

Servant Leadership in *Indonesia Asian Games 2018 Organizing Committee*: Its Impact on Organizational Learning and Performance

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Abstract: Asian Games 2018 has become the biggest sport event Indonesia ever hosted in years. Indonesia Asian Games 2018 Organizing Committee (INASGOC) as the organizer Asian Games 2018 was fully responsible and plays a key role in the success of this event. Therefore, the emergence of an effective leader is important to ensure its performance and servant leadership is found to have strong impact on organization learning and performance. This study aims to examine the influence of servant leadership on organizational performance with organizational learning as the mediator in INASGOC. Data were collected by using survey method with questionnaire distributed to 150 INASGOC employees working for the core functions. The hypothesis was tested using multiple regressions. The result shows that Servant Leadership has a positive impact on Organizational performance, which is fully mediated by organizational learning. This study proves that organizational learning among INASGOC employees has a significant role to successfully held Asian Games 2018 event.

1 INTRODUCTION

Sport organization is a social entity involved in sports industry, goal oriented with structured activity system and can be identified relatively (Marcu and Buhas, 2014). One example of sports organization that is garnering a lot of attention in Indonesia is INASGOC which stands for Indonesia Asian Games 2018 Organizing Committee as the organizing committee of the 2018 Asian Games. INASGOC is fully responsible for organization performance and the success of 2018 Asian Games event which will we commencing in August. In order to achieve the success of the 2018 Asian Games organization, INASGOC needs the right leadership style to accomplish the great responsibility given.

Servant leadership is an interesting leadership concept to be studied for its impact (Lantu, Pesiwarissa and Rumahorbo, 2007) and most of leadership theories always revolve around power and position (Zaluchu, 2011). However, that is not the case with servant leadership which emphasizes heavily on the ability of a leader to serve employees in companies or organizations. In the context of Asian games organization, servant leadership style is a relevant leadership due to the short term and

temporary nature of INASGOC with team oriented culture that demands positive relationship between superiors and subordinates. Leadership style is also considered very important in achieving organizational goals, learning, and organizational performance (Barling, Weber and Kelloway, 1996). This is shown by a study conducted by Choudary, Akhtar & Zaheer (2013) stating that servant leadership has a positive influence on organizational performance.

This study is interesting and noticeably distinct from previous study by Choudary, Akhtar and Zaheer (2013) because this study is conducted on non-profit and sport organization, thus it is expected to contribute fruitfully. This research is conducted in the context of sporting events at the Indonesia Asian Games 2018 Organizing Committee. This research is also carried out by organizational performance variables using indicators on Invitation Tournament Test Event Asian Games 2018 which was held in February 2018. Therefore, this study will analyze the impact of servant leadership with organizational performance on INASGOC as organizing committee of 2018 Asian Games. This study also uses the organizational learning variable as a mediating variable and is carried out by survey method by distributing questionnaires to INASGOC employees

and conducting interviews with several leaders at INASGOC.

2 LITERATURE REVIEW

Previous studies related to servant leadership, organizational learning, and organizational performance are used in this study.

2.1 Servant Leadership

Servant leadership focuses on others rather than themselves and on the understanding of the role of leaders as a servant (Greenleaf, 1977). The main purpose of servant leadership is to serve and meet the needs of others, which optimally must be the primary motivation for leadership (Russell and Stone, 2002). Servant leadership develops people, helps them to strive and thrive (McMinn, 2001).

Servant leadership is a relationship process that generates feedback between leaders and employees where the leader appears as a person who serves the needs of their employees and in turn, it makes the person acknowledged and accepted as the leader (Poli, 2011). There are eight leadership indicators that use the theory of Barbuto and Wheeler (Lantu, Pesiwarissa and Rumahorbo, 2007), which include altruistic calling, emotional healing, wisdom, persuasive mapping, organizational stewardship, humility, vision, service. Taylor et al (Taylor, Pearse and Louw, 2013) explained that initially servant leadership is a different leadership paradigm. Leadership at that time was dominated by the leader centered paradigm focus that used command and control approaches. Servant leadership brings changes that leaders need to serve rather than be served.

2.2 Organizational Learning

According to Robbins (2006), organizational learning is a continuous performance development process to face individual challenges in organizations. It is believed that organizational learning process can help ease the challenges of individual work. Moreover, individual learning process occurs when organization member goes through understanding process of new concept (know why), resulting in the improvement of skills and experience to actualize the concept (know how), thereby changing and improving organizational value (Senge, 2006).

Studies identified that the characteristics of organizational learning are the development of a systematic approach to problem solving to find out what work can and cannot be done, the development of the ability to think of things beyond circumstances, the development of personal abilities, the dissemination of knowledge and information in organization, and elaboration of organizational vision (Hodge, Anthony and Gales, 1996). The purpose of organizational learning is to successfully adapt to ever-changing environment, to adapt to uncertain conditions, and to improve efficiency (Dodgson, 1993).

2.3 Organizational Performance

Wheelen and Hunger (2001) proposed the definition of organizational performance, that the end result of activities where selection of measures for performance appraisal depends on the organizational unit being assessed and the objectives achieved. The predetermined purpose in a strategy formulation as part of strategic management process (related to profit, marketing audit, and cost reduction) should be used to measure company performance when the strategy is being implemented. Performance indicators are quantitative and qualitative measures describing the level of predetermined goal or target achievement by calculating the indicator elements, such inputs, outputs, outcomes, and impacts (Wheelen and Hunger, 2004).

Research has proved that the impact of servant leadership has a positive and significant effect on organizational learning and therefore has a positive impact on organizational performance (Choudary, Akhtar and Zaheer, 2013). Its is also found found that organizational learning has a positive and significant effect on organizational performance (Kunartinah and Sukoco, 2010; Marlikan, 2011). Based on the results of previous study, the hypotheses in this study are as follows:

Hypotheses: Organizational learning mediates the impact between Servant leadership with Organization Performance in INASGOC

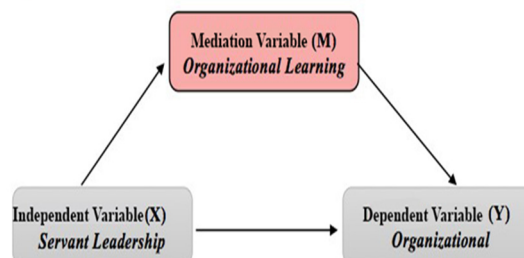


Figure 1: Research model.

Table 1: Reliability and validity test results.

Variable	Item	KMO	Factor Loading	Valid	Cronbach's Alpha	Reliability
<i>Servant Leadership</i>	SL2	0.699	0.592	Valid	0.724	<i>Reliable</i>
	SL4		0.602	Valid		
	SL5		0.724	Valid		
	SL6		0.796	Valid		
	SL7		0.634	Valid		
	SL8		0.691	Valid		
	SL9		0.808	Valid		
<i>Organizational Learning</i>	OL1	0.689	0.657	Valid	0.742	<i>Reliable</i>
	OL2		0.684	Valid		
	OL3		0.736	Valid		
	OL4		0.678	Valid		
<i>Organizational Performance</i>	OP1	0.763	0.839	Valid	0.863	<i>Reliable</i>
	OP2		0.706	Valid		
	OP4		0.750	Valid		
	OP5		0.800	Valid		

3 METHODOLOGY

This study is a causal study because it aims to examine the causal relationship or causality between servant leadership and organizational learning with organizational performance. The method used is a survey by distributing questionnaires to INASGOC employees. However, interview was also conducted in building the items for organizational performance as well as to confirm the survey results. In this study, the researchers used non-probability sampling and specifically purposive sampling which means a person or an object is taken as a sample because the researchers believe that the person possesses the information needed for the study (Malhotra, 2007). Specifically, this study collected samples of the I, II, and III deputies of INASGOC employees who has a direct contact with INASGOC's leaders and deputies, this was intended to obtain samples of respondents who already have enough experience in organizing at INASGOC and understand the leadership style from leaders in this organization. The sample of each deputy is 50 respondents and the total respondents are 150 people.

To measure all servant leadership and organizational learning variables, researchers used measurements from the results of a study review of journals which were then summarized by Choudary, Akhtar and Zaheer (2013) totaling 18 questions. Organizational performance variables will be measured by the measurement results that have been

modified by researchers because the context of the 2018 Asian Games implementation has different success indicators compared to previous studies that have success indicators of profit oriented organizations. The question modification process is carried out by conducting interviews with three Deputy Heads. In this study, statistical tests that will be used are multiple regression statistical methods and mediation analysis on SPSS software (Statistical Package for the Social Science) 24.0 to perform primary data processing.

4 FINDINGS

4.1 Reliability and Validity

The researchers distributed questionnaires to 150 respondents divided into 3 deputies which are I, II, and III deputies in random departments of the deputies. Table I shows the results of reliability and validity Main-Test of questionnaire results distributed to 150 respondents within INASGOC.

Based on Table 3, it can be concluded that the indicator items that have been determined as reliable and valid are 15 items, where these items are ready to be included in the linear regression test. Items that are reliable and valid from servant leadership are items SL2, SL4, SL5, SL6, SL7, SL8, SL9, from organizational learning are OL1, OL2, OL3, OL4, and from organizational performance are OP1, OP2, OP4, and OP5.

Table 2: Multiple regression test results.

Independent Variable	Dependent Variable	Sig	R Square	Standardized Coefficient Beta	Notation
Servant Leadership	Organizational Performance	0.002	0.063	0.250	C
	Organizational Learning	0.000	0.080	0.283	A
Servant Leadership dan Organizational Learning	Organizational Performance	0.135	0.295	0.108	c'
		0.000		0.503	B

4.2 Multiple Regression

Based on multiple regression test results (Table 2), no servant leadership impact on organizational performance was found due to the significance level of $0.135 > 0.05$, but there was servant leadership impact on organizational performance if mediated by organizational learning with a significance level of 0.000 from servant leadership on organizational learning and from organizational learning on organizational performance.

Furthermore, direct effect c' of 0.108 which is smaller than $c = 0.250$ was found which means that servant leadership impact on organizational performance is reduced and not significant (p -value > 0.05) after multiple regression tests on all variables. INASGOC needs the role of strong organizational learning, as in the OL1 indicator which has the highest mean value of 4.19 which indicates INASGOC absorbing and using new and relevant knowledge that provides competitive advantage and is explained in OL3 which is the highest loading factor of 0.736 indicating the progress of INASGOC which was influenced by the new study on INASGOC itself. From this, it can be concluded that without organizational learning, leaders at INASGOC will find it difficult to influence organizational performance. As for some examples of organizational learning that has been applied by INASGOC, the role of leaders in providing information and guiding the work of their employees, this is in accordance with the words of one of the employees at INASGOC.

“For me there is a lot of organizational learning that can be gained here, even though this organization is actually private but we have to follow government regulations or civil servant style. The example of learning that we get is that we know a lot of new things about the procurement of goods

and the bureaucratic process and many others. I would need two days to explain them all.”

(H, member of Broadcast Department)

This shows that the learning process at INASGOC must be as comprehensive as possible, starting with how the leader organizes and coordinates his employees. This greatly helps employees to achieve organizational performance targeted by INASGOC.

5 CONCLUSION

In this study, organizational learning variables fully mediate a relationship between servant leadership and organizational performance. This means that organizational learning fully mediates between servant leadership style on organizational performance. In other words, organizational learning is very influential on the performance of employees at INASGOC, because INASGOC is a temporary organization that has new employees and not all employees are experienced workers, therefore organizational learning is of great important in this organization. This study also provides an opportunity for INASGOC to examine organizational performance at the 2018 Asian Games event and to make improvements to the organization learning process that occurs within the organization to improve the final performance of the 2018 Asian Games.

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