

The Influence of Servant Leadership Style and Ethical Leadership on Organizational Change

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International.



ABSTRACT

The significance of human resources in determining a company's success renders them a pivotal component in the everyday operations of the organization. Furthermore, the status of this entity is unaffected by external factors, including advanced technological advancements, so rendering it immune to prohibition. This may be attributed to the primary goals of enhancing regulatory frameworks, optimizing decision-making processes, and promoting policy facilitation. The primary objective of this study is to investigate and evaluate the impact of servant leadership and ethical leadership on organizational transformation within the context of Travel An-Namira Madura. All individuals included in this study were employed by the same business. The present study employs a quantitative methodology, using questionnaires sent to a sample of 52 individuals employed in the workforce. The data was processed using the IBM SPSS 25.0 software. The study results indicate that the implementation of servant leadership has a positive influence on the effectiveness of organizational transformation

INTRODUCTION

The composition of human resources within a company often includes individuals with varied backgrounds. Various factors, such as social, cultural, and economic influences, might have consequences for behavior and have an impact on organizational behavior. Hence, it is imperative for every organizational unit responsible for enhancing employee competencies to possess a comprehensive understanding of the requisite traits and skills essential for executing diverse tasks (Nendah et al., 2020). The demonstration of leadership qualities and talents may be seen via the use of various leadership strategies or styles by an individual in a managerial position within an organization (Daswati, 2012).

The company needs a leader that has a leadership style capable of propelling the business forward. The leadership role within a company has significant importance as a fundamental component of human resource management (Dewi et al., 2017). The leadership style used inside a business is a significant determinant in the development of human resources quality (Gopay et al., 2021). Servant leadership is the most humane of all the leadership philosophies, including authoritarian, kind dictator, participatory, and so on (Puteri, 2022).

A new leadership approach known as "servant leadership" places a strong emphasis on service to others by encouraging collaboration among subordinates. This fosters a sense of community among subordinates, which they can then use to share information when making decisions for the organization (Sapengga, 2016). The goal of servant leadership is to help leaders become more empathic, perceptive, and capable of steering their subordinates in the right direction by helping them identify and address their difficulties. Because servant leadership aligns with public organizations' vision and goal to serve the community, particularly stakeholders, it is imperative that these institutions adopt it. In addition to updating attitudes, norms, or values and conduct, leaders may also develop a vision and express viewpoints (Rondonuwu et al., 2019)

A leader must uphold ethical ideals in the corporation as, apart from that, ethical leadership is the most crucial component for a business (Runtuwene et al., 2018). One of the main causes of the widespread interest in the moral ramifications of leadership is the enormous potential for power abuse. One factor is a drop in public confidence in political and corporate leaders, which is made worse by frequent, widely reported wrongdoing (Koesworo et al., 2022). Thus, among the qualities that a leader must possess are the values of justice, fairness, integrity, and respect – values that foster community.

One of the most severe instances of management misbehavior in businesses is unethical leadership (Rakhma et al., 2022) where the negative effects of this might encourage subordinates to act unethically (Yuli, 2013), can impede

the organization's ability to operate effectively in a number of ways, leading to poor productivity and absenteeism within the company (Rakhma et al., 2022). Experts also stress that ineffective leadership may deplete workers' egos by using up their own resources, such attention or self-worth (Nanda & Tjahjono, 2022)

In Bangkalan, PT An-Namiroh Travelindo is a reputable travel agency for the Umrah and Hajj. A variety of reasonably priced, well-equipped Umrah and Hajj packages are available from PT An-Namiroh Travelindo. Action is required to preserve and boost competitiveness in the corporate world among many rivals in related industries. Restructuring is one of the tactics the business uses. The goal of corporate restructuring is to enhance and optimize the operation of the business in order to raise its worth or find a solution to its issues. Restructuring strategy is a constant process for publicly traded organizations (Yulianti, 2015).

Diverse human traits and varying views on change engender distinct behavioral attitudes towards it. Consequently, adjustments are necessary for every change, but workers often exhibit a preference for maintaining established work practices. In order to facilitate the implementation of changes by leaders, it is important for them to possess a comprehensive understanding of the level of preparedness among workers, as well as the many factors that may potentially contribute to resistance to change. By acquiring this knowledge, leaders can effectively address and overcome these sources of resistance, thus maximizing the potential for changes to successfully meet organizational objectives. Hence, this study employs the variable of servant leadership style, which is considered the most effective leadership style (Puteri, 2022) In conjunction with an ethical leadership approach, the integration of such a style is essential for effectively upholding crucial organizational values throughout the firm (Runtuwene et al., 2018) In order to ascertain the impact on organizational changes at PT. An-Namiroh Travelindo Bangkalan, it is essential to conduct a comprehensive analysis.

LITERATURE REVIEW

The influence of servant leadership style on organizational change

The successful implementation of change management is a global phenomenon that significantly impacts workers across many organizations (Errida & Lotfi, 2021). Servant leadership encompasses elements that have a significant influence on organizational development, since it is rooted in the principles of stewardship and serving the needs of employees. The direct impact of these components of servant leadership on successful change management has been duly acknowledged (Errida & Lotfi, 2021).

The achievement of organizational goals in a proficient way is often recognized as stewardship, a fundamental component of the servant leadership style that encompasses moral and ethical incentives, hence facilitating effective

change management inside the corporation. The attributes of a servant leader have a good influence on the organizational environment, enabling the personnel to enhance their preparedness and adaptability in response to organizational changes. The achievement of organizational goals in a proficient way is often recognized as stewardship, a fundamental component of the servant leadership style that encompasses moral and ethical incentives, hence facilitating effective change management inside the corporation. The attributes of a servant leader have a good influence on the organizational environment, enabling the personnel to enhance their preparedness and adaptability in response to organizational changes (Canavesi & Minelli, 2022). This phenomenon engenders a favorable disposition towards the leader and the organization, hence facilitating the adoption of change by staff members at an elevated degree of effectiveness due to their heightened level of commitment (Khan et al., 2020).

The impact of servant leadership on transformation has been seen across several academic areas. In a research done by (Burton & Welty Peachey, 2013) Servant leadership has been widely recognized as a very successful approach for facilitating change and exerting influence within the realm of athletics. This leadership style places a strong emphasis on ethical methods, hence enhancing its efficacy in driving transformative processes. The educational sector has also shown comparable results on the efficacy of servant leadership in facilitating change (Kiersch & Peters, 2017). Hence, the present study examines the role of servant leadership as a catalyst for organizational transformation within An-Namira Travelindo, with the aim of enhancing the existing knowledge base on this topic.

H1 : How does servant leadership influence organizational change?

The Influence of Ethical Leadership on Organizational Change

Ethical leadership is characterized by the mutually agreed-upon conduct exhibited by leaders and group members in pursuit of shared objectives. This conduct involves guiding and fostering subordinates, as well as empowering them to channel their energies and aspirations with enthusiasm and resolve. The ultimate aim is to cultivate a workplace environment that fosters both contentment and high levels of performance (Samka et al., 2021). There are many definitions about (Khuong & Nhu, 2015) This response aims to explicate the concept of ethical leadership, which entails a leader who demonstrates qualities such as honesty, loyalty, purpose-driven focus, commitment to goodness, dedication to social justice, personal strength, humility, patience, integrity, decision-making rooted in virtuous principles, and the ability to influence their employees towards ethical behavior.

Also, (Walumbwa et al., 2012) Ethical leadership can be defined as the exhibition of suitable normative conduct and empirical evidence within

interpersonal connections, as well as the encouragement of such conduct among subordinates through interactive communication. The researchers concur with this characterization, which encompasses the following aspects: The conduct shown by moral leaders is considered normative and is expected to be acknowledged by those under their authority. Ethical leaders are obligated to engage in effective communication with their followers, offering them valid reasons for their actions. Ethical leaders demonstrate a persistent adherence to ethical principles. The agreement with this definition is predicated on the organization's establishment of ethical standards, implementation of incentives for ethical conduct and penalties for immoral activity, consideration of the ethical ramifications of decision-making, and foremost dedication to equitable decision-making.

H2 : How does Ethical leadership influence organizational change?

The Influence of Servant Leadership Style and Ethical Leadership on Organizational Change

The research that have been described provide evidence for the presence of a synergistic relationship between servant leadership and ethical leadership. The cultural viewpoint of ethical leadership places emphasis on the demonstration of ethical behavior via role modeling and within the framework of cultural norms and values. Servant leadership places emphasis on power distance and human orientation, characteristics that may be effectively aligned with the cultural dimensions of ethical leadership. The ability of a leader to effectively demonstrate ethical conduct and establish a power distance with their followers is contingent upon their level of commitment to becoming a role model (Chatterji & Zsolnai, 2016). This mostly reflects the leader's demonstration of openness, agreeableness, and fairness in order to enhance the morale of the followers. (Grogan, 2017) According to the author, there exists a positive correlation between agreeableness and both generosity and a heightened propensity to assist others. Furthermore, the crucial notion of moral cognitive growth advocated by (DeTienne et al., 2021) This theory places emphasis on the several phases individuals undergo in the development of their cognitive thinking abilities. It is anticipated that the authority associated with a leadership role is used to provide individuals the chance to attain self-determination.

H3 : How Does The Influence of Servant Leadership Style and Ethical Leadership on Organizational Change ?

Based on the background above which shows the influence of servant leadership and ethical leadership on organizational change, the following is a context framework.

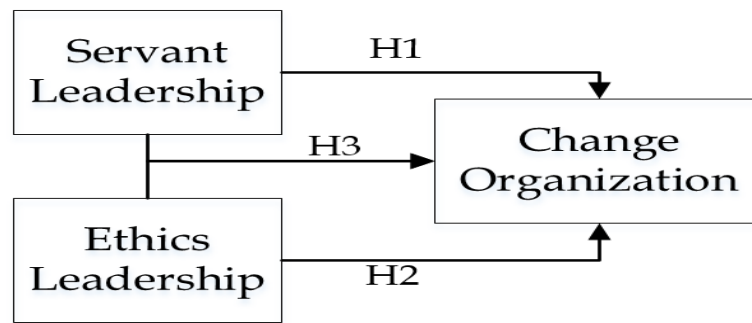


Figure 1. Conceptual Background
Sumber: Data Penelitian Diolah (2023)

METHODOLOGY

The research methodology used in this study is intended to streamline the research process, hence facilitating the generation of well-organized and coherent results. The establishment of objective and scientific data collecting necessitates the implementation of certain processes or activities. The examination and subsequent discourse pertaining to prevailing matters have to be conducted in accordance with these established procedures or protocols. The research conducted in this study used a quantitative methodology (Sugiyono, 2020). The scientific method, known as quantitative inquiry, is an approach to knowledge acquisition rooted in positivism. The scientific method serves as a methodology for investigating a subset of a broader population. The process of data collecting necessitates the use of research equipment. Data analysis involves the use of quantitative and statistical methodologies. The primary objective of engaging in quantitative research is to empirically validate or disprove the hypothesis that has been stated.

Purposive sampling is a study sampling method that involves the deliberate selection of participants based on specified criteria or objectives. Based on the available evidence, it can be concluded that (Cohen et al., 2011) A prerequisite for conducting research is the establishment of a minimum threshold for the number of respondents, specifically requiring a sample size of at least thirty individuals, each representing a distinct participant. Increasing the size of the sample extracted from the whole population leads to improved outcomes. previous scholars, it has been posited that (Mahmud, 2011) Based on recognized recommendations, it is advisable to use a minimum sample size of 30 when doing research that involves statistical data analysis.

The present study used a sample that included the whole population of workers at An-Namira Travel, including a total of 52 individuals from various

departments. The individuals included in the study were requested to complete a survey including of statements pertaining to the servant leadership style, ethical leadership, and organizational transformation. The concept of servant leadership has several dimensions, which may be elucidated via a range of indications such as action-oriented behavior, empathetic disposition, wise decision-making, problem-solving aptitude, personal and professional growth, fostering a sense of community, visionary outlook, and commitment to helping others (Silaban & Nastiti, 2022). The construct of ethical leadership encompasses several indications, such as demonstrating respect for others, engaging in acts of service, maintaining objectivity, honesty, and fostering a sense of community. The factors associated with organizational transformation are elucidated via many indicators, including elements such as structure, strategy, human resources, and technology. In order to fulfill the requirements of the survey, respondents were requested to provide numerical values on a scale to express their subjective evaluation of the characteristics referenced in the statements. This study used a 5-point Likert scale for data collection (Nurmalasari, 2014). The scale utilised was a 1 to 5 scale. A rating of 1 indicates highly suitable, a scale of 2 suggests appropriate, a scale of 3 indicates very appropriate, a scale of 4 indicates not appropriate, and a scale of 5 indicates quite improper (Nurmalasari 2014).

The data analysis approach employs the analysis technique of the instrument requirements test, particularly the validity and reliability tests, before continuing with the classical assumption test and the hypothesis test using SPSS 26.0 software. After the distribution of the questionnaires, data gathering for data processing continues with validity and reliability assessments. This test must be performed to ensure that the quality of the data collected fulfils the criteria (Dewi and Sudaryanto 2015).

RESULT AND DISCUSSION

The research characteristics used in this clothing business are derived from a diverse range of previous studies collected from several sources. The research attributes were prepared in consultation with the organization to assure their alignment with real-world conditions in the field, so enabling their use as a framework for developing consumer surveys. The research explores the factors that are believed to influence the influence of leadership styles on the performance of employees. In order to gather data, questionnaires were sent to both the general community and the whole workforce, resulting in a cumulative total of 52 replies. Following the dissemination of the data, it is important to conduct tests to assess the validity and reliability.

Validity test

The validity test is deemed to be valid if the r-count test results are larger than the r-table (Wijaya, 2013). The r-table value is produced with a 5% significance from the r product moment table. For 52 respondents, the value of the r table may be calculated using $df = 50$ ($df = n - 2$) as 0.2681 (Tajuddin & Junaedi, 2021). If the observed correlation coefficient (r-count) is greater than the critical value from the table of correlation coefficients (r-table), it may be inferred that the statement items in the questionnaire are valid. Alternatively, the questionnaire should be resubmitted until valid data is obtained. The validity assessment in this study was conducted using the SPSS program.

Table 1. Validity Test Results

No	Pearson Correlation			R table	Ket.
	Servant Leadership Variable	Ethical Leadership Variable	Change Organization Variable		
	R-count				
1	0.775	0.73416	0.7451	0.2681	Valid
2	0.684	0.71192	0.75528	0.2681	Valid
3	0.842	0.80845	0.78544	0.2681	Valid
4	0.655	0.59842	0.82504	0.2681	Valid
5	0.630	0.74057	0.83861	0.2681	Valid
6	0.811	-	0.86425	0.2681	Valid
7	0.875	-	0.95626	0.2681	Valid
8	0.731	-	0.82504	0.2681	Valid

Sumber : Primary Data Processing, 2023

If the observed correlation coefficient (r-count) is greater than the critical value from the table of correlation coefficients (r-table), it may be inferred that the statement items in the questionnaire are valid. Alternatively, the

questionnaire should be resubmitted until valid data is obtained. The validity assessment in this study was conducted using the SPSS program.

Uji Reliabilitas

The reliability assessment in this study employs the Cronbach Alpha formula and is conducted using SPSS software. Table 2 displays the computed findings obtained from the SPSS analysis.

Table 2. Reliability Test Results

Variable	Cronbach alpha	Notes
Servant Leadership	0.888	Reliable
Ethical Leadership	0.608	Reliable
Change Organization	0.934	Reliable

Sumber : Primary Data Processing, 2023

The results of the reliability test indicate that the Cronbach Alpha coefficient for the variable "Servant Leadership" is 0.888, while the Cronbach Alpha coefficient for the variable "Ethical Leadership" is 0.934. Additionally, the variable "Change Organization" has a Cronbach Alpha coefficient of 0.934. It can be deduced that all attributes exhibit a Cronbach Alpha coefficient of reasonable significance, surpassing 0.600. This suggests that all constructs being measured, as well as each individual item in the questionnaire, may be considered reliable. Consequently, the questionnaire adopted in this study can be deemed trustworthy.

Normality test

If the dataset being analyzed adheres to a normal distribution, the normality test will ascertain this characteristic. The assessment of data normality was conducted using the Kolmogorov-Smirnov test. A significance level of 5% or below suggests that the observed data does not follow a normal distribution, whereas a significance level of 5% or above suggests that the observed data is consistent with a normal distribution. The Monte Carlo approach may also be used to conduct normality testing, whereby it blends systematic development with random values. Monte Carlo simulation is used to assess the normality of data by using random or extreme samples (Mustofa & Nurfadillah, 2021) conducted a study on the topic. The process of normality testing was conducted using IBM SPSS 25.0 software.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			52
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		5.79452938
Most Extreme Differences	Absolute		.151
	Positive		.151
	Negative		-.146
Test Statistic			.151
Asymp. Sig. (2-tailed)			.005 ^c
Monte Carlo Sig. (2-tailed)	Sig.		.171 ^d
	99% Confidence Interval	Lower Bound	.161
		Upper Bound	.181

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Based on 10000 sampled tables with starting seed 2000000.

Sources : Primary Data Processing, 2023

The significant value in the SPSS output data above is higher than or equal to 0.05, indicating that the data is regularly distributed.

Multicollinearity Test

A multicollinearity test was performed to see whether the regression model discovered a link between the independent variables. The Multicollinearity test findings are as follows.

Table 4. Multicollinearity Test Results

Variabel	Tolerance	VIF	Notes
Servant Leadership	1.000	1.000	Not Identification Multicolonearity
Ethical Leadership	1.000	1.000	Not Identification Multicolonearity
Change Organization	1.000	1.000	Not Identification Multicolonearity

Sources : Primary Data Processing, 2023

Based on the data shown in the table, it can be seen that the tolerance value exceeds 0.10, while the VIF value is below 10. These findings suggest the absence of multicollinearity among the variables used in the regression model adopted for this study. Subsequently, the heteroscedasticity test was conducted. In order to assess the presence of heteroscedasticity, it is necessary to examine the

statistical significance of each independent variable using the predetermined significance level of 0.05 or 5% as applied in this study.

Heteroscedasticity Test

The heteroscedasticity test is conducted to examine the presence of heteroscedasticity by comparing the significance of each independent variable with the predetermined significance threshold of 0.05 or 5% in this study.

Table 5. Heteroscedasticity Test result

Variable	Sig	Notes
Servant Leadership	0.375	Not Identification Heteroscedasticity
Ethical Leadership	0.186	Not Identification Heteroscedasticity

Sources : Primary Data Processing, 2023

The significant value of each independent variable is more than or equal to the significance value utilised, which is 0.05, based on the findings of the heteroscedasticity test using the Glejser test. As a result, there is no heteroscedasticity in the independent variables employed in this research.

Hypothesis testing partial (t-test)

In this research, the t test was used to evaluate partial hypotheses on the same number of samples as the population, namely 52 respondents. The results of hypothesis testing between the factors of leadership style and employee performance are shown in Table 6.

Table 6. Hypothesis testing result t-test

		Coefficients ^a				
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
		B		Beta		
1	(Constant)	55.517	4.482		12.387	.000
	Servant Leadership	-.272	.121	-.277	-2.249	.029
	Ethical Leadership	-.664	.189	-.433	-3.513	.001

a. Dependent Variable: Change Organization

Sources : Primary Data Processing, 2023

The partial t-test is used in this study to assess the significance of two hypotheses, namely H1 and H2. If the obtained significance value is below 0.05, the t-test deems the data to be statistically significant. This stage is characterized by the realization of the significance of the examination. Table 6 illustrates a significant correlation between Servant Leadership (0.029) and Ethical

Leadership (0.01). This evidence demonstrates that these aspects have a significant impact in the process of organizational transformation.

Hypothesis testing simultan (F-test)

To find out the extent to which one variable (X) influences another variable (Y), an F test is carried out (Ghozali, 2013). The F test can be used to draw conclusions from data if the significance value is less than 0.05, which indicates that the hypothesis is significant. The results of this exploratory ANOVA test (or "F-test") are shown in Table 6:

Tabel 7. Hypothesis testing result F-test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	644.963	2	322.482	13.170	.000 ^b
	Residual	1199.806	49	24.486		
	Total	1844.769	51			

a. Dependent Variable: Change Organization
 b. Predictors: (Constant), X2.1, X1.1

Sources : Primary Data Processing, 2023

Based on table 7, the F test results show a significance level of 0.000 which is smaller than 0.05. This shows that the three variables have a significant effect on change organizational.

Determination Coefficient (R²)

The R-squared analysis, sometimes referred to as the coefficient of determination, is conducted to assess the extent to which the model accurately explains the variations in the dependent variable. The coefficient of determination is bounded by the interval [0, 1]. A low coefficient of determination (R²) suggests that the independent variable has less explanatory power in relation to the dependent variable. According to Gozali (2013), when the payment is in close proximity to one, the variable has a significant amount of information that may be used to accurately forecast the dependent variable.

Tabel 8. Coefficient of Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.591 ^a	.350	.323	4.94832

a. Predictors: (Constant), X2.1, X1.1

Sources : Primary Data Processing, 2023

The corrected R2 is 0.323, or 32.30 percent, according to table 8 of the SPSS summary model output. Therefore, shifts in the two independent variables servant leadership and ethical leadership explain 32.30 percent of the variation in the dependent variable, employee performance, while other factors account for the remaining 67.70 percent (100% - 32.30 percent = 67.70 percent).

CONCLUSION

This study presents its findings after doing a comprehensive data analysis to examine three hypotheses on the impact of servant leadership and ethical leadership on organizational dynamics inside the Travel An-Namira Madura company.

1. The statistical analysis reveals that the servant leadership variable has a significance value of 0.05, specifically 0.029. This finding provides empirical support for the notion that servant leadership exerts a positive influence on organizational development.
2. The work satisfaction variable's significant value is below the threshold of 0.05, specifically at 0.001. This finding provides evidence supporting the notion that ethical leadership positively influences organizational transformation.
3. The variables of servant leadership and ethical leadership have a simultaneous and significant impact on employee performance, as shown by the significance value of 0.000, which is below the threshold of 0.05. Additionally, the adjusted R2 value of 32.30% indicates that these factors explain a substantial portion of the variance in employee performance.

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