

Role Of Islamic Leadership and Servant Leadership In Lecture Performance Model at State of Islamic Higher Education in East Java

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ABSTRACT

The performance is one of the important things to achieve the objectives of the organization. The performance of a lecturer at different colleges with a performance at the business-oriented organizations. The performance of a lecturer at the College is intended to achieve the objectives of the Organization through the forth elements in Undang-Undang No. 14 of 2005. These elements include educational activities and teaching, research, public service and other support.

The purpose of this research was to analyze the influence of perception of Islamic leadership and servant leadership perception towards the performance of the lecturer through the work engagement and organizational commitment as mediator variables. This research uses a quantitative approach and survey methods, conducted on 148 lecturer civil state (PNS) and the certification status has been *serdos* of the two Islamic State University accredited A in East Java. The data collection tools used four questionnaires and data from lecturer performance recap (*serdos*) per semester and even by 2014.

The results of this research shows that theoretical models of lectures performance, consisting of perception of Islamic leadership and servant leadership, work engagement and organizational commitment contributes of lecturers performance. Especially viewed through work engagement and organizational commitment dynamic as antesedent of lecturers performance. Noticed that work engagement has a strong and significant antecedent to increased lecturers performance.

Keywords: Perception of Islamic leadership, perception of servant leadership, work engagement, organizational commitment, lecturers performance

SUMMARY

One of the success predictor of the organizational performance in higher education can be seen from a variety of things, including accreditation obtained, readiness of the members of the organization, its adaptability and others. Organizational Performance is also dependent on the performance of each individual in it. If performance is good then the individual goals will be achieved. As an organization, the University also shows performance through civitas academic. Civitas academic elements include lecturers, administrative employees and students. All three work together to achieve the goal of according the vision and mission of the University.

Acreditation status was legally recognition from state of academic process in higher educational institution. If the acredition status was A it means that the academic process was in a good quality or superior.

Until March 2014, there was 18 higher educational institutions got acredition status A or superior quality. Acreditation status A dominated by higher educational institution under auspices of educational Ministry. Only two of them under auspices of Ministry of Religion Affair. The data showed that generally academic performance of Islamic hihger educational institutions lower than others.

To explore the factors that can predict performance as behavior, this research uses field theories of Kurt Lewin as the basis of his theory (*grand theory*). Explained that individual behavior is the result of a combination of personal factor and environment factor (Alwisol, 2009). The individual factor means in this research is the work engagement and organizational commitment while environment factor is the Islamic leadership and servant leadership.

To knew lecture performances looking from main tasks of lecture. There was education and teaching, researchs, community services and another additional tasks. The scores minimal 12 credits and maximal 16 credits per semester.

Personal factor that can influence the performance is the *work engagement*. There are three indicators were examined on work engagement i.e. vigour, dedications and absorption (Kahn's, 1990; Gallup 1999; Bakker, 2006; Halbesteben, 2008; Chung, 2010). In addition to the work engagement as personal factor which also organzational commitment affect performance. Three indicators were examined on organizational commitment, namely affective commitment, continuans and normative (Allen & Meyer, 1990; Benkoff, 1999; Sharon, 2004; Tolentino, 2013; Marnani et al. 1995).

As an environments factor that can influence performance is the Islamic leadership and servant leadership. Islamic leadership is the perception of a lecturer about how high the application of Islamic leadership by the leadership (of the direct supervisor) in carrying out its work. Measured by indicators of reflective, i.e. based on to-Tauhidan,

consultation (*Shura*), Justice (*al-' is*), responsible freedom (*al-Hurriyah*), guarantees the ' Ibad al Haq (human rights), and *ulul albab*. While servant leadership is how high the perception of lecturer towards the application leadership serve applied by leader (supervisor) in carrying out its work. Measured by the indicators reflective variable i.e.values people, develops people, builds community, displays authenticity, provides leadership and shares leadership.

This research aims to explore 1) to know influence of Islamic leadership perceptions and servant leadership perceptions towards performances, 2) to know influence of Islamic leadership perceptions and servant leadership perceptions towards work engagement 3) influence of Islamic leadership perceptions and servant leadership perceptions towards organizational commitment, 4) to know influence of work engagement and organizational commitment. Further, the major hypothesis in this study shares in eight minor hypothesis.

This research used a quantitative approach of the survey method. Its population is entire lecturer (PNS) and has passed the certification process (serdos) of the state Islamic University in East Java and has a status of accredited "A" from National Accreditation Board of higher education (BAN PT). This used census methods. There are 148 respondents who responded in this study of the total number of certified lecturer (serdos).

This research used four questionnaire with Likert scale and one of them made by researchers. While three other questionnaire was adapted from an existing questionnaire. Questionnaire perception of Islamic leadership has 6 indicators and consisted of 54 item valid and 19 item not valid from 73 total item.

Questionner perception of servant leadership has 6 indicators and consist of 60 item valid and 4 item not valid from 64 total item. Questionner work engagement has 3 indicator and consist of 17 item valid from 17 total item.

Questionner organizational commitment has 3 component and consist 13 item valid and 5 item not valid from 18 total item. All the research on these hypotheses were tested using SmartPLS version 2.0 because there is one formative variable was lecturer performance.

Results of this research showed that the major hypotheses can be accepted, for improving the performance of lecturers to consider work engagement and organizational commitment. In addition, it also significant factors are Islamic Leadership perception and perception of leadership by services (Servant leadership). The lecturer perceives of aplicated Islamic leadership and Servant leadership influenced the performance will also be good to influenced work engagement and organizational commitment than to increased perfoemance.

Furthermore, details of result of causality hypothesis of structural model among variables are following : 1) refuted with t-value 0.92 (<1.96). Therefore, Islamic leadership perception is not significant for

lecturer performance. This means that the improvement of lecturers performance is not directly influenced by Islamic leadership perception; 2) minor hypothesis two accepted with t-value 2.21 (>1.96). Therefore, it is concluded that Islamic leadership perception influences work engagement; 3) minor hypothesis three accepted with t-value 2.67 (>1.96). Therefore, it is concluded that Islamic leadership perception influences by organizational commitment; 4) minor hypothesis four accepted with t-value 1.99 (>1.96). It means that organizational commitment significantly influences lecturer performance; 5) minor hypothesis five refuted with t-value 0.896 (<1.96). Therefore, servant leadership perception is not significant for lecturers performance. This means that the improvement of lecturers performance is not directly influenced by servant leadership perception; 6) minor hypothesis six accepted with t-value 4.24 (>1.96). Therefore, it is concluded that servant leadership perception influences work engagement; 7) minor hypothesis seven accepted with t-value 4.57 (>1.96). It means that servant leadership perception influences organizational commitment; 8) minor hypothesis eight accepted with t-value 5.82 (>1.96). Therefore, it is concluded that work engagement influences lecturer performance.

The conclusions of this research are the Islamic leadership and servant leadership of significant effect on performance through *work engagement* and *organizational commitment* as a mediator. As for its new findings is a performance can be predicted through the Islamic leadership and *servant leadership* through the *work engagement*, and *organizational commitment*. So that perception of Islamic leadership and servant leadership could not influence performance directly.

The suggestion from this research were 1). For Islamic higher education management to implementation principals of Islamic leadership especially through faith to Allah SWT (*tauhid*) as stronger aspect and real. To increasing responsible freedom as lower aspect with get lecturer freedom to choose anything by conditions and responsible. Able to apply the principal of servant leadership comprehensively through develops people aspect as stronger aspect. Than, management of Islamic higher education must develops lecturer work engagement by apply a good management system and builds motivating culture. 2). For next research to involve more respondent from variety respondent not only lecture with certification status. Develop another research to another public university with same variable. Researcher must be involve another variabel that influence to performance, for examples emotional intelligence, spiritual intelligence and job satisfaction.