

SERVANT LEADERSHIP STYLE OF INDONESIAN PUBLIC FIGURES

Nahiyah Jaidi Faraz,
E-mail: nahiya_jf@yahoo.com
Universitas Negeri Yogyakarta

Abstract

This study evaluate servant leadership style of Dahlan Iskan and Ignatius Jonan. A Qualitative approach is used to reviews and assesses the indicators of Servant Leadership of them. It is important to repond the publict perspective of both outstanding leadership issues in Indonesia. Thus the result may motivate other leaders to follow the positive side of Dahlan Iskan and Ignatius Jonan leadership style.

The indicators of Spears (2010) and Campbell (1998) are used to explore the Servant Leadership style of Dahlan Iskan and Ignatius Jonan. This research shows that leadership style of Dahlan Iskan as Spears (2010) indicated that he seems to show a leader with talk less do more, time and place efficiency, field work, analitical and creative thinking, caring and complimenting others, fair and wise, unoriented to positions and humble life, not being shy to apologize, open-minded, sociable and easy to meet, brave and firmly resolving (Northouse, 2013). Whereas Ignatius Jonan style as Greenleaf (1977), Dennis & Winson (2003), and Spears (2010), shows that he looked as visionary leader, staff empowering, liked listening to his employees' or passangers' complaint, conceptualization and innovative, role-modelling and inspiring, honest and clean.

Key words: Servant Leadership, Indonesia

INTRODUCTION

The successful leaders in Indonesia for both business or non-business leaders is expected to close on the Servant Leadership style. It has been more popular in these recent years. Servant Leadership is usually defined as a leadership which serves. In the mid of 2014 some leaders are shown in the national level in Indonesia. Dahlan Iskan and Ignatius Jonan are represent to be abusiness leaders, whereas JokoWidodo, Tri Rismaharani and Ridwan Kamil as political leader. It is believed that those three political leaders becomes a new brand for future Indonesia leadership. They believe to show as Public Servant. However, Dahlan Iskan and Ignatius Jonan few rate as Servants. They prefer stating themselves “the followers importance is more important than ourselves” (Abeng, 2012; Indonesian Leaders, 2014).

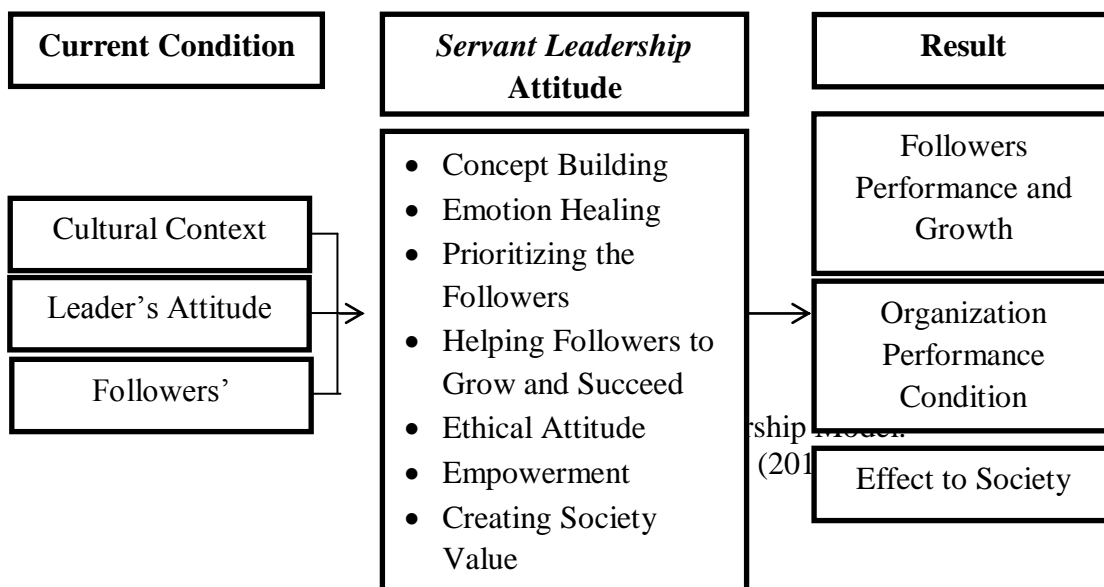
Leadership issues in Indonesia is become a key to increase the publict believe during the challange of state financial problem. The preasures of national media of the issues of the increase of the amount of Indonesia's foreign debt. In July 2014, Indonesian debt reached 290,6 billion dollars or the same as 3.501,2 trillion rupiahs (Kompas, 14/11/14). This means that in these last 10 years, Indonesian debt has increased about 100 percent. This is an irony because it is believed that since the president Susilo Bambang Yudhoyono, Indonesian economy was seems very good. Economic growth rate is over than 6 %. According to World Economic Forum survey in 2013-2014, the competition scale in Indonesia actually increased. However, it was still under the other ASEAN countries. Indonesia reached the 38th position (the previous was 50), meanwhile Singapore was the 2nd, Malaysia was the 24th, Brunei was the 26th, and Thailand was the 37th. Whereas Indonesia's effective government score was 48 points, rather than Brunei (78 points), Malaysia (82 points), and Singapore with 100 points (Indonesian Leaders, 2014). Drucker (Abeng, 2012) said that there is no country which is poor and left behind, the truth is that there is a country which is under-managed and also does not have any effective leadership. Hence it is plausibel to invetigate the support of leadership style from the publict and private sectors which directly endorse the state developments.

Both business leaders and public leaders have similar orientation to bring their organizations and also the followers to a better condition in the future and also empower their followers (their citizens). It seems to represent Servant Leadership concept that included vision, empowerment, and service as the main of the

characteristics (Dennis & Winston, 2003 in Humphrey, 2014). Hence Servant Leadership model is argued to be the core for successful leaders. Successful leaders (business or non-business leaders), lately, have some similar characters such as people who possess visions, empower their followers, and make their followers importance as the priority (Humphrey, 2014). It supported by many scholars discussing Servant Leadership as a prospective leadership model, theoretically and empirically published at academic journals, books, and master and doctoral theses. According to Arief Yahya (2013), ex CEO of Telkom Indonesia, successful leader is they that able to create harmony between the hearts and the heads, and also build a synergy between spirit and strategy. Those skills are the basic belief which should be possessed by the great leaders. There are some principles which should be possessed, the first is that every leader should believe that the real mission is that to serve the followers and make them better (Yahya, 2013). Hence the topic of Servant Leadership becomes important, worth-investigated, and also admitted by many leadership experts worldwide as a leadership model which is promising in the future and being a trend lately. Servant Leadership exists not only in the business context, but also in non-business context. However, this research focuses only on Servant Leadership which exists in the business context. This research aims to describe the Servant Leadership model and assess the implementation of Servant Leadership from two business leaders in Indonesia, Dahlan Iskan dan Ignatius Jonan.

SERVANT LEADERSHIP

According to Parris and Peachey (2012), if there is a study about current leadership which is related to etiquette, wisdom, and morality, it will be Servant Leadership. These two researchers made a literature study about Servant Leadership with Systematic Literature Review (SLR) method. The result, from the best 39 empirical studies about Servant Leadership, points out that there is no deal among the experts about the definition of Servant Leadership. Greenleaf (1977) does not even limit his theory about Servant Leadership, unless write down what a Servant Leadership model is about. Servant Leadership is started from a natural feeling that we want to be served first. And then, the choice is consciously made to bring someone who wants to lead. The differences are on the cautions given by the servant: First, to ensure that the highest priority need of the others is fulfilled. The best test, but difficult to do are “Whether they, who are served, grow up as good people or not?”, “Do they, who are served, become more healthy, wise, free, autonomous, and more possible to be another servant¹?”, and “What is the effect to the most unfortunate people in the society? Will it be beneficial for them or, at least, will it not cause them suffer more?” (Greenleaf, 1977)



The researchers define Servant Leadership as what is said by Greenleaf above if they want to limit the leadership model itself. However, it does not mean that they do not have any other definitions about Servant Leadership, Larry Spears (2010), one of Greenleaf's follower has defined Servant Leadership" as A new kind of leadership model...a model which puts serving others as the number one priority. Servant-leadership emphasizes increased service to others; a holistic approach to work; promotion a sense of community; and the sharing power in decision making." Furthermore, Spears explain the terms about Servant Leadership one by one, such as what "service to others", "holistic approach to work", "promoting a sense of community", and "sharing of power in decision making" mean. "Service to others" means that a leader assumes his/ her position as a servant in the interactions with the followers. "Holistic approach to work" means that a leader hold onto a principle of "Jobs are for people, people are there for jobs". "Promoting a sense of community" means that a leader is questioning the institution capability to provide service for society. By fulfilling "sense of community" among the followers, an organization will be successful to achieve its goal. "Sharing of power in decision making" means that a leader will help other people to improve his/ her leadership capability. It is done by empowering and also supporting the followers' talent. The point is sharing an authority with others. The organization structure of Servant Leadership is like a pyramid which is upside down, where the employees, clients, and stakeholders are on the top, meanwhile the leader is on the bottom.

According to Liden, Wayne, Zhao, and Henderson (2008) and also Northouse (2013), Servant Leadership model was coined. The model chart above is based on Northouse (2013), which describes how Servant Leadership model starts from the previous condition, including the cultural context, the leader attitude, and the followers' acceptance. And then, it also describes Servant Leadership model attitude, and finally it describes the achievement.

Servant Leadership Characteristics

Spears (2010) was so meritorious in improving Servant Leadership model. He did not only define it applicably, but also identified 10 characteristics of Servant Leadership model to be easily understood by the practitioners. The 10 characteristics of Servant Leadership are as listening, empathy, healing, awareness, persuasion, Conceptualization, foresight, Stewardship, commitment to the growth of people, and building community

Listening means that a leader communicates by listening first. By listening, a leader will understand his/ her followers' point of views. Empathy means that a leader tries to understand and also empathize to others or sees the world by others point of views. This attitude will make the followers feel appreciated. Healing means that a leader possesses a powerful force to heal himself/ herself and the relationship with the others. Servant Leadership model supports the followers by helping them to solve their personal problems. The healing process works in two ways, by helping the followers to get healthy and by making the leader to get better. Awareness means that a leader has a public awareness and also self-awareness. The awareness to help other people by understanding the problems related to etiquette, authority, and value. Persuasion means that a leader can communicate well and also persuade others to change. The persuasive way taken by using the authority to make the followers obliged. The persuasive way creates changes with smooth arguments. Conceptualization means that a leader has an individual capability to be visionary for his/ her organization and give a clear understanding about the organization goals. Foresight means that a leader has an ability to see the future. It is the ability to predict what will happen in the future by understanding present time and the past. Stewardship means that a leader has a duty to manage the employees and also the organization well. Commitment to the growth of people means that a leader has a commitment to help everyone in his/ her organization to improve personally or professionally. Building community means that a leader strengthens the development of a community in a society. This community means to provide a shelter for people to feel safe and connecter with others, but they still can express his/ her personality.

Farling et al. (1999) who identify the 5 characteristics of Servant Leadership model (vision, influence, credibility, trust dan service) and Page & Wong (2000) who identify the 11 characteristics of Servant Leadership model (integrity, humility, servanthood, caring for others, developing others, empowering others, visioning, goal-setting, leading, team-building, shared decision making). Russel & Stone (2002) identify the 9 characteristics of Servant Leadership model (vision, honesty, integrity, trust, service,

modeling, pioneering, appreciation of others, empowerment). Patterson (2002) identify the 7 characteristics of Servant Leadership model (agapao love, humility, altruism, vision, trust, empowerment, service). Barbuto & Wheeler (2006) identify the 5 characteristics of Servant Leadership model (altruistic calling, emotional healing, persuasive mapping, wisdom, organizational stewardship). Sendjaya et al. (2008) identify the 6 characteristics of Servant Leadership model (voluntary subordination, authentic self, covenantal relationship, responsible morality, transcendental spirituality, transforming influence). Liden et al. (2008) identify the 7 characteristics of Servant Leadership model (emotional healing, creating value for the community, conceptual skills, empowering, helping subordinates grow and succeed, putting subordinates first, behaving ethically).

Servant Leadership Measurement

The instruments of this study is used the measurement developed by Spears and friends, i.e. vision, empowerment, dan service. According to Dennis & Winston (2003 in Humphrey, 2014), the three characters are the conclusion from many experts' point of views about Servant Leadership. Meanwhile, the leader figures who became assessment objects are 2 leaders in business context, i.e. Dahlan Iskan and Ignatius Jonan. The reason to choose those people was based on the arguments that Indonesian economic problem lays on BUMN institutions. Those people are successful leader in business context who have ever been a BUMN minister or BUMN manager in Indonesia.

RESEARCH METHOD

This research design is a qualitative study. This research investigates servant leadership model" by choosing Dahlan Iskan dan Ignatius Jonan. This research is done without any manipulations directly by the researcher (Isaac dan Michael, 1981:42). Those leaders are the sample of this research and also the information sources. The data collection uses a documentation study of those leaders and also an observation to complete the data of those two leaders. The data analysis technique is descriptive quantitative analysis (percentage) to assess the characteristic data which is explained by Spears and friends before. Meanwhile, the 3 main characters of servant leadership model" (*vision, empowerment, dan service*) are also analysed because they are the conclusion of many experts' point of views according to Dennis & Winston (2003 in Humphrey, 2014).

RESULT AND DISCUSSION

1. Dahlan Iskan Leadership

Dahlan Iskan was born in Magetan 1951. His career was begun when he became a reporter in Tempo magazine Surabaya bureau. In 1982, Dahlan was trusted by Samola, at that time the main director of Grafiti Press, to handle *JawaPos* Newspaper. *JawaPos* Company condition at that time was dying, the circulation was 6800 copies. Under the leadership of Dahlan Iskan, in the five years, *JawaPos* circulation increased to 300.000 copies (50 times increasing). The next five years, Dahlan Iskan succeeded building *JawaPos News Network* (JPNN), which was one of the biggest news network in Indonesia, which had more than 80 newspaper, tabloid, and magazine, and 40 printing networks in Indonesia. In 2011, *JawaPos* was confirmed as world youngers newspaper with *Newspaper of the Year* by *World Young Reader Prize*. *JawaPos Group* was succeeded building newspaper factory and local television in Surabaya (Elshabrina, 2012)

Based on Elshabrina (2012) there are 10 characters of Dahlan Iskan. *First*, talk less do more. He almost never delivered speech. He preferred having dialogue because the most important thing for him was listening the aspiration to be followed up in the program. *Listening* was the first character from 10 *leadership which serves* characters as Spears concept (2010). *Second*, place and time efficiency. Communication activity through meeting, Dahlan changed through group discussion in *Blackberry Messenger* (BBM). The meeting frequency in BUMN, in Dahlan leadership era, decreased 75%. The policy that was applied by Dahlan also succeeded saving 2 rooms (in BUMN building). This was a reflection from the 8 characters from *Servant Leadership*, i.e: *stewardship* or a chore to run organization as Spears concept (2010). *Third*, caring and complimenting others. Dahlan likes hanging his staffs' photographs, size (12R) in his office room or in the strategic places in the office. This is the reflection of the fourth character from *Servant Leadership* (appreciating people) as Laub concept, 1999, (Northouse, 2013). *Forth*, field work.

Dahlan's most time was spent outside the office. By field working, Dahlan wanted to feel what was felt by his followers or societies in the term of serving. This is as the first character (listening) from Spears concept (2010)

Fifth, fair and wise. One of the finance managers in Dahlan company ever experienced loss up to 110 billion rupiahs. Dahlan then, learnt where was the fault. The result showed that the loss of hundreds billion rupiahs is purely bussiness risk, not for the importance of his employee, Dahlan did not fire him. He still gave him chance to work. This reflects the fifth *Servant Leadership* from Barbuto & Wheeler concept, 2016. (Northouse, 2013), that is about *wisdom*. Sixth, unoriented to positions and humble life. Dahlan rejected country's facilities. When he was appointed to be a minister, he asked the president, to use his own car and house, and rejected escorting facilities by *voorijder*. This is as the third character of *Servant Leadership* from Wong & Davey, 2007. (Northouse, 2013) about low profile and not selfish. Seventh, not being shy to apologize. Dahlan often behaves *nosy* to his employees. However, one day, Dahlan would gather his employees and apologized, then he also gave some amount of money. He ever gave 5 million rupiahs, even he ever gave 100 million rupiahs because he felt guilty, although his employee had forgiven him. This can be linked to the third character of *Servant Leadership* as Wong & Davey concept, 2007. (Northouse, 2003) about low profile and not selfish. Eighth, brave and firmly resolving. Azrul, his son, became *Jawa Pos* contributor when he was at college in America. However, when graduating, he wanted to work for *Jawa Pos*, Dahlan rejected, he was worried that there would be conflict interest. Meanwhile *Kompas* would accept Azrul if he was not accepted in *Jawa Pos*. It was a dilemma for Dahlan. At last, Dahlan gathered the board of *Jawa Pos*, dahlan asked for opinion about his son. It was decided in the meeting that Azrul was accepted in *Jawa Pos*, but he must come from zero as a reporter. This is the same as the sixth *Servant Leadership* from van Dierendonck & Nuijten (2011) about bravery. Ninth, analitical and creative thinking. One of the important factors that brought dahlan in success like now is his original opinion, analitical and creative thinking. In a seminar, Dahlan said that entrepreneur instinct is not formed because we read certain theories but it is caused by a lot of experiences that we have. When we failed, there would be spirit not to fail again. This is the sixth character of *Servant Leadership* as Spears concept (2010) about conceptualization. And Tenth, open-minded, sociable and easy to meet. Dahlan is a sociable person. Dahlan is a kind of person who can easily attract others' attention with his humorous style. He is also easy to contact. This is commonly in the tenth character of *Servant Leadership* from Wong & davey, 2007, (Northouse, 2013) about low profile and not selfish.

2. Ignatius Jonan Leadership

Ignatius Jonan was born in Singapore, June 21, 1963. The former main director of PT. Kereta Api Indonesia, now he is the minister of transportation. He is a successful main director who has changed the face and management Indonesia train, that was previously seemed dirty, became the most favourite transportation means, not only for low class society but also for middle even up society. Jonan increased profit of PT.KAI from 4,39 trillion rupiahs (2008) to 9,4 trillion rupiahs (2013). (*Indonesian Leadership*, 2014)

It is found that there are some Jonan leadership characteristics. First, serving. When the first time he became the main director of PT. Karet Api Indonesia (PT.KAI), Jonan saw the leader and the staffs of PT.KAI were indifferent to the customers. Jonan persuaded all stakeholders and employees of PT.KAI to customer oriented. "If we want to progress, we have to serve the passengers as well as we can," said Jonan. Serving is the most basic character in *Servant Leadership* (Greenlead, 1977). Second, visioner. This character can be seen from the words, "*revenue follows good service*". Or he often said, "*if we serve better, we will earn more.*" From his words, it can be said that people who has far vision who does the best today although the result can be seen. Visioner is one of the main character of *Servant Leadership* according to Dennis & Winston, 2003. (Humphrey, 2014). Third, staffs empowering. Jonan did internal repairment by giving his employees energy. Jonan thought that it was impossible for the boards of managers worked well if the condition was not prosperous. How could the chief of station be motivated when his salary was only 2,7 million a month. As well as the gate guards, if their salary was only in the minimum regional salary. Empowering is another main character from servant leadership, as Dennis & Winston concept, 2003

(Humphrey, 2014) Forth, role-modelling & inspiring. Jonan often says, “*Leadership is giving example*”. A leader is a role model. The behaviour of a leader is the most powerful weapon to encourage the employees to reach the same goal. In the dialog, Jonan often encourages his employees to be better person, even they can replace him as the main director of PT.KAI. This is as the fifth character of servant leadership from Wong & Davey, 2007. (Northouse, 2013) that is role-modelling & inspiring. Fifth, listening to his employees’ or passengers’ complaint. For the internal repairment, the firstly step done was having dialog with every unit in PT.KAI. In that meeting, Jonan liked listening more to what his employees’ complaint. This is as the first character of servant leadership about listening as Spears concept (2010)

Sixth, clean and honest. Jonan ever got prize 250 million rupiahs from his colleague, he directly reported the amount of money to KPK, he gave the money to the treasury fund. This is as the forth character of servant leadership that is: giving example to the integrity and sincerity from Wong & Davey, 2007 (Northouse). Seventh, conceptualisation and inovation. Jonan want to bring PT.KAI to a leading company as the similar company in Europe. Providing ticketing reservation online so we can reserve the ticket anytime and anywhere (in the appointed spots) without going to the station. This is as the sixth character of servant leadership as Spears concept (2010)

CONCLUSION

Spears (2010) argued that scholars explore the issues of servant leadership as a leadership paradigm in the 21st century (e.g.: James Autry, Warren Bennis, Peter Block, John Carver, Stephen Covey, Mav DePree, Joseph Jaworski, James Kouzes, Lorraine Matusak, Parker Palmer, M.Scott Peck, Peter Senge, Peter Vaill, Margaret Wheatly, and Danah Zohar Zohar,1997). They argued that servant leadership is quantum thinking and quantum leadership as the essential. Dahlan Iskan leadership can be described in to servant leadership characters from Spears (2010) talk less do more, time and place efficiency, field work, analitical and creative thinking. Laub, 1999. (Northouse, 2013) caring and complimenting others. Barbuto & Wheeler concept (2006) fair and wise. Wong & Davey (2007) unoriented to positions and humble life, not being shy to appologize, open-minded, sociable and easy to meet. Van Dierendonck & Nuijten (2011) brave and firmly resolving. Whereas, Ignatius Jonan leadership can also be described in the servant leadership characters, those are: from Greenleaf (1977) seving. Dennis & winston (2003) visioner, staffs empowering. Spears (2010) listening to his employees’ or passengers’ complaint, conceptualisation and inovation. Wong & Davey (2007) role modelling and inspiring, clean and honest.

Some research results also show that servant leadership can realize effective. From the sudy, the relationship between servant leadership and extra attitude model (OCB) states that servant leadership influences the employees OCB attitude. Another research states that servant leadership has influence to the employees working commitment. In order that, it is necessary to emphasize in the closing section that servant leadership is becoming issues for acadademic research in Indonesia, especially for those who concern in the leadership thing. With a hope that servant leadership model can be socialized an dapplied by stakeholders or leaders in the bussines context or non-bussines context. This can bring Indonesia to be better than now.

REFERENCES

- Abeng, T. (2012). *Managing the Nation with Tanri Abeng*. Jakarta: PT Gramedia.
- Badarudin (2010). *Penilaian Kinerja*. Diambil 2 April 2010 dari kinerja.
- Brewer, C. (2010). Servant leadership: A review of Literature. *Online Journal of workforce and development*. IV, 1-8.
- Campbell, J.P. (1998). Modeling the performance prediction in indystrial and organizational psychology. Dalam M.D. Dunette & L.M. Hough (eds.), *Handbook of industrial and organizational psychology* (vol.1,pp.687-732). Calcuta: Jaico Publishing House.
- Elshabrina (2012). *Leadership ala Dahlan Iskan*. Surabaya: Cemerlang Publishing.
- Greenleaf, R.K. (1977). *Servant Leadership: A journey into the nature of legitimate power and greatness*. New York: Paulist Press.

- Grenleaf, R.K. (2005). *Servant leadership: The leadership Theory*. 1-17.
- Greenleaf, R.K. (2007). The essence of servant leadership. *The International Joournal of Servant-Leadership*. 3, 27-34.
- Humphrey, R.H. (2014). *Effective Leadership: Theory, Cases, and Aplication*. USA: SAGE Publications, Inc.
- Indonesia Leaders* (2014). Majalah Vol 1 No.1.
- Isaac, S. & W.B. Michael (1981). *Handbook in Research and Assessment*. San Diego, California: EDIT Publisher
- Kompas*, 14 Nov 2014, "Hutang Indonesia mencapai 3,5 Triliun Rupiah".
- Northhouse, P.G. (2013). *Leadership 6th edition: Theory and Practice*. USA: SAGE Publications, Inc.
- Parris, D.L., & Peachy, J.W. (2012). A systematic literature review of servant leadership theory in organizational contexts. *Springer Science+Bussiness Media*. 377-393.
- Russell, F.R., & Stone, G.A. (2002). A review of servant leadership attributes: developing a practical model. *Leadership & Organizational Development Journal*. 23, 145-157.
- Schwab, K. (2013). *The Global Competitiveness Report 2013-2014*. Genva: World Economic Forum.
- Spears, L.C. (2010). Character and servant leadership: Ten characteristics of effective, caring leader. *The Journal of Virtues & Leadership*. 1, 25-30.
- Van Dierendonck, D. (2011). Understanding servant leadership. *RSM Insight*. 3, 7-9.
- Yahya, A. (2013). *Great Spirit, Grand Strategy*. Jakarta: Gramedia.