SERVANT LEADERSHIP IN THE DEVELOPMENT OF PROFESSIONALISM

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Keywords:	ABSTRACTS
Servant leadership, professionalism, work motivation	*This research aims to describe professionalism and performance. understand the relationship between service leadership and performance. This research uses a literature study method by observing various kinds of documents from both books and journals. The literature study in this research focuses on researching literature related to servant leadership in professional development. Data collection is carried out by collecting library data, reading, recording and managing research results objectively, systematically, analytically and critically by looking at the year of publication and the most recent research. The results of this research show. Servant leadership can be applied to increase professionalism in the workplace and influence the personality and work motivation of employees*

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A. INTRODUCTION

Leadership is a crucial element in an organization that plays a role in determining the direction and success of the organization. In this context, servant leadership has emerged as an increasingly relevant approach, especially in increasing professionalism in the workplace. According to Amir & Sallatu, (2022), Servant leadership focuses on service to others, with the goal of helping them achieve their best potential. This approach not only benefits subordinates, but can also improve overall organizational performance. A study by Amir & Sallatu, (2022) shows that servant leadership can increase subordinates' motivation, which in turn has a positive effect on their performance.

The importance of leadership in organizations can be seen from how leaders influence organizational culture and the behavior of team members. Leaders who apply servant leadership principles tend to create an environment that supports collaboration, innovation, and employee engagement. This is in line with research results showing that organizations led by servant leaders have higher levels of employee satisfaction and lower turnover rates (Yoshida et al., 2014).

The definition of servant leadership in the context of professionalism is very important to understand. Professionalism in the workplace includes attitudes, behavior and high work ethics. Servant leaders focus not only on achieving targets, but also on developing the character and skills of subordinates. Thus, servant leadership can contribute to strengthening professionalism in the workplace, which ultimately has a positive impact on organizational performance. The impact of servant leadership on subordinate motivation and performance has been researched in a variety of contexts. Amir & Sallatu, (2022) showed that when leaders focus on the needs and development of subordinates, their motivation levels increase. This is in line with motivation theory which states that individuals who feel appreciated and supported tend to show better performance (Dimas Ardi Nugraha et al., 2023). Thus, servant leadership not only benefits the individual, but also the organization as a whole. This research will explain how servant leadership affects professionalism in the workplace, the factors that mediate this, such as personality and work motivation. The points above need to be answered to understand the relationship between servant leadership and professionalism, as well as the factors that influence this relationship. The aim of this research is to analyze the relationship between servant leadership and professionalism, as well as identify the mediating role of personality and work motivation. By understanding this relationship, it is hoped that better insight can be gained regarding how the application of servant leadership can increase professionalism in the workplace, and how individual characteristics can influence the effectiveness of this leadership.

Servant Leadership Concept

The concept of servant leadership is a leadership approach that emphasizes that a leader acts primarily to serve the needs of others and ensures that the interests of the team or community are always a priority. This idea was first introduced by Robert K. Greenleaf in the 1970s, this leadership model emphasizes that ideal leaders are those who first become servants to others and then take on leadership roles. Application According Coetzer (2017) This leadership must look at several basic principles, namely: (1) Active Listening; (2) empathy; (3) heal; (4) self-awareness; (5) assisting the development of others; (6) building community; (7) building a shared vision and belief.

Servant leaders must actively listen to the aspirations, ideas and complaints of the people they lead to understand their needs. Servant leaders show concern and seek to understand team members' perspectives, making them feel valued. Leaders help teams recover from difficulties or failures, both professional and personal. Leaders have a heightened awareness of themselves and their impact on others, so they can be more sensitive to the needs of those around them. These leaders facilitate the growth and development of team members, encouraging them to reach their full potential. Servant leaders create an inclusive and collaborative work environment, where everyone feels a sense of belonging.

Building a Shared Vision and Confidence. The leader creates a shared vision that provides clear direction and goals for the team. Servant leadership is a leadership model that emphasizes a leader's commitment to serving his team first before leading. This model was first introduced by Robert K. Greenleaf in the 1970s and aims to create leaders who are empathetic, supportive, and focus on individual development in the organization (Dimas Ardi Nugraha et al., 2023).

Servant leadership continues to develop as a significant model in creating a supportive, inclusive and highly ethical work environment. Each of the references above offers in-depth insight into various aspects and applications of servant leadership. Characteristics of Servant Leadership Servant leaders do not rely on power or authority, but on strong relationships and mutual trust. They foster respect, trust, and motivation, rather than emphasizing control. There are several characteristics of servant leadership, Rahayu & Benyamin, (2020) explain these characteristics, namely; (1) listen; (2) empathy; (3) healing; (4) awareness; (5) persuasion; (6) conceptualization; (7) commitment to the growth of others.

Servant leaders must listen deeply to their team's needs, suggestions, and complaints. This ability allows leaders to build strong, empathetic relationships with team members (Spears, 2010). that encourages trust and emotional connection. Servant leaders often have a focus on assisting team members in emotional recovery and improving psychological well-being. (Yoshida et al., 2014). Leaders must have high awareness of situations in the work environment and self-awareness to respond wisely (Coetzer et al., 2017).

Servant leaders use persuasion, not authority, to influence others, building shared decisions based on agreement. (Brewer, 2010) Leaders must be able to think broadly and have a strategic vision to achieve the organization's long-term goals, without neglecting daily tasks (Sendjaya et al., 2008). Servant leaders have a responsibility to support the personal and professional development of their teams (Rachmawati & Lantu, 2014). Servant leaders prioritize building community within the organization, where everyone feels they have an important role (Lanctot & Irving, 2010).

These characteristics show how servant leadership focuses on supporting, caring, and developing individuals within the organization. Servant leadership, or servant leadership, is a leadership approach that places the interests of the team or followers above the personal interests of the leader. This concept is increasingly popular in modern leadership research because it is believed to bring various benefits to individuals and organizations. The following are some of the main benefits of servant leadership as well as scientific references that support it: (1) increasing performance satisfaction; (2) strengthening organizational loyalty and commitment; (3) reduce stress; (4) encouraging innovation and creativity; (5) increasing productivity and

performance; (6) creating a strong organizational culture; (7) increasing turnover; (8) developing future leaders.

Servant leadership tends to create a more inclusive and supportive work environment. Leaders who prioritize the well-being of their members make members feel valued and supported, which in turn increases their job satisfaction. Research shows that workers who feel cared for by their leaders are more satisfied and more enthusiastic about their work (Liden et al., 2008). Servant leadership promotes loyalty by showing genuine concern for employee development and well-being. This can increase employee commitment to the organization because they feel emotionally connected to the leader and organization that cares for them (Dimas Ardi Nugraha et al., 2023).

Servant leaders typically provide important emotional support to employees. This supportive work environment helps reduce stress and improves the mental and physical well-being of workers (Sendjaya et al., 2008). Servant leadership encourages openness, which gives team members room to come up with new ideas without fear of punishment. Servant leaders also tend to give employees greater freedom to experiment and take risks (Yoshida et al., 2014). Because employees feel more inspired, appreciated, and supported, servant leadership can increase productivity and team performance. Servant leaders are able to channel positive energy which makes employees focus more on common goals (Neubert et al., 2008). Servant leadership helps build a strong organizational culture based on human values, such as empathy, caring, and trust. This strong culture strengthens employee engagement and enhances the organization's reputation (Sendjaya et al., 2008).

Employees who feel supported and appreciated by their leaders are less likely to leave the organization. Servant leadership can significantly reduce turnover because employees feel an emotional attachment to the leader and the organization (Parris & Peachey, 2013). One of the most important aspects of servant leadership is how the leader supports and develops leadership abilities in his team members. This strengthens organizational sustainability as many team members are motivated to become effective leaders (McCrae & Costa, 1997). With a servant leadership approach, organizations can enjoy a variety of significant benefits that improve the quality and well-being of employees as well as overall productivity. These studies provide evidence that service-oriented leadership can create a healthier, more innovative and more productive work environment.

Benefits of Servant Leadership (1) Increase Job Satisfaction; (2) High Productivity; (3) Long Term Commitment. Servant leadership, defined by Greenleaf (1970), emphasizes that leaders should function as servants to their followers. Key traits of servant leadership include empathy, awareness, and a commitment to helping followers develop. In an educational context Rahayu & Benyamin, (2020). Demonstrates that the application of servant leadership can create a more inclusive and supportive learning environment, where teachers act as facilitators who help students reach their best potential Apriani et al., (2021) also shows that value-based leadership, which is part of servant leadership, can improve the quality of education in madrasas. This approach encourages leaders to pay more attention to the needs and aspirations of educators and students, which ultimately has a positive impact on learning outcomes. Thus, servant leadership is not only relevant in the context of business organizations, but also in the educational and social sectors.

Professionalism in Organizations

Professionalism in the workplace is defined as attitudes and behavior that reflect a commitment to high standards in work. Indicators of professionalism include integrity, responsibility and the ability to work together in a team. The relationship between professionalism and organizational performance is very clear, where organizations with a high level of professionalism tend to have better performance and are better able to adapt to change.(Dimas Ardi Nugraha et al., 2023). In this context, servant leadership can play an important role in building a culture of professionalism. Servant leaders encourage their members to develop professional attitudes through support and skill development. This is in line with research which shows that organizations that prioritize the values of professionalism have higher levels of customer satisfaction and are more successful in achieving their strategic goals (Gunawan, 2012).

Professionalism in organizations is a concept that involves attitudes, behavior and ethics that must be adhered to by individuals in the work environment to achieve high standards of performance and integrity. Professionalism is very important in creating an effective, harmonious and productive work culture. The following are the benefits of professionalism in organizations and the academic sources that support it: (1) increasing credibility and trust; (2) encourage high performance; (3) strengthening a positive work culture; (4) increasing employee loyalty and commitment; (5) increasing customer satisfaction; (6) improve problem solving abilities; (7) ensuring ethical and regulatory compliance; (8) encouraging sustainable development; (9) reducing conflict and harmonious performance; (10) minimize errors.

Professionalism helps increase credibility and trust both among employees and with external parties, such as clients and partners. When employees act professionally, they demonstrate trustworthy reliability and integrity, so the organization is considered to have a good reputation (Treviño et al., 2006) Professionalism encourages employees to achieve higher performance through discipline, responsibility and commitment to work quality standards. Professional employees tend to be more focused and goal-oriented, which has a positive impact on organizational productivity (Brown et al., 2005). Professionalism in an organization can strengthen a positive work culture, where all individuals respect each other, have a supportive attitude, and work together to achieve common goals. This positive work culture also helps reduce internal conflict (Lanctot & Irving, 2010) When professionalism is applied consistently, employees tend to be more loyal and committed to the organization. They take pride in working in an environment that upholds professional standards, which increases employee retention and reduces turnover (Meyer & Allen, 1991).

Professionalism in interacting with customers creates positive experiences time and time again. This includes being polite, handling quickly, and meeting customer needs well. Professional service quality will build customer loyalty which has a positive impact on business sustainability (Sendjaya et al., 2008). Professionalism emphasizes the ability to think critically, analyze and make good decisions. Professional employees have a more systematic approach in dealing with problems, so they are able to produce effective and efficient solutions (Icebgc & Icebgc, 2022). Professionalism involves compliance with an organization's ethics, values, and regulations, so that the

organization can operate responsibly. This is important to avoid legal and ethical risks that could damage the organization's reputation (Rahim, 2003).

Professionalism encourages employees to continue developing their competencies through training, learning and personal development. Professional employees are aware of the importance of upskilling to stay relevant in an ever-changing work environment (Ilies & Judge, 2002). Professionalism helps maintain a harmonious work environment because each employee has clear guidelines on acceptable behavior. Professional communication also helps resolve differences of opinion in a constructive way (Rahim, 2003). Professionalism means adhering to procedures and work quality standards, thereby minimizing errors and increasing operational efficiency. This is especially important in organizations with complex processes or strict regulations(McCrae & Costa, 1997). By maintaining professionalism, organizations can create a better work environment, increase efficiency, and maintain good relationships with customers and business partners. Professionalism is an important foundation for long-term success and a positive reputation in the business world.

Work Motivation and Personality

The work motivation theory put forward by Robbins (2004) explains that individual motivation is influenced by various factors, including psychological and social needs. In the context of servant leadership, work motivation can be increased through an approach that focuses on individual development and recognition of their contributions. This shows that servant leaders can create a more motivating work environment, where employees feel valued and motivated to give their best.

Personality also plays an important role in the context of leadership. According to Amir and Sallatu (2022), personality characteristics such as agreeableness can influence the way leaders interact with subordinates. Leaders who have a friendly and empathetic personality tend to be more effective in implementing servant leadership principles, thereby increasing professionalism and team performance. Further research is needed to understand how various aspects of personality may mediate the relationship between servant leadership and professionalism.

Work motivation and personality are two important factors that influence each other in individual performance at work. An individual's personality can influence how they are motivated to achieve goals, complete tasks, and interact with colleagues. The following is an explanation of the relationship between work motivation and personality along with supporting academic references: (1) work motivation is related to personality; (2) conscientious personality increases achievement motivation; (3) the relationship between neuroticism personality and low motivation; (4) extraversion encourages social performance; (5) the influence of personality on motivation; (6) work motivation in people with agreeableness personalities; (7) Personality Open to Experience Increases Motivation to Learn and Develop; (8) Motivation Influenced by Locus of Control; (9) the relationship between work motivation and work locus; (10). The influence of monkey motivation on performance based on personality

Research shows that certain personality types, such as extraverts or those open to experience, tend to have higher levels of work motivation. Individuals with this type are often more enthusiastic about work, because they are open to new challenges and social interactions (Ilies & Judge, 2002). People with a high level of conscientiousness or thoroughness are generally very motivated to achieve good performance. They tend to

be organized, goal-oriented, and committed to completing tasks to a high standard, which makes them often reliable individuals (Barrick & Mount, 1991). Neuroticism, or the tendency to experience negative emotions, is often associated with lower levels of work motivation. Individuals high in neuroticism tend to feel anxious or stressed easily, which can hinder their motivation and performance (McCrae & Costa, 1997). Extraversion is a personality trait related to enjoyment in interacting with other people. Extroverted individuals tend to be more motivated by social interactions at work and more easily build positive interpersonal relationships, which in turn increases their motivation to work (Watson & Clark, 1997).

Intrinsic and extrinsic motivation can be influenced by an individual's personality. Individuals with more self-oriented traits often have high levels of intrinsic motivation, while those who are more sensitive to external appreciation and rewards tend to have greater extrinsic motivation. (Deci & Ryan, 2000). People who have high levels of agreeableness or politeness tend to be more motivated to cooperate and help their coworkers. This makes them more easily accepted into the team and creates a positive work atmosphere, which can increase overall motivation within the team (Hogan & Holland, 2003). Individuals with personalities who are open to experience tend to be more enthusiastic about continuing to learn and develop new skills. This is because they have an intrinsic motivation to explore new things and innovate, which is very important in a dynamic work environment (McCrae & Costa, 1997).

Internal locus of control the belief that one has control over the outcomes they achieve—is often associated with higher levels of motivation. Individuals with an internal locus of control tend to be more proactive, take initiative, and feel motivated to achieve good results because they believe that their efforts will influence the outcome (Yoshida et al., 2014). Research shows that personality plays a large role in job satisfaction, which in turn influences work motivation. People with stable and adaptable personalities tend to be more satisfied with their work and motivated to continue giving their best (Ilies & Judge, 2002). Overall, high work motivation, driven by positive personality traits such as conscientiousness, emotional stability, and openness, results in higher work performance. Employees who have balanced motivation and personality tend to have consistent and satisfactory performance (Barrick & Mount, 1991). This relationship between work motivation and personality suggests that organizations can leverage these insights to recruit, develop, and retain employees with personality types that align with organizational culture and work needs. Understanding the personality traits that drive motivation will help organizations create an environment that supports optimal productivity and performance.

B. METHOD

This research uses literature study. Literature research or literature study is a systematic effort to access, collect and analyze various kinds of material available in libraries which include book references, previous research, articles of note and journals to support and answer research problems (Prastiwi & Widodo, 2023). The literature study in this research focuses on examining servant leadership, professionalism, and performance motivation. This activity method is carried out by collecting library data, reading, taking notes, and managing research results objectively, systematically, analytically, and critically regarding servant leadership to realize professionalism (Putri

et al., 2023.). The literature study in this research is actually carried out in the same way as other research approaches, except that the data is collected from library sources, reading, analyzing and recording the results. The aim of this method is to answer data analysis techniques using content analysis. Content analysis is used to examine the most relevant, relevant and moderately relevant literature. Then, a study was carried out by looking at the year of publication from the most recent, the most recent, to not the most recent but had substance related to this research. Then the researcher reads the abstract which will then be examined and recorded in detail by the researcher.

C. RESULT AND DISCUSSION

Servant leadership is essentially an approach to leadership that emphasizes that a leader acts primarily to serve the needs of others and ensures that the interests of the team or community are always a priority. This of course can encourage subordinates to improve their performance. This leadership emphasizes that ideally the leader must set an example, be a servant to his subordinates first and then take on his role as a leader. Servant leaders must be able to actively listen to criticism and suggestions from subordinates, have high empathy, be able to provide a solution for each subordinate, have an awareness of their role and function as a leader, encourage subordinates to develop themselves and build a community, and be able to understand and convey the vision and Joint missions.

Servant leadership can increase professionalism in the workplace. Professionalism is considered an attitude and behavior that reflects a commitment to high standards in work. This high standard can be seen from professionalism which consists of increased integrity, responsibility and the ability to work together in a team. Professionalism and performance have a relationship in organizations. Organizations that have high professionalism tend to be more able to adapt and improve their performance. In this context, servant leadership can play an important role in building a culture of professionalism. Servant leaders encourage their subordinates to always develop professional attitudes through support and skill development. This is in line with the fact that organizations that prioritize the values of professionalism have higher levels of customer satisfaction and are more successful in achieving their strategic goals.

Individual motivation can be influenced by various factors, including psychology and social. Motivation can be increased through individual development and appreciation. Servant leadership plays a role in providing encouragement in this regard. Servant leadership can create a more motivating work environment and employees feel more appreciated for providing better performance. Apart from that, work motivation and personality are two important factors that influence each other in individual performance at work. An individual's personality can influence how they are motivated to achieve goals, complete tasks, and interact with colleagues. This can be seen from: (1) work motivation related to personality; (2) conscientious personality increases achievement motivation; (3) the relationship between neuroticism personality and low motivation; (4) extraversion encourages social performance; (5) the influence of personality on motivation; (6) work motivation in people with agreeableness personalities; (7) Personality Open to Experience Increases Motivation to Learn and Develop; (8) Motivation Influenced by Locus of Control; (9) the relationship between work motivation and work locus; (10). The influence of monkey motivation on performance based on personality.

D. CONCLUSION

The conclusion of this research is that servant leadership can increase the professionalism of subordinates so that they are more enthusiastic in carrying out their work. Servant leadership based on noble values provides awareness for leaders to prioritize group interests rather than personal interests and provides awareness of the importance of their roles and duties as leaders. Servant leadership can be applied to increase professionalism in the workplace, as well as how personality and work motivation can influence these relationships. The application of servant leadership in increasing professionalism needs to be implemented in educational institutions in order to create a culture of professionalism and increase work motivation. Strategies for developing servant leadership skills among organizational leaders, as well as the importance of creating a work environment that supports professional development.

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