sample estimate value is 0.969 which indicates that the direction of the relationship is between Servant Leadership (X2) and Team Work (X1). The relationship between variables can be considered significant if the P value is smaller than the predetermined significant value (0.000 <0.05). Thus the H3 hypothesis is accepted.

Table 10. Hypothesis 4 Test

	O	M	STDEV	O/ STDEV	P Val
X2> X1> Y	0.451	0.453	0.223	2.027	0.043

CONCLUSION

There is a significant relationship between Team Work (X1) and Performance (Y) with a T-statistic of 2,025 (> 1.96). This is consistent with the results of Choudhary et al., (2013) which showed that there is a relationship between team work and organizational performance. There is a significant

relationship between Servant Leadership (X2) and Performance (Y) with a T-statistic of 2,028 (> 1.96). This is in accordance with the results of Naconha's research, (2021), Saleem et al., 2020) which states that there is a relationship between servant leadership and performance. There is a relationship between Servant Leadership (X2) and Team Work (X1). This is in accordance with the results of research by Bilal et all., (2020) which says that there is a relationship between servant leadership and Team Work. There is a relationship between Team Work (X1) on Performance (Y) through Leadership (X2). Based on the analysis above, it is necessary to consider that there are many factors or constructs other than the construct in this study, it is necessary to add other variables for further research.

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