



SERVANT LEADERSHIP ALTERNATIVE LEADERSHIP MODEL AT UNIVERSITY

Abdul Goffar

At-Taqwa Bondowoso Islamic College

Email : abdulgoffar81@gmail.com

Abstract

One important component in institutional management in higher education is the role of the chancellor as an educational leader who is directly responsible for the entire academic process in higher education. The Chancellor as the key person in managing all campus residents has the biggest contribution to the overall success of the educational process at the university. This research aims to describe the leadership model (servant leadership) at the At-Taqwa Bondowoso Islamic College. This research method uses a qualitative approach with a phenomenological type. The data sources for this research are: Chair, deputy Chair, Lecturers, Education Personnel, and students with data collection techniques using observation, interviews and documentation. Descriptive data analysis techniques are carried out starting from data collection, data condensation, data presentation, and drawing conclusions/verification. The results of the research show that the servant leadership model that has been implemented by the Head of the At-Taqwa Bondowoso Islamic College is listening to the hopes of campus residents, empathizing, having and increasing self-awareness of campus residents, building persuasive power that unites togetherness among campus residents, having conceptualization and the ability to heal, the ability to serve the campus community, a commitment to individual development and a clear vision and mission for the future, and the ability to build a community. The servant leadership model can be an alternative as an appropriate model to be applied in managing higher education today, because this leadership model is in accordance with the educational philosophy in Indonesia, especially in educational development.

Keyword : Leadership, Servant Leadership, Higher Education

A. Introduction

Leadership in higher education has an important role in managing quality higher education. Leaders who carry out leadership poorly and unprofessionally will have a negative influence on the achievement of quality education in higher education. This is because all policies in higher education management lie with the leadership, so that good leadership will be the basis for achieving the quality of education itself. In order to achieve this, a leader needs the ability and quality to manage, guide, develop and direct every element of higher education in achieving educational goals. Leaders must show concern and sensitivity to the needs of the

people they lead. With the emphasis that subordinates are approachable and willing to discuss their dreams and hopes.

It is not easy to achieve the vision and goals of higher education. Extraordinarily solid cooperation and synergy is needed from both the leader and his subordinates because in reality higher education leadership is not much different from the leadership of other organizations, be they profit or non-profit organizations. Leadership is defined as the process of respecting other people in order to understand and agree on what needs to be done and how to implement it effectively, as well as the process of facilitating efforts made by individuals and groups (collectively) to achieve main goals (Yulk, 2010). Hemphill and Coons (1957) defined leadership as individual behavior that directs group activities to achieve common goals or objectives. Noor (2013) defines leadership as a process of influencing and supporting other people to work more enthusiastically towards achieving goals. Ivancevich (2008) provides the understanding that leadership as a process of influencing others to facilitate the attainment of organizationally relevant goals.

Many leaders can only speak at a concept level, but few are able to implement it. The policies or actions they take tend to be instant solutions to the problems they are currently facing, rather than comprehensive problem solving. However, being a leader is able to think and consider to determine who you are dealing with, the desired goals, every decision or action taken and how it will affect the current situation and its consequences.

The problems above result in not only causing a crisis of confidence in the credibility of a leader, but also causing a crisis of example. These two factors will reduce or reduce his electability related to power and his influence on the people he leads in the direction of change. Ideally, leadership and credibility depend on the heart, not just the brain. These two things should be present in every leader, not only intelligent but also having a sincere heart to lead. Of course, this type of leader is called a future leader. This means that leadership is not only for now, but an investment in the future when the leadership period has ended, remembering that a position as a leader can be given and taken away at any time. A solution is needed to overcome the leadership crisis in higher education through a leadership model that is suitable and able to be applied according to the situation and conditions faced in providing a positive influence in achieving the vision and mission carried out, namely by serving leadership (Servant Leadership).

Servant leadership is a leadership style that emphasizes the importance of aspirations for the organization rather than ambitions for specific people, humility, collaboration, and working towards positive results. Irving in Oktavia and Devie (2014) states that servant leadership is a process where the leader and his followers work together to achieve the organization's vision. Servant leadership is leadership that begins with sincere feelings that arise from within the heart to serve, putting the needs of followers first (Rohmah & Suyuti, 2021). Michele Laurence Larrya C Spears, in an article entitled "Focus on Leadership: Tracing the

Past, Present, and Future on Servants-Leadership", explains that Servant Leadership is a leader's behavior that emphasizes improving service to others, taking a holistic approach to work, building feelings (Jondar, 2021).

Servant leadership was first proposed by Robert K. Greenleaf in 1970 in an essay entitled *The Servant as Leader*. Greenleaf concludes that successful leaders must be servants. He believes that these are important traits that lead to the success of a leader. True leadership qualities are developed from them having a deep desire to help others. Greenleaf discusses the need for a better approach to leadership, one of serving others as the number one priority. Servant leadership emphasizes improving service to others, a holistic approach to work, and the sharing of power in decision making. Since then, Greenleaf's writings on servant leadership have influenced many writers, thinkers, and leaders (Goh & Low, 2014). Spears (1999) further explained that the servant leadership model is based on 10 characteristics, namely listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment, and community building.

In higher education management, demands for change can be carried out effectively when leadership and governance are developed well. Various internal conflicts in educational management generally occur due to poor leadership, for this reason leaders in higher education need to have a servant leadership style. Handoyo's (2010) research results found that servant leadership can be an alternative leadership in higher education to carry out organizational change successfully. The large role of leaders in higher education was also stated by Bachtiar (2013) that there are many factors that determine the competitiveness of higher education, but the most determining is competent and responsible leadership, both at the institutional level and in the study program (Harnida & Pricylia). Benny Adia Patra concluded that a leader who understands his subordinates and is willing to help his subordinates without seeking profit will create great commitment in running the organization (Mumuh & Nugraha, 2023). For this reason, in this research the focus taken is the servant leadership model of the Chair of the At-Taqwa Bondowoso Islamic College.

B. Metodology

The method used in this research uses a qualitative approach with a type of phenomenology which aims to reveal and explore in depth the research focus and uncover phenomena in the field in order to answer the research focus. The data collection techniques used in this research use techniques as stated by Bogdan and Biklen (1992), namely In-depth Interviews, Participant Observation and Documentation Study. After the required data is met, a data analysis is carried out, in this case the researcher uses the interactive analysis model of Miles and Huberman (2014) Data Collection, Data Condensation, Data Display, Conclusion.

C. Result and Discussion

The success of higher education institutions in achieving educational goals as outlined in the vision, mission, goals and objectives cannot be separated from the role of a leader, in this case the chairman. In leading the higher education institution he leads, the chairman must apply a leadership model to achieve the intended goals. Thus, the success of the At-Taqwa Bondowoso Islamic College cannot be separated from the Chairman's leadership model. Therefore, this research aims to describe the leadership model of the Chair of the At-Taqwa Bondowoso Islamic College, which focuses on the Servant Leadership leadership model. Larry Spears explains that there are 10 characteristics of servant leadership, namely: listening, accepting others and empathy, self-awareness, building persuasive power, conceptualization, ability. healing, the ability to serve (stewardship), commitment to the development of others (commitment to the growth of people), the ability to see the future (foresight) and the ability to build community (community building). Based on research findings obtained from interviews, observations and documentation, the leadership model of the At-Taqwa Bondowoso Islamic High School is described as follows:

1. LISTENING

Listening in Servant Leadership referred to in this research is the ability of the Head of the At-Taqwa Islamic College to try to listen carefully to what his subordinates feel. The Chair as Servant Leadership is a leader who is willing to listen to every need, dream and hope of the Academic Community. The findings show that the Chair understands what everyone's expectations are, every time he wants to create a work program the Chair always first holds socialization to all Lecturers and Education Personnel, every time he wants to design a work program a deliberation is first held and after it is approved and ratified all new programs This work is carried out, apart from that, the Chair always responds well to everything that is conveyed by lecturers and educational staff, always prioritizes common interests and is based on a common voice, always listens to suggestions and input first and is based on the principle of deliberation and consensus, always carefully considers based on suggestions. and input from lecturers and educational staff so that it does not cause problems and disputes in the future. This is in line with the opinion of Greenleaf (2002) that servant leadership is the attitude of a leader who serves, loves and prioritizes the interests of his subordinates rather than his own interests, in order to create a more caring and better organization

2. EMPATHY

Empathy in Servant Leadership referred to in this research is the Chair's ability to understand and empathize with other people. The manifestation of the Chairman's behavior as someone who has social competence is to empathize with his subordinates in the implementation of his leadership. The findings show that the Chair empathizes with the Academic Community by always trying to understand the thoughts and feelings of his Lecturers and Education Staff, trying to relieve them of the difficulties they are experiencing, feeling what the Campus community is feeling, paying attention and being a good listener to all the problems they are experiencing. Lecturers and Education Staff expressed that they always accept suggestions and criticism, are able to take action on the problems they are facing, are able to look at problems from the point of view of the campus community so that they have tolerance and accept differences that occur, because in higher education there is a need for criticism and suggestions with each other in order to create harmony. This is theoretically in line with the opinion of Robert A. Baron and Donn Bryne (2005) that empathy is a complex affective and cognitive response to other people's emotional distress. Empathy includes the ability to sense another person's emotional state, feel sympathy and try to resolve problems, and take another person's perspective. Good leaders are those who are able to provide space and invite their subordinates to be able to express constructive criticism. They are given the freedom to express their opinions and can provide answers to the problems they propose as solutions. Leaders should be able to create an atmosphere of freedom of thought and a healthy and free exchange of ideas, mutual criticism and mutual advice to each other, so that their followers feel happy discussing problems or issues of mutual interest.

3. AWARENESS

Self-awareness in Servant Leadership referred to in this research is the Chair's ability to help understand a problem based on comprehensive ethics and values. The findings show that the Head of the At-Taqwa Bondowoso Islamic College always provides guidance, which of course is one of the leaders' duties, namely guiding subordinates so that the goals of the organization are achieved. The guidance provided by the Chair is in the form of directions or invitations to lecturers not only to be teachers but also to be good educators and mentors for students. The Chairperson also provides guidance to educational staff by reminding them of tasks that must or have not been carried out as well as

providing direction and guidance for educational staff who do not understand how to carry out their duties.

The Chairman's policy regarding religious activities certainly requires direction, guidance and support so that the desired goals can be achieved. The guidance provided by the Chair for the academic community takes the form of direction, invitation, attention and giving advice. From the results of the research, it can be seen that there are activities that have become a religious culture within the At-Taqwa Bondowoso Islamic College, namely the slogan: no day without congregational prayer, no day without the Koran, no day without prayer. This was done by the entire academic community of the At-Taqwa Bondowoso Islamic College in getting used to carrying out congregational prayers, reading the Al-Qur'an and offering prayers to the Prophet Muhammad SAW. Some of these activities are of course related to the Chair's role as a leader who always provides motivation, direction, guidance and support for religious culture on campus.

Apart from that, at the At-Taqwa Islamic High School there are also activities to commemorate Islamic holidays (PHBI). Guidance was provided by the Chair by asking the Deputy Chair for Student Affairs who was given responsibility for monitoring student activities to what extent the preparations had been made. The Chairperson monitors each Student Affairs activity through communication and coordination from the Deputy Chairperson for Student Affairs. Self-awareness within the At-Taqwa Bondowoso Islamic College will also be directly proportional to the awareness held by madrasah residents, because this can arise because of their trust in their leaders. Because they trust their leaders, they will carry out all obligations with a sense of obedience without coercion and responsibility. To obtain such an obedient attitude, leaders must also be obedient to themselves, for example always keeping promises, not quickly changing course (consistent), being careful in making decisions, having the courage to admit one's shortcomings, and so on. This explanation is in line with the theory put forward by Steven J. Stein (2003), which states that self-awareness is the ability to recognize feelings and why someone feels that way and the influence of one's behavior on other people. These abilities include; the ability to clearly convey one's thoughts and feelings, defend oneself and defend one's opinions (assertive attitude), the ability to direct and control oneself and stand on one's own feet (independence), the ability to recognize people's strengths and weaknesses and like oneself even though one has weaknesses (self-esteem), as well as the ability to realize one's

potential and feel happy (satisfied) with the potential one achieves at work and in personal life (actualization).

4. PERSUASION

Building persuasive power in Servant Leadership referred to in this research is the Chair's ability to influence campus residents well without using the authority and power that comes from his position in making decisions on campus. The findings show that the Head of the Islamic High School has built persuasive power in improving the quality of education at the At-Taqwa Bondowoso Islamic High School, which is done well, because it always involves the entire Academic Community in determining a decision, all decisions made by the Chair are based on deliberation and consensus. with all campus residents. Apart from that, every time there is an activity in the campus environment, a discussion is always planned first, so that the activities to be carried out can proceed as planned. When one of the campus residents engages in inappropriate behavior, the Chairperson does not hesitate to immediately give a warning. If there are problems related to ethics that are violated, whether by lecturers, education staff or students, the Chairperson does not immediately decide with his own authority and power, but in making decisions involves the people appointed. And if a solution has not been found for the problem, the decision will be coordinated with the Foundation management.

Thus, Servant Leadership by the Head of the At-Taqwa Bondowoso Islamic College builds persuasive power in improving the quality of the institution by always prioritizing objective and respectful deliberation, making decisions as fairly as possible, and providing freedom of thought and opinion to all members of the community. academics. so as to create a democratic nature and responsibility for the decisions taken. Likewise, the policies implemented by the Chairman always prioritize democratic principles in decision making, subordinates are included in decision making. With this policy, the Lecturers and Education Personnel at the At-Taqwa Bondowoso Islamic High School feel truly appreciated and recognized for their existence. This is in accordance with the theory put forward by Mulyasa (2011) that the leadership function as a leader must be able to provide guidance and supervision, increase the willingness of educators, open and communicate in two directions, and delegate tasks. The madrasa head is able to take decision-making steps based on deliberation so that goals can be achieved effectively and efficiently.

5. HEALING

The ability to heal in Servant Leadership referred to in this research is the Chair's ability to heal himself and others, such as campus residents who are discouraged because of the pain caused by their own emotions, loss of enthusiasm for work and so on. The findings show that the Chair always provides motivation to Lecturers and Education Personnel, consistently carries out activities that can create togetherness on campus, the Chair always provides advice, recommendations and suggestions to maintain and increase the enthusiasm of Lecturers, Education Personnel and Students, puts their trust in fully towards his subordinates, believing that they will be able to carry out their respective duties as well as possible, the Chair always fosters a work atmosphere that is conducive and harmonious for innovation and creativity of all campus elements. Apart from that, he prioritizes the comfort of campus residents, especially lecturers, by always providing motivation to To further improve the process of learning activities with students in class, the Chairperson establishes good relationships with the Education Personnel so that if there are problems, Lecturers and Education Personnel do not hesitate to discuss them with the Chairperson. The findings above show that the Chairman's Servant Leadership in its ability to heal campus residents is considered very good. This is theoretically in line with the function of the head of an educational institution as a motivator. The head of the institution must have the right strategy to provide motivation to his subordinates in carrying out their various tasks and functions. Apart from that, the leadership of the Head of the At-Taqwa Bondowoso Islamic College has functioned as an innovator, as stated by Mulyasa (2011) that as an innovator, the head of the institution must have a strategy to establish a harmonious relationship with the environment, look for new ideas, integrate every activity, provide role model to all educators and educational staff.

6. CONCEPTUALIZATION

The conceptualization of Servant Leadership referred to in this research is the Chair's ability to continue to improve his or her existing abilities in seeing a problem faced in the Institution. The findings show that the Chairperson in improving his conceptualization at the At-Taqwa Bondowoso Islamic High School was carried out by always trying to be a good example for all campus residents. The example established and developed by the Chair of STAI is total. The customization carried out at At-Taqwa is solely to encourage campus residents to behave and behave in accordance with Islamic values because the

At-Taqwa Bondowoso Islamic College is under the auspices of the Ministry of Religion and has a campus jargon. Santri should adhere to the values Islamic teaching values. The chairman's exemplary behavior is demonstrated, among other things, by his behavior, namely arriving early and leaving late during campus activity hours, being at the forefront in carrying out his obligations and being wise in making decisions. Carrying out his duties with full dedication, being sincere in carrying out his duties, being diligent, painstaking, disciplined and caring is a form of example that he carries out. In fact, the Chairman always tries to be a good example for campus residents. This was seen when researchers observed the Chairman's activities. When he saw rubbish around his office, the Chairman immediately picked it up and threw it away without asking anyone else. Based on the findings above, the researcher states that example is a driving factor that is no less important in leadership. With the Chairperson's example, the lecturers were very reluctant and in turn they also imitated what their Chairperson had done. A leader who is always a good example for his subordinates will be a motivation for his subordinates in carrying out their obligations. What this has done means that the Chairman has implemented one of the competencies of the head of an educational institution, namely personality competency, namely that the head of the institution must have noble character and be a good example for the community within the institution he leads.

7. STEWARDSHIP

The ability to serve in Servant Leadership referred to in this research is the Chair's ability as a servant in serving according to the needs of the campus. The findings show that the ability of the Head of the At-Taqwa Bondowoso Islamic College to serve campus residents has succeeded in moving all campus residents to always try to prioritize cooperation in efforts to achieve common goals. His willingness to make sacrifices for the sake of the institution he leads influences the motivation of the academic community. The head of his work unit often provides the assistance needed by lecturers and education staff and does not ask for help while it can still be done and completed by himself. And in practice the Chair provides optimal service to the task needs of Lecturers and Education Personnel. So what the Chair does is to provide adequate service to all personnel, thereby providing a significant positive impact. The lecturers will also provide optimal service in the process of teaching and learning activities to students and optimal technical service is carried out by educational staff who

are right on target according to the description. work within the organizational structure as an effort to provide services to students.

8. COMMITMENT TO THE GROWTH OF PEOPLE

Commitment to the growth of other people in servant leadership referred to in this research is a strong commitment from the Chair to the growth of professional development of lecturers, education staff, students and the campus environment. The findings show that the Chair, Lecturers and Education Personnel consider themselves to be part of their group and together with their group try to be responsible for the implementation of common goals. Apart from that, the Chair provides career development opportunities to be able to participate in the decision-making process, especially regarding the duties of the lecturers. The Chairperson always provides opportunities for career development for his subordinates in any field that is necessary for the career development of Lecturers and Education Personnel. The Chairperson is very supportive of the activities that Lecturers and Education Personnel will carry out for the Advancement of the Institution. It is very important for the Chair to provide guidance to Lecturers, with the aim of helping develop the abilities and competencies of Lecturers in order to improve performance in order to achieve a smooth learning process and achieve educational goals. Furthermore, the Chairperson also carries out self-development for students through Student Organization activities which are formed in several organizations including the Student Executive Body, Student Legislative Body, Study Program Student Association, through these activities students are equipped with leadership skills in an organization. In this Student Organization activity, students are provided with management and leadership skills in the campus environment under the responsibility of the Deputy Head of Student Affairs.

Apart from that, through activities carried out by the PAI, MPI, PGMI and Sharia Economics Study Program Student Associations, there is self-development through campus corner discussion activities. These activities are carried out in accordance with the timetable and timetable that has been approved by the Head of the Study Program. The Head of the Islamic High School really provided support and appreciation for the Campus Corner Discussion activity because it was considered to have a very positive impact on the academic atmosphere at the At-Taqwa Bondowoso Islamic High School. Through this activity, students can develop their potential to be able to discuss various problems that sometimes cannot be resolved during classroom learning.

The chairman has carried out his function and role as an educator and motivator by providing coaching in order to increase the professionalism of lecturers at the At-Taqwa Bondowoso Islamic College. Apart from that, from the findings, the Chairman of the At-Taqwa Bondowoso Islamic College has developed a participative style. This is proven by what the chairman does by always trusting his subordinates, on this basis so that the chairman does not give the impression of being pushy. In this way, the Chairperson has carried out the leadership function of the madrasa head as an Educator and Motivator, by paying attention to the level of knowledge and insight of the lecturers and educational staff and trying to facilitate and encourage the lecturers to continuously improve their competence.

9. FORESIGHT

The ability to see the future in Servant Leadership referred to in this research is the Chairman's ability to take into account all situations related to decisions or policies taken and the possible consequences of decisions taken in the future. The findings show that the Head of the At-Taqwa Bondowoso Islamic High School tries to ensure that all potential in his institution can be utilized as well as possible in order to achieve the expected goals, describes the work program, Strategic Plan, Operational Plan and Campus Development Master Plan, and is able to provide guidance. clear, strive to develop freedom of thought and express opinions, develop harmonious cooperation, be able to solve problems and make decisions in accordance with the limits of their respective responsibilities, strive to develop the ability to assume responsibility, the Chairman can always pay attention and appreciate whatever is produced by the members. Lecturers and Education Personnel. The chairman also gave appreciation to lecturers, education staff and students who had achievements.

Observing the findings above, it shows that the Chairman's ability to see the future is good and from his leadership the Chairman has carried out his function as a manager, as stated by Mulyasa (2011) that the head of the institution as a manager must be willing and able to utilize all existing resources in realizing the vision. , missions and achieving goals. Therefore, the Head of the At-Taqwa Bondowoso Islamic College is someone who has the capability as a leader, but sometimes he is supported by his subordinates, sometimes not, he should be able to adjust himself. The chairman's leadership will be respected and appreciated if he is able to develop, maintain and maintain his authority. During operational activities, there is an opportunity to review every decision that has been given, everyone has ample opportunity to express creativity. The

chairman dares to make innovative changes in his institution. To the extent that madrasa heads can fulfill the roles above, they can directly or indirectly contribute to improving the quality of education at the At-Taqlwa Bondowoso Islamic College.

10. COMMUNITY BUILDING

The ability to build community in servant leadership referred to in this research is the ability of the Chair to build close relationships like a family among campus residents. The findings show that the Head of the At-Taqlwa Bondowoso Islamic High School has basically fostered good relationships with madrasah residents in carrying out his leadership. These findings show that the Chairman as a leader must have a human relationship in his leadership starting from small pleasant things such as a smile, a nod of the head as a sign of appreciation and gentle words, a friendly nature that is not fake. Chairman, always shows good qualities in leadership behavior, use of language, and attitude. The success of the Chairman's leadership in his activities is influenced by factors that can support the success of leadership, therefore a goal will be achieved if there is harmony in the relationship or good interaction between superiors and subordinates, in addition to being influenced by the leader's background, such as self-motivation for achievement, maturity and freedom in social relations with human relations attitudes.

The Chair's behavior as a leader involves all stakeholders in making educational policies so as to create a dialogical climate within it. This kind of dialogical climate can shift authoritarian leadership patterns. Therefore, the Chair's ability to build a community occupies an important position and role in carrying responsibility for developing and advancing the institution as a whole. The leadership of the Chairman of the At-Taqlwa Bondowoso Islamic College is very important both internally and externally. Remembering that one of the roles and functions of the head of the institution as an innovator is that he must have a strategy to establish a harmonious relationship with the environment, look for new ideas, integrate every activity, set an example for all campus residents.

D. Conclusion

The Servant Leadership leadership model that has been implemented by the Chairman at the At-Taqlwa Bondowoso Islamic College is in terms of his ability to listen to the hopes of campus residents, empathize, have and increase self-awareness of the Academic Community, build persuasive power that unites togetherness among campus residents, have conceptualization and the ability to

heal, the ability to serve campus residents, a commitment to individual development and a clear vision and mission for the future of higher education and the ability to build a community. Apart from that, this leadership model has provided good results in education management, although not all components of management standards have been implemented in accordance with the indicators in education management standards, namely management of curriculum and learning, teaching and education staff, management of facilities and infrastructure, finance and financing, culture and environment as well as management of public relations and partnerships. Thus, Institutional Leaders who apply servant leadership in Higher Education should become leaders who are able to touch hearts in united work and action towards everyone which leads to the creation of a pleasant work atmosphere in improving the expected quality of education.

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