

Implementation of Servant Leadership in New Normal Policies

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Abstract—This study aims to analyze the role of the principal in implementing servant leadership in new normal situations at Islamic junior high school 7 Ciamis. This study uses a qualitative approach by using case study method to develop the competence of principal in responding to the new normal policies and this study focused on the principal as a leader, while the data was carried out by observation, interviews and documentation. Data analysis is done through the process of data reduction, data presentation and deduction drawing. The finding of this study show that the principal has been able to implement the characteristic servant leadership initiated by Spears work took Greenleaf's, although it has not been able to satisfy all parties. The practical implications of the results in this study can be used as input for the school principals and teachers to improve their competencies and the quality of services in schools.

Keywords—new normal, policy, servant leadership

I. INTRODUCTION

The covid pandemic gives significant effects to all of the aspect of life for the example in healthy, education, social and economic. The principal's policy as a leader in decision making has a profound effect on the planning, process and carrying out of activities that a school will perform as one of the best decision-making forms of a leader's service. That is what we can see in performing of learning in school during the Covid-19 pandemic which began on March 2020, which has had a major impact on education, so that learners are asked to study at home in order to avoid exposure to covid-19, virtually based on social distension and physical envy, implementing the study using online systems [1]. As for a form of service in an organization a school can be done by the principal cooperating with teachers and students' parents in carrying out remote learning activities as one of the government policies during the covid-19 or new normal, but in reality there is still a problem in implementing normal learning policies, so in the process a principal as a leader has a critical role particularly in implementing the servant leadership.

This study begins with exploring the servant leadership in the literature to identify the gap and make an attempt to fill it up within the context of education pasca pandemic, the study in

servant leadership has been carried out though many educational articles, but that differentiates this study from previous research that is carried out on post leadership situation and researchers is doing indepth research on the implementation of servant leadership by the principal in new normal policies pasca covid-19 pandemic, so it takes time for researchers to obtain data from several school sources.

The purpose of this study is to determine how the principal implementation of servant leadership in new normal policies. From the goals that have been formulated, it is hoped that the results could benefit education as well as community in particular for further researchers in order to establish an example in implementation characteristics of servant leadership in new normal policies and how a servant leader in organizations should function to reflect the commitments of those being led [2].

A. Related Theory

1) *Servant leadership*: The topic of servant leadership thory growing attention in the leadership literature. First introduced by Robert K. Greenleaf in 1977, servant leadership emphasizes the goo of followers over the self-interest of the leader [3].

Servant leader is servant first, it begins with the natural feeling that one wants to serve, to serve first and he works toward building a learning organization where each individual can be of unique value [4,5]. Although the concept of servant leadership has developed a wide following since its inception, reliable means to measure it have been developed only recently [6].

Spears distinguished ten characteristics that are generally quoted as the essential elements of servant leadership, these are:

- Listening, emphasizing the importance of communication and seeking to identify the will of the people.
- Empathy, understanding others and accepting how and what they are.

- Healing, the ability to help make whole.
- Awareness, being awake.
- Persuasion, seeking to influence others relying on arguments not on positional power.
- Conceptualization, thinking beyond the present day need and stretching it into a possible future.
- Foresight, foreseeing outcomes of situations and working with intuition.
- Stewardship, holding something in trust and serving the needs of others.
- Commitment to the growth of people, nurturing the personal, professional, and spiritual growth of others.
- Building community emphasizing that local communities are essential in a persons life. Regretfully [4].

Servant leadership characteristics that indicated they cared for members of their school communities and were passionate about community building. Both manifest a strong sense of collaboration, and respect for members of their school communities [7]. Consciously, then this choice brings aspirations and encouragement in leading others. A school leader's service form is one of the social competence that a principal must have next to others. Because the service activities of the principal identify attitudes and behaviors toward others, the principal may place the needs of the school above his or her own personal needs in service.

As for the form of services found in schools today tend to be far less maximum, one of which is due to internal and external factors, the lack of active responses from every teacher that has complaints about the obstacles facing the student and the reduced costs available in schools to facilitate the media study of students who are less able to access the Internet. The rodiyah also reveals that when consumers or recipients require prompt service from officials, it is often less alert and the bureaucracy has a complex system and not all that is understood by the service user. In any crisis, leadership and clear modes of communication are ingredients for success [8].

2) *New normal policy*: New Normal is a term resulting from the adaptation process while in the COVID-19 pandemic. Humans will have new habits from the learning process and the adaptation process after the COVID-19 pandemic [9]. Now we are living in unique times unequalled since generations. The Corona Virus pandemic COVID-19 has been indiscriminatory and swift in its spread [10]. But, the covid-19 pandemic disaster also showed promise of change. Oswar might have written a paper entitled "working from home /WFH] : toward a new order of the covid-19 pandemic" that describes how working from home, learning in a home that has been economically more efficient and now imagined as if it had a chance to practice [11].

The education sector continues to carry out activities in the home ranging from basic education to tertiary institutions, In early June 2020, the condition of the pandemic began to subside and the implementation of the large-scale social restrictions were imposed by the government turned into a transition to normal life such as educational activities at the beginning of the large-scale social restrictions and the transition to New Normal had an impact on the habits of the three-way higher education process, namely education, research and community service and This phenomenon is increasingly. showing the impact of the Industrial Revolution 4.0 era, with the occurrence of disruption in education [12]. As a result, the Indonesian ministry of education and education should consider education policies and consider the virtual online long-distance learning process [3]. Because of this normal education policy in the new normal, teachers have the challenge of managing school management and education quality.

B. Our Contribution

This paper presents several ascensions related to the leadership of the school in serving school member on a new normal policy basis, researchers conduct a review on the characteristics of servant leadership based on interviews performed.

II. METHODOLOGY

This research is a qualitative research with case study method by analyzing implementation of servant leadership in new normal policies. The case study is defined as a method for comprehensively integrating and comprehensive understanding of the individual to have a deep understanding of the individual and the problems it faces with the purpose of solving the problem and gaining good self-development [13]. The case study is devoted to intensive analysis of one unit studied and case study aimed at learning the titles of servant leadership in new normal policies. This research was conducted at the Islamic Junior High School 7 Ciamis.

The research informants consisted of school principals and teacher who were involved in the process of learning. The study was mainly sampling samples or select personal informants who would be interviewed based on the experience and knowledge of the group to be sample in research, and therefore samples were overwhelmingly unaware of the principle of reliability of the population and data research was largely flawed [14]. Interview on qualitative research is an informant from which knowledge and understanding were acquired and teachers with the principal and teacher to know about the servant leadership in new normal policies. Method observation was carried out to see how the process of implementation servant leadership at school and the last is documentation process.

A device that researchers use to document interviews with cell phones or tape recorders used to film the entire interview process and at the same time provide material and support for

the study. As for the qualitative method of data analysis used by researchers here according to Miles & Huberman in Emzir, can be done through the process of data reduction, data presentation and deduction drawing [15-17].

III. RESULTS AND DISCUSSION

This study is a field survey using self-administered questionnaires distributed to the informants on the various dimensions of servant leadership characteristic attributes as well as on the commitments of the informants to their departments and the organization as a whole.

As for the results of research done it can demonstrate how implementation of the leadership of the principal in serving school needs in a new normal. Data retrieval with interviews of some informers as sources, the interview is conducted on August 16th, 2020.

Based on the data of the interviews already done, it can be seen that some of the principal's roles in implementing a servant leadership policy in new normal learning processes are virtual or online media such as Google form, WhatsApp group, e-learning, zoom meeting and Google classroom. That raises many new issues that must be addressed by the school administration and the principal's role in serving school needs is vital.

The characteristics of servant leader are listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community [4]. The first characteristic is listening which means the principal can receive input from various parties. They say that the school's form of listening is in response to every input. This can be seen from informant 1 [karman] as the principal, answers whether there are complaints from both the internal and the external schools related to online learning as education policy? He claims that there are too many complaints from parents regarding the matter and that some teachers also have some difficulty teaching, so any form of input can be considered a form of school evaluation. It was also asked to one of the teachers of informant 2 [musinah] to see the principal's honesty by asking how the school's listening form was doing? He replied that the principal often asks about barriers in the learning process

The researcher meant that as a principal leader could devise a strategy that would be done in establishing a conditioned learning plan one way by providing a service for school members to complain.

On the second question about whether after the new normal policy the principal held socialization of teachers, parents and students? Informant 1 answers "that sociogens began early ones-based or long-range learning so that students, teachers and parents of students could understand the procedures to be carried out during the normal learning policies in the new normal. From this explanation, the researchers concluded that the principal had a second, persuasive that was one of the

strategies that could be used to make the message that he wanted to convey understandable and believed by others [18].

Then to see the confidence of the informer in answering, the researcher asked the third question, how did the principal act in giving service during a time of new normal policy? He stated that in the service of teacher complaints, even the parents of the students are all the same, and he does not hesitate to ask the teacher, the student and guardian of the student body about the online learning process being carried out. It matches the characteristics of leaders who are empathy which means that the servant leader strives to understand and empathize with others [19]. Empathy is an emotional form of self-awareness, according to research that suggests that empathy given during a ministry may be a form of concern about one tragedy or event that befalls another [13].

TABLE I. CHARACTERISTIC AND RESEARCH FINDING OF SERVANT LEADERSHIP

No	The characteristics of servant leadership	Research Findings
1	Listening	The leader admitted the followers' complaints such as teachers difficulties and from student's parents
2	Persuasion	The followers could understand the procedures to be carried out during the normal learning policies in the new era.
3	Empathy	The leader doesn't hesitate to ask both of teachers and students' parents about online teaching-learning process
4	Conceptualization	The leader has ability to developing technology in order to help teaching-learning process
5	Foresight	The principal providing aspirations and challenged students and teachers by giving assignment
6	Stewardship	The principal did an organization's cooperation in the teacher's review of the learning activities.
7	Commitment to grow of people	Provide facility for teachers trained by school administration staff with potential information technology to increase the teacher's competence ability, and to create innovation in learning to improve online learning.
8	Building community	
9	Healing	The principal providing motivation and attention to educational power according to fulfill the teachers needed, formulating planning and strategy to achieve the goals, monitoring and evaluating
10	Awareness	

On the other hand, questions regarding the challenges faced during the new normal of education policy were advanced to informant 1 "the ability and understanding of the workforce for maximizing information technology is low, the limitations of school facilities to facilitate students' need to study online, such as granting Internet quotas aid, Not all students have web based communication tools to follow the learning process, so online learning cannot be fully implemented". Then it was added by the principal that the students' lack of interest and motivation to

learn is that students do not have direct interaction with the teacher and his or her classmates and lack of training in improving teacher competence for an internet-based model and media learning.

From this explanation, researchers can conclude that the principal as a leader can implement the conceptualization character that means servant leaders seek to nurture their abilities to dream great dreams. The ability to look at a problem or an organization from a conceptualizing perspective means that one must think beyond day-to-day realities [19].

The next question to foresight is the measure of service given after knowing some of the obstacles to life. Researchers are asking what efforts the principal is taking as a us servant leadership policy on overcoming obstacles to a new school adaptation policy? Informant 1 [karman] points out that as a school leader instead of providing aspirations for challenges faced by the student he performs at least monthly assessments with teachers that are performed at least once a month, as a first step in addressing problems and then giving teachers a special assignment to visit students who do not have Internet based learning facilities in order to follow the learning process. This is in accordance with rodiyah & kholipatun's research that the empathy in question gives attention to the consumer in person and in particular and always seeks to understand their complaints and desires [13].

The next step would be to provide facility for teachers trained by school administration staff with a potential information technology. That is worthy of the servant leadership are vision, trust, credibility, service as anchor attributes [7]. So in giving training to teachers who are underqualified during this normal new era learning process the principal expects to be able to increase the teacher's competence ability to create innovation in learning to sustain online learning.

From this statement it can be seen that the principal has a foresight to enhance the teacher's quality and maximize the staff potential as a human resource at school in order to work together to build a team. It matches the principal characteristics are building community and commitment to the growth of people. And the last the principal said that in organizing an organization is done with the cooperation between the principal and the entire school staff and he must regularly to do learning evaluations with teacher as a stewardship of education.

As for the conduct of the director of the school being conducted on a regular and scheduled basis once a month and could be done on such short notice. The principal style of giving service to developing the quality of education power by providing motivation, attention to educational power according to the needs or needs of the education force, formulating a plan and strategy for achieving work programs, monitoring, and evaluation, this was confirmed by (Sali) as the 3rd informant. The results of the evaluation are expected to provide input on performance for teachers to be better.

This is done as a leader's consciousness in understanding the problem so that it can quickly be resolved and thus strengthen the power between the principal and his or her members. Researchers value the principal actions to include the description of the characteristic servant leader healing and awareness.

From these answers, the researcher can conclude that the principal as a leader has fulfilled the characteristics of serving leadership. This can provide data to researchers that the principal has tried to give attention as a form of service in the organization he leads. This attention can be seen from the response given by the principal when he saw the facts that emerged and the actions taken in dealing with various problems during the new normal policy period.

As for the factors that support achieving the quality of education at a new normal policy at the Islamic Junior high school 7 Ciamis, among other things, the principal's ability to provide maximum service and the spirit of educators who are trying to optimize the learning given to students. Then the ability to communicate well, be concerned about all members, be committed and disciplined and always keep cooperation.

IV. CONCLUSION

Based on the finding about the implementation of the principal's servant leadership in new normal policies of the Islamic junior high school 7 Ciamis, he has fulfilled the characteristic of the servant leadership taking some action to address on the current demands and conditions of a normal new policy after the Covid-19 virus. Making decisions in accordance with the new normal conditions can have a major impact on learning processes carried out virtual online, students cannot do learning activities directly with multiple obstacles to access the Internet and teachers need to improve competence in order to provide lesson materials through appropriate learning media. Thus, in order to achieve that the principal must give maximum service such as handouts to students and workshops for teachers to improve competence in teaching in new normal policies, It cannot escape the role of communication between the principal, teacher and parent in helping the long distance learning process. So with the application of a maximum servant leadership, it can achieve the goal of the school's vision and mission to maintain the quality of schools during new normal policies.

ACKNOWLEDGMENTS

This paper is presented for 4th international Conference on Research of Education Administration and Management [ICREAM] 2020.

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