

Analysis of the Effect of Servant Leadership Style on Loyalty Through Empowerment

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ABSTRACT. This study aims to: 1) Test and analyze whether Servant Leadership Style has an effect on loyalty, and will be answered through questionnaires distributed to respondents and then tested with several tests offered to determine the effect of these variables. 2) Test and analyze whether empowerment has an effect on loyalty, and will be answered by processing data by conducting several tests to determine the effect of these variables 3) Testing and analyzing whether Servant Leadership Style has an effect on loyalty through empowerment, and will be answered by processing respondent data through several The test is used to find out whether Servant Leadership Style has an effect on loyalty, or the empowerment variable has more influence on loyalty. The research method uses a quantitative approach that explores each variable and tests hypotheses using a structural equation model. The results showed that the overall hypothesis tested has a positive and significant value. Servant Leadership on Loyalty through empowerment has a fairly good value and can be said to have a positive and significant effect. This shows that the empowerment variable as an intervening variable can contribute to fostering loyalty to members.

Keywords: *Servant leadership, Loyalitas, Pemberdayaan.*

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INTRODUCTION

Loyalty is a form of obedience and loyalty to the organization.(Farly Adiansyah Basri, Idrus Usu, 2022; HERMITA, 2021; Suhendar, 2016) Every organization definitely needs members who have an attitude of loyalty, and various efforts have been made by the organization to increase the attitude of loyalty of its members (Fitriyana et al., 2023; Sagala et al., 2021; Sufah & Subiyantoro, 2023). The loyalty of educators to an institution can affect the professionalism of educators in carrying out their duties, seen in the problem that often occur in educational institutions, to be precise with an educator, is the lack of welfare an educator (Asmarani et al., 2021; Karim et al., 2021; Tambak et al., 2021). This can affect the quality of student loyalty to an institution. educators who only carry out their teaching responsibilities but do not pay attention to the quality of student learning outcomes (*7 Masalah Pendidikan Di Indonesia Dan Solusinya - Rebbosetau*, 2021). This is an act that lacks responsibility for what has become its obligation, so that the impact is seen on students who do not master the material, even do not understand it at all. This will certainly affect the quality of education (Alwi & Mumtahana, 2023; Azizi et al., 2023). It is necessary to have the role of a

leader who pays attention to the welfare of its members, pays honorariums according to their work, tries to meet the needs of educators in learning activities, provides comfort, trust and commitment to educators (Rudi Hasayangan, 2021).

(Heryanti, 2016) the results of his research reveal the factors that can affect loyalty are as follows: 1) Personal factors, for example age, gender, level of education, work experience and personality, 2) Job characteristics, for example position scope, job challenges, role conflicts at work, employee motivation in doing work, and the level of difficulty in work. 3) Structural characteristics, such as the size of the organization, the form of the organization, such as centralization or decentralization, the presence of trade unions and the level of control exercised by the organization over employees, leadership style, and relations between employees. 4) Work experience, work experience is very influential on the level of employee loyalty to the organization.

Employees who have only worked for a few years and employees who have worked for decades in an organization certainly have different levels of loyalty. (Ardianto, 2020; Lavinia, 2018) Loyalty has two dimensions, namely as follows: 1) Internal Dimensions, 2) External Dimensions. Loyalty indicators Indicators of teacher loyalty according to Saydam can be identified by four related factors, namely 1) obedience, is a form of lecturer tendency to carry out instructions recommended by the institution 2) responsibility, each lecturer has duties and roles as educator and school administrators, lecturers must prepare and make it maximally 3) dedication, dedication is the central role of education in building society and serving students who need help to get a variety of knowledge. 4) honesty, a lecturer in carrying out his duties and educating students will set a good example and should be emulated by students (Gauzali, 2015).

One important factor in empowering and growing loyalty is the leadership style applied by the leader as said by Spears in (Kartiko et al., 2020) which describes the Servant Leadership Style as leadership that serves primarily and encourages good relations by developing an atmosphere of dignity and respect, building community and teamwork, and listening to colleagues and employees. Greenleaf states that “servant-leader” begins with a person's natural desire to serve, to serve first. The concept of serving is not only serving certain people, but when a leader wants to serve, it means serving everyone, anyone, regardless of anything (Salvabilla, 2021). the application of Servant Leadership Style in organizations is felt to be able to foster member loyalty, this is supported by research (Astuti et al., 2023; Ritaudin, 2017) which shows that Servant Leadership Style has a positive and significant effect on employee loyalty. however, this research only focuses on discussing the effect of the Servant Leadership Style on Loyalty, not discussing the effect of empowerment on loyalty (Aisyah et al., 2022; Arista et al., 2023; Yamin et al., 2023).

The importance of empowerment of human resources, is because it has benefits for various other sources. Therefore the benefits of empowerment itself are: 1) As a management tool in order to empower various sources to achieve predetermined goals, 2) As a management reformer in order to improve organizational performance, 3) As an initiator of the organization in order to take advantage of opportunities to improve and developing the organization, 4) As a mediator for other parties in order to improve organizational performance, 5) As a thinker in the framework of organizational development. (Nurul Ulfatin & Teguh Triwijayanto, 2016) Empowerment Indicators Empowerment of employees has a potential to provide encouragement to the workforce to become more productive regarding the quality of work they have. According to Khan in Nico, the empowerment indicators are as follows: 1) Trust. Building trust is a very important thing, when the workforce gains the trust of superiors, they will maintain their trust by working optimally. 2) Authority, giving authority to the workforce to be responsible for making decisions, it will generate a sense of trust in the workforce in the form of respect for the capabilities that the workforce has. 3) Responsibility, Empowerment is an effort to improve the personality of each individual and group to take personal responsibility for their own success, so that they are able to carry out work and play a role in achieving organizational goals. (Putra, 2017)

As for this research, the aims are to: 1. Test and analyze whether Servant Leadership Style has an effect on loyalty, and will be answered through questionnaires distributed to respondents

and then tested with several tests offered to determine the effect of these variables. 2. Test and analyze whether empowerment has an effect on loyalty, and will be answered by processing data by conducting several tests to determine the effect of these variables 3. Testing and analyzing whether Servant Leadership Style has an effect on loyalty through empowerment, and will be answered by processing respondent data through several tests used to determine whether the Servant Leadership Style has an effect on loyalty, or the empowerment variable has a more significant effect on loyalty (Estiani & Hasanah, 2022; Fr et al., 2021; Imaduddin et al., 2022).

The hypothesis in this study was put forward as a temporary answer in a study, the researcher offered 3 hypotheses that were put forward to represent this study. the first hypothesis is that there is an influence of the Servant Leadership Style variable on loyalty, in this hypothesis we can find out whether the Servant Leadership Style has an influence on member loyalty, the second hypothesis, there is an influence of empowerment variables on loyalty, the second hypothesis is proposed to find out whether the loyalty variable also can be influenced by empowerment variables. The third hypothesis is that there is a significant influence between Servant Leadership Style variables on loyalty through empowerment. The third hypothesis is proposed to determine the value of the large influence between Servant Leadership Style on loyalty through empowerment.

METHOD

This research was conducted at the Islamic Education Management Study Program Forum Organization (FPMPI) Region IV, East Java Province. With a population of 246 and calculated using the Slovin formula, the total sample in this study was 143 people with an error rate of 0.05 (5%) (Abdillah & Herawati, 2019). Instruments are tools or facilities used by researchers in collecting research data so that their work becomes easier and better. The instrument used in this study was a questionnaire distributed to respondents and then processed using SPSS and AMOS software. To be more accurate, complete, systematic (Arikunto, 2010). Measurement using a Likert scale with answer choices 1-5. Which is interpreted as 1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree.

This research uses a type of quantitative method because the data taken is in the form of numbers and processed statistically. This study uses an explanatory approach where this approach aims to solve a problem by explaining each of the variables studied and the relationship between one variable and another through testing the hypotheses that have been formulated (Sugiyono, 2017). This study used a probability sampling technique, namely that all populations have the same opportunity to be sampled, more precisely using the Simple Random Sampling technique, which is a random or random sampling technique without regard to strata, (Anwar, 2011). In determining the sample, the researcher used the slovin formula to calculate how many samples were taken. The time spent on research activities is approximately 45 working days.

Instrument in research through validity test and reliability test. Validity test is a measuring tool for testing the validity or legitimacy of a data, (Sugiyono, 2017) The validity test using Pearson's product moment is carried out by correlating the value obtained from each question item with the total value. Pearson's product moment correlation index (r) can be found using the following formula:

$$r = \frac{N(\sum X) - (\sum X \sum Y)}{\sqrt{[N\sum X^2 - (\sum X)^2] - [N\sum Y^2 - (\sum Y)^2]}}$$

Keterangan :

- r = correlation coefficient
- X = Item score
- Y = Total item score
- N = number of samples (respondents)

While the reliability test is to test the level of reliability related to the consistency of the answers given from time to time. an instrument is said to be reliable if the Cronbachalpha value is greater than or equal to 0.6 (Zeithaml et al., 2002). The Cronbachalpha formula is as follows:

$$r_i = \left[\frac{k}{k-1} \right] \left[1 - \frac{\sum ab^2}{\sigma t^2} \right]$$

Dimana :

- r_i : Instrument reliability
- k : The number of questions
- $\sum ab^2$: Number of item variances
- σt^2 : Total variance

To test the hypotheses that will be proposed in this study, the technique used is the SEM analysis technique with the AMOS (analysis of Moment Structure) and SPSS (statistical product and service solutions) program packages (Ari Kartiko, Sanusi Anwar, 2021). The steps in SEM analysis are developing a theory-based model, constructing a path diagram, converting a path diagram to a structural model, choosing an input matrix, evaluating the goodness of fit index, interpreting and modifying it (Musfiquon, 2012).

RESULT AND DISCUSSION

Result (Paparan Data)

1. Uji Instrumen

a. Uji Validitas

The validity test was used on a research instrument that was deemed capable of displaying valid data results, using item analysis on each questionnaire item, namely by correlating the score of each item with the total score which is the sum of each item's score. The way to measure each item is to compare the value of Rcount with Rtable. If it is known that the Rcount value is greater than the Rtable value, the results are declared valid.

Table 1. Results of Servant Leadership Variable Validity Test

		R _{count}	r _{table}	Descriptio n
X1.1.1	R _{count}	r _{table}	Descriptio	n
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
X1.1.2	Pearson Correlation	.270**		
	Sig. (2-tailed)	.001	0,1515	Valid
	N	143		
X1.2.1	Pearson Correlation	.420**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
X1.2.2	Pearson Correlation	.410**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
X1.3.1	Pearson Correlation	.431**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
X1.3.2	Pearson Correlation	.524**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		

X1.4.1	Pearson Correlation	.444**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
X1.4.2	Pearson Correlation	.641**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
X1.5.1	Pearson Correlation	.548**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
X1.5.2	Pearson Correlation	.539**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		

Sumber data yang diolah, 2022

Table 2. Results of the Empowerment Variable Validation Test

		R _{count}	r _{table}	Description
Y1.1.1	Pearson Correlation	.375**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
Y1.1.2	Pearson Correlation	.352**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
Y1.1.3	Pearson Correlation	.452**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
Y1.2.1	Pearson Correlation	.467**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
Y1.2.2	Pearson Correlation	.608**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
Y1.3.1	Pearson Correlation	.565**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
Y1.3.2	Pearson Correlation	.604**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
Y1.3.3	Pearson Correlation	.535**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
Y1.3.4	Pearson Correlation	.414**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
Y1.3.5	Pearson Correlation	.499**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		

Sumber data yang diolah, 2022

Table 3. Loyalty Variable Validation Test Results

		R _{count}	r _{table}	Description
Y2.1.1	Pearson Correlation	.383**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
Y2.1.2	Pearson Correlation	.421**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
Y2.1.3	Pearson Correlation	.591**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
Y2.2.1	Pearson Correlation	.612**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
Y2.2.2	Pearson Correlation	.422**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
Y2.2.3	Pearson Correlation	.584**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
Y2.2.4	Pearson Correlation	.546**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
Y2.2.5	Pearson Correlation	.430**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
Y2.3.1	Pearson Correlation	.519**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
Y2.3.2	Pearson Correlation	.621**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
Y2.4.1	Pearson Correlation	.504**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
Y2.4.2	Pearson Correlation	.483**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
Y2.4.3	Pearson Correlation	.638**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		
Y2.4.4	Pearson Correlation	.479**		
	Sig. (2-tailed)	.000	0,1515	Valid
	N	143		

Processed data sources, 2022

Based on the table above, it can be concluded that all questionnaire items totaling 34 statements on this research variable have an Rcount value greater than the Rtable value, so it can be stated that all questionnaire items are valid and able to measure variables in this study.

b. Reliability Test

Reliability test is used to measure research instruments, a data can be declared reliable if two or more researchers in the same object produce the same data. The measuring tool used is cronbachalpha through the Excel Statistical Analysis & SPSS 22 computer program. A construct or variable is reliable if it has a cronbachalpha value > 0.60.

Table 4. Reliability Test

No	Variabel	Cronbach's Alpha	Item Pertanyaan	Keterangan
1	Servant Leadership Style (X1)	0,653	10	Reliabel
2	Pemberdayaan (Y1)	0,724	10	Reliabel
3	Loyalitas (Y2)	0,835	14	Reliabel

Sumber data yang diolah, 2022

Based on the results of the table above, the Reliability Test of all variables tested has a Cronbach's Alpha coefficient value that is greater than >0.60 so that it can be concluded that all measuring concepts for each variable are declared reliable and can be used in this study

2. Structural Equation Modeling Test

The following is an image of the Full Structural Model Technique in this study. Berikut merupakan gambar Teknik Full Struktural Model pada penelitian ini.

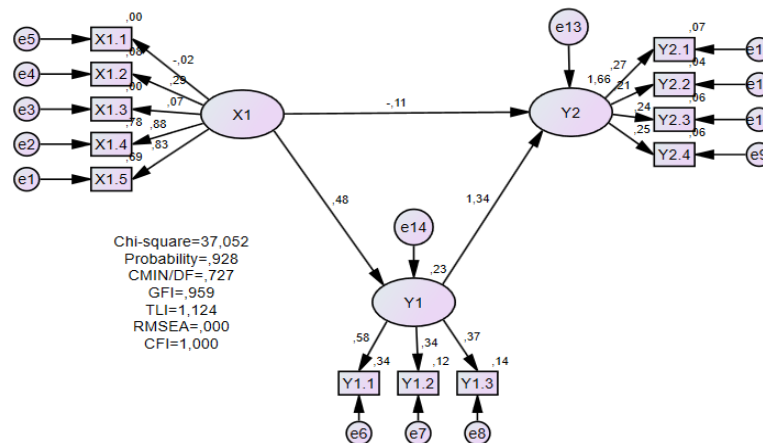


Figure 1. Full Structural Model Technique

Based on the results of the full model SEM analysis, it can be seen that the magnitude of the standard regression coefficient, the coefficient of the effect of compensation on loyalty is 0.11, the coefficient of influence of compensation on empowerment is 0.48, while the coefficient of influence of empowerment on loyalty is 1.34.

The results of the suitability test and statistical tests on the full SEM model can be seen in the following table:

Tabel 6. Structural Equation Modeling Test

Goodness of fit index	Cut off value	Analysis Results	Model Evaluation
Chi-Square (X ²)	Expected to be smaller than chi square (X2 table), with sig. $\alpha = 0.05$ and $df(51)=37.052$ then X2 table = 68.338	37,052	Good
Probability	≥ 0.05	0,928	Good
CMIN/DF	≤ 2.00	0,727	Good
GFI	≥ 0.90	0,959	Good
AGFI	≥ 0.90	0,937	Good
TLI	≥ 0.95	1,124	Good
RMSEA	≤ 0.08	0,000	Good
CFI	≥ 0.95	1,000	Good

Sumber data yang diolah, 2022

The results of the fit model test showed that the Chi-Square value was 37.052 while other results showed that the CMIN/DF, Probability, TLI, CFI, RMSEA, GFI, AGFI values and all were in accordance with the predetermined cut-off value. So based on the results that have been obtained, it shows that in general the SEM model used is in the good category

3. Uji Hipotesis

The way to find out the results of the calculation of the hypothesis test can be known through the critical ratio value and the sig value level, which is $cr \geq 1.96$ and the sig level $\leq \alpha = 0.05$ is a condition for accepting the hypothesis test. (Lavinia, 2018) Then the cr value and sig level between the hypothesized variables can be known through the following table:

Tabel 7. Hasil Uji Hipotesis

			Estimate	S.E.	C.R.	P	Keterangan
Y1	<---	X1	,273	,101	2,692	,007	Signifikan
Y2	<---	X1	,580	,211	2,699	,006	Signifikan
Y2	<---	Y1	1,447	,738	1,961	,050	Signifikan

Sumber data yang diolah, 2022

The table above shows that the statistical value of the hypothesis has a result greater than 1.96, which means that there is a significant and positive influence between Servant Leadership Style on loyalty, Servant Leadership Style on empowerment, and empowerment on loyalty.

H1: There is an influence of Servant Leadership Style on loyalty.

The hypothesis test table shows that the Critical Ratio value of 2.699 is greater than 1.96 and has a P value of 0.006, this value is less than 0.05. This is a condition for accepting the hypothesis, so it is concluded that the Servant Leadership Style variable has a significant effect on the loyalty variable.

H2: There is an effect of Empowerment on loyalty

based on the hypothesis test table shows that the Critical Ratio value of 1.961 is a sufficient value to accept a hypothesis and has a P value of 0.050, this value has a value no greater than 0.05. then it can be concluded that the empowerment variable has a positive effect and has been tested on the loyalty variable.

H₃: There is the influence of Servant Leadership Style on loyalty through empowerment.

In the third hypothesis, the influence of Servant Leadership Style on loyalty through empowerment can be seen through the direct influence and total influence contained in the following table:

Tabel 5. Result Standarized Direct Effect

	X2	X1	Y1
<i>Standarized direct effect</i>			
Y1	,481	,000	,000
Y2	,105	1,336	,000
<i>Standarized total effect</i>			
Y1	,481	,000	,000
Y2	,538	1,336	,000

Sumber data yang diolah, 2022

Based on the table above, it can be seen that the results of the Standardized Direct Effect have a higher total effect value than the results of the value of direct influence so that the third hypothesis states that the influence of Servant Leadership Style and loyalty through empowerment has been tested.

Discussion

In the first hypothesis, it shows that there is an influence between Servant Leadership Style on Loyalty with the test results that have been carried out, there is a positive and significant effect between Servant Leadership Style variables on loyalty. Servant leadership is built on compassion, empowerment, vision, humility and trust. Based on the respondents' answers, the highest reflection in servant leadership is at the point of humility, this shows that the humility of a leader is shown through the attitude of wanting to listen to members' complaints, not creating social distance between leaders and in making policies the leader considers input from his subordinates and wise in attitude. In addition to humility, an important factor for leaders that can foster totality is trust. This means that by giving trust to members of the organization it will be able to foster the loyalty of employees or employees, because with a sense of trust given by the leadership makes them feel comfortable in carrying out work without being controlled continuously by the leadership, it will be able to foster the value of responsibility within themselves. employee.

This is supported by research (Ritaudin, 2017; Suryati, 2021) entitled "the effect of Servant Leadership Style on employee loyalty through the mediating role of employee satisfaction". With the results of testing the influence of Servant Leadership Style (X1) on employee loyalty (Y) there is a positive relationship with a fairly large and significant parameter coefficient between Servant Leadership Style (X1) on employee loyalty (Y) because it has a higher t-statistic value greater than the ttable value, then the hypothesis H0 is rejected. Based on what has been disclosed by Robert. K Greanleaf Servant Leadership Style is a leadership style that serves its employees, in this case a leadership style that serves members will create motivation in a member to work more optimally. The existence of servant leadership can2. In the second test, it shows that there is a positive and significant value between the variable empowerment and loyalty, this is shown in the results of the hypothesis test which shows a fairly large value and can meet the requirements for accepting the hypothesis. This is supported by research on the effect of empowerment on loyalty, research conducted by (Onsardi & Ratnawili, 2019) states that the Empowerment variable has a positive and significant effect on the loyalty variable. Bousalem stated in his research that empowerment is very important in an organization. Because employee empowerment is giving responsibility, authority and trust to employees so they can carry out their duties properly and improve performance. Giving trust to employees is an aspect of loyalty

demanded by organizations for employees help members to complete their tasks so that leadership indirectly becomes one of the factors that can shape the attitude of loyalty to members (Earnhardt, 2008). (Astuti et al., 2023) revealed that empowerment is able to mediate servant leadership style to employee loyalty through empowerment.

In the second test, it shows that there is a positive and significant value between the empowerment variable and loyalty, this is shown in the results of the hypothesis test which shows a fairly large value and can meet the requirements for accepting the hypothesis. This is supported by research on the effect of empowerment on loyalty, research conducted by (Onsardi & Ratnawili, 2019) states that the Empowerment variable has a positive and significant effect on the loyalty variable. Bousalem stated in his research that empowerment is very important in an organization. Because employee empowerment is giving responsibility, authority and trust to employees so they can carry out their duties properly and improve performance. Giving trust to employees is an aspect of loyalty demanded by organizations for employees.

The third test shows the results where the Servant Leadership variable on Loyalty through empowerment has a fairly good value and can be said to have a positive and significant effect. This shows that the empowerment variable as an intervening variable can contribute to fostering loyalty to members. Likewise with the Servant Leadership variable. It also has a large enough influence to foster an attitude of loyalty to members.

This research is supported by research conducted by (Rizana, 2020) which states that empowerment has a positive and significant effect on loyalty, as well as research conducted by Anggraini that Servant Leadership also has a significant effect on Loyalty. And also supported by research conducted by kritina widowati with the research title "The Influence of Employee Empowerment on Innovative Behavior with Employee Loyalty as a Mediating Variable at PT. BPR Regional Bank Karanganyar "shows positive and significant results between empowerment variables on loyalty.

Servant leadership is one of the important factors in an organization to foster an attitude of loyalty according to Ningsih Servant leadership is a leadership style that is very concerned about the growth and dynamics of the lives of its followers and their community. Starting from a natural feeling that wants to serve. Besides that, servant leadership needs support from the implementation of empowerment carried out to support servant leadership. According to (Pinandita & Fahriza, 2020) Empowerment is an effort made by companies or leaders in enabling or providing opportunities, trust, responsibility and authority to employees to plan, implement and control work plans to become a commitment from the employees themselves. With leadership that serves and is supported by empowerment provided by leaders and companies, it is hoped that it can foster an attitude of loyalty to the fullest.

CONCLUSION

Servant leadership directly affects employee loyalty. Leadership is an important aspect of organizational life in an agency, leadership can influence the behavior of a member or employee, one of which is the loyalty of employees. In this study, servant leadership was proven to influence the loyalty of lecturers in the MPI Association (FPMPI). And the existence of the empowerment variable as an intervening variable can help contribute to fostering an attitude of loyalty to lecturers at FPMPI. Leadership is not a major factor for fostering loyalty, but servant leadership can be one surefire way to increase loyalty to members who are lacking in terms of loyalty.

This research still has shortcomings, so it is necessary to re-test in the future to get consistent results. For future researchers who will examine this research, it is hoped that they can further develop this research by adding variables to add to the scientific treasures in the future. One of the weaknesses of the researcher is that the distance between the researcher

and the research location is relatively far so that the researcher cannot make direct observations and assistance when filling out the questionnaire.

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