

ANALYSIS OF SERVANT AND TRANSFORMATIONAL LEADERSHIP ON CORPORATE SOCIAL REPONSIBILITY AT GEREJA KALVARI PENTAKOSTA MISSI DI INDONESIA**ANALISIS KEPEMIMPINAN YANG MELAYANI DAN KEPEMIMPINAN TRANSFORMASIONAL TERHADAP TANGGUNG JAWAB SOSIAL PADA GEREJA KALVARI PENTAKOSTA MISI DI INDONESIA**

by:

Theodorus Vincent Rau¹**David P.E Saerang²****Sifrid S. Pangemanan³**Faculty of Economics and Business,
International Business Administration (IBA) Program

University of Sam Ratulangi Manado

e-mail: ¹rau.vincent@yahoo.com²d_saerang@lycos.com³sifrid_s@unsrat.ac.id

Abstract: *Servant leadership and Transformational leadership are a leadership styles that must be owned by the present leaders. In this study, leadership style (servant leadership and transformational leadership) become the keys for investigating the corporate social responsibility in church. The aim is to examine the impact servant leadership and transformational leadership for the succeed of corporate social responsibility. The population of this research is all pastors of GKPMI. And the sample is 8 pastors from this church. This research used qualitative analysis, using the interview and observation techniques. This research found that servant leadership and transformational leadership must run together to obtain the corporate social responsibility, and it compliment and balanced the CSR in organization. Because it mixed together, the CSR is higher than before. Conclusion Servant leadership and transformational leadership have a positive impact toward congregation and because of that the corporate social responsibility in this organization is good enough, or can say extremely well. Recommendation for the church is to apply this servant and transformational leadership so the church can manage the CSR well.*

Keywords: *servant, transformational leadership, corporate social responsibility*

Abstrak: Kepemimpinan yang melayani dan transformasional adalah gaya kepemimpinan yang harus dimiliki oleh para pemimpin sekarang ini. Pada pembelajaran ini, gaya kepemimpinan (kepemimpinan yang melayani dan transformasional) menjadi kunci untuk menyelidiki bagaimana tanggung jawab sosial di gereja. Tujuan penelitian untuk memeriksa dampak dari kepemimpinan yang melayani dan transformasional untuk kesuksesan tanggung jawab sosial. Populasi penelitian ini adalah semua pendeta di GKPMI, dan sampelnya 8 orang pendeta. Penelitian ini menggunakan analisis kualitatif, dengan teknik wawancara dan observasi. Penelitian ini menunjukkan bahwa kepemimpinan yang melayani dan transformasional harus berjalan bersama untuk mendapatkan tanggung jawab sosial, dan menyeimbangkan tanggung jawab sosial di organisasi. Karena dilaksanakan secara bersama, tanggung jawab sosial menjadi lebih tinggi dari sebelumnya. Kesimpulan penelitian bahwa kepemimpinan yang melayani dan transformasional memiliki dampak positif pada jemaat dan karena itu tanggung jawab sosial di organisasi ini menjadi cukup baik, atau bisa di katakan sangat baik. Saran untuk pimpinan gereja adalah, pimpinan sebaiknya mengaplikasikan kepemimpinan yang melayani dan transformasional sehingga gereja dapat mengelola tanggung jawab sosialnya dengan baik

Kata kunci: *kepemimpinan yang melayani, transformasional, tanggung jawab sosial*

INTRODUCTION

Research Background

Leadership is very important now, because with effective leadership, the company or the institution he leads will be successful. But effective leadership is influenced by the personality of the leader himself. We can see many leadership style in Television such as Jokowi (Jakarta's Governor), Ahok (Jakarta's Vice Governor), Tri Risma (Surabaya's Major). they can be successful because it can control their subordinates well and they have a good charisma. Successful leader is a leader that can be a role model for his subordinates by creating an atmosphere that is conducive to work in order to spur the growth and development of employee performance with servant leadership and transformational leadership.

Servant leadership is a type or model of leadership that was developed to address the leadership crisis experienced by a society or a nation. The Servant Leader has a tendency to prioritize the needs, interests and aspirations of the people they lead at the top of her. The orientation is to serve, his view is holistic and operates with a spiritual moral standard. Servant leadership has advantages because of the relationship between the leader and follower oriented nature of serving the spiritual and moral standard. Servant leaders have a responsibility to serve the interests of followers so that they become more prosperous, instead of the followers is fully committed to working to achieve the goals of the organization and success of the leader. Servant leadership can be applied to all areas of the profession, organization, institution, company (business) and the government as a universal service.

Transformational leadership is a style that is transformative, Leaders give effect to show confidence, emphasizing trust, and convey the values it stands for. Leaders provide inspirational motivation, among others, to articulate the vision, discussions with optimism and enthusiasm. Leaders provide intellectual stimulation, for example by stimulating its members to always have a new perspective of doing things. Leaders appreciate the individual and the needs of the individual to interact with members.

Gereja Pentakosta Missi di Indonesia (GKPMI) congregation Bethlehem is one of many church in Manado located in Mount Krakatau Street No. 21 ,Pakowa. Which lead by Pst. Maykell Douglas Padoma, S.Th and his wife Pst. Evalien Warela, S.Th. The Leader not only focusing in internal church but more focus in social issues in the environment like help the beggar, street children, etc. This is the only way the leader implement the corporate social responsibility though his church. While the Church initiative to assess and take responsibility for the church's effects on the environment and impact on social welfare. With to set up a business called *es pisang ijo raja* near the church and in university of Samratulangi, with the employee is the people inside the church. The term generally applies to company efforts that go beyond what may be required by environmental protection groups. Corporate social responsibility may also be referred to as "corporate citizenship" and can involve incurring short-term costs that do not provide an immediate financial benefit to the company, but instead promote positive social and environmental change. GKPMI Leader also have transformational idea like open an early childhood education and this idea got a good response from church and also from the government.

Research Objectives

The objectives of this research based on the problem that mention above is To analyze servant leadership and transformational leadership can succeed on corporate social responsibility

THEORETICAL REVIEW

Theories

Human Resources Management

HRM is commonly defined as a process of acquiring, training, appraising, and compensation employees, and attending to their labor relations, health and safety, and fairness concerns (Dessler, 2005:4), and as astrategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its goals (Armstrong, 1999:3). Hall and Goodale (1986:4) add that HRM is a process of bringing people and organizations together so that the

goals of each are met, with the aim of the optimal degree of fit among the four components – the environment, organization, job, and individual.

Servant Leadership

Greenleaf (1996:33) 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; promoting a sense of community; and the sharing of power in decision-making. Russell and Stone (2002), for example, propose a list of 20 distinctive attributes observed in servant-leaders, as derived from scholarly literature. They further categorized these 20 attributes into 9 ‘functional attributes’ and 11 ‘accompanying attributes’. Functional attributes are defined as intrinsic characteristics of servant leaders.

Transformational Leadership

Bass (1990b:21) specified that transformational leadership occurs when leaders broaden and elevate the interests of their employees, when they generate awareness and acceptance of the purposes and mission of the group, and when they stir their employees to look beyond their own self-interest for the good of the group. Bass (1990a) stipulates that this transcending beyond self-interest is for the group, organization, or society. In essence, transformational leadership is a process of building commitment to organizational objectives and then empowering followers to accomplish those objectives (Yukl, 1998). The result, at least in theory, is enhanced follower performance (Burns, 1998; Yukl, 1998). Transformational leadership differs substantially from transactional leadership. It is concerned more about progress and development. Furthermore, transformational leadership enhances the effects of transactional leadership on followers (Bass, 1990a).

Corporate Social Responsibility

According to Reinhardt et al (2008), one of the challenges of examining the concept of CSR is identifying a consistent and sensible definition from among a bewildering range of concepts and definitions that have been proposed in the literature. While Zu & Song (2008) expressed that a large number of companies appear increasingly engaged in a serious effort to define and integrate CSR into all aspects of their businesses.

Previous Research

Blake (2012) have objective it is evident that CSR is being discussed within the executive sphere. This is an indication that the social responsibility of organization has become vital to organizational performance. Although many companies are now using the CSR to convey their commitment to the planet and to people, there is little evidence within the context of strategic management. Straub (2012) describe about the importance to fulfilling the economic mission of the enterprise. Business must be responsive to customer and employee needs, and in order to do so, transformational leadership is need. Kincaid (2012) describe servant-leaders appear to be one of the few groups that are achieving both their financial responsibilities and CSR initiatives with a high degree of success, the key principles of both CSR and servant Leadership and positions servant leadership as one answer to the question of how organization can develop social responsibility strategies without sacrificing their financial goals.

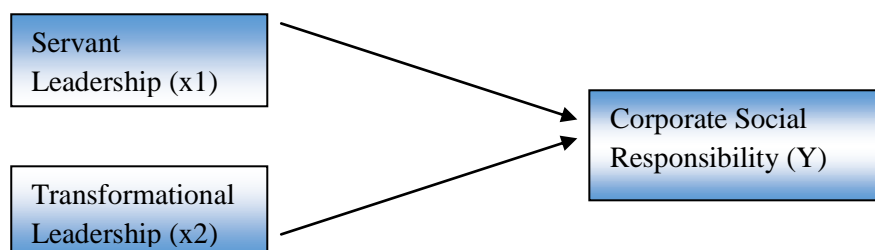


Figure 1. Conceptual Framework

RESEARCH METHOD

Types of Research

Qualitative approach is used for this research. By using a respondent viewpoint to describe and obtain the explanation from respondent, this research belongs to descriptive research. The objective is to obtain the result of data analysis from respondent perspective to get the accurate and real data.

Place and Time of Research

This research is conducted in Manado, North Sulawesi and Ternate, North Maluku. The time of research being conducted is from December 2013 – Maret 2014.

Population and Sample

Population, according to Sekaran and Bougie (2010:443) is the entire group of people, events, or things which a researcher desire to research. The population of this research is all congregation in GKPMI, which according to GKPMI are 300 peoples, as counted in January 2014.

Sample, according to Sekaran and Bougie (2010:444) is the subset or subgroup of population. The sample of this research is chosen by using purposive sampling method.

Data Collection Method

The source of data consists of two sources, which are primary data and secondary data. According to Sekaran and Bougie (2009:180), the primary data is the information obtained by first-hand by the researcher on the variables of interest for the specific purpose of the study. This research receives the information by interview and observes the respondent and the company. Sekaran and Bougie (2009:180) also said that secondary data is the information gathered from sources that already exist. From the explanation above, secondary data that use in this research is books, journals, and internet.

Operational Definitions of Research Variables

Operational definition of research variables are:

1. Servant leadership 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; promoting a sense of community; and the sharing of power in decision-making (Greenleaf, 1996).
2. Transformational Leadership Bass (1990b:21) specified that transformational leadership "occurs when leaders broaden and elevate the interests of their employees, when they generate awareness and acceptance of the purposes and mission of the group, and when they stir their employees to look beyond their own self-interest for the good of the group".
3. Corporate Social Responsibility According to Reinhardt et al (2008), one of the challenges of examining the concept of CSR is identifying a consistent and sensible definition from among a bewildering range of concepts and definitions that have been proposed in the literature.

Data Analysis Method

Validity and Reliability Test

1. Stiles (1993) noted that reliability in qualitative research can be interpreted as the trustworthiness of the procedures and data generated, while validity refers to the trustworthiness of interpretations or conclusions. He further stated that validity concerns about whether an interpretation have internal consistency, usefulness, perfection, could be generalize, or fruitful, while reliability concerns about whether the observations are repeatable and whether the report could deliver things that should be seen.
2. Data reduction According to Sekaran and Bougie (2010:372-375), data reduction consists of data coding and categorization which are: Coding, the data that gathered by doing interview are reduced, rearranged, and integrated to form a theory. It helps in drawing meaningful conclusion about the data. The result from doing coding is called codes. And Categorization, the codes that previously have done in coding process are organized, arranged, and classified. In this process, the patterns and relationships between the data are started to be noticed.

3. Data Display According to Sekaran and Bougie (2010:382), in data display process, the reduced data are displayed in an organized and condensed manner. They added that graphs, matrices, charts, diagrams, or drawing are often presented in order to help organizing the data. It also helps to discover patterns and relationship so the conclusion is eventually facilitated.
4. Drawing Conclusion After doing through data reduction and data display, the final step in data analysis in this research is drawing conclusion. In drawing conclusion, the research question that previously presented is going to be answered.

RESULT AND DISCUSSION

Result

Pro and contra table easier to know the result from each respondent. And from that, this research can conclude the main result for this research. Pro and contra table consist of initial name of respondent, and the interview question's main idea. As the direction, pro is sign by (+) and contra is sign by (-).

Table 1. Pro and Contra Table

No.	Source	Servant Leadership	Transformational Leadership	Corporate Social Responsibility
1.	Mr. Y. P	Serving (+)	Inspirational	Helping People Outside (-)
		Holistic Approach (+)	Motivation (+)	Helping People Inside (+)
		Communicating (+)	Intellectual	Work Impact (+)
			Stimulation (+)	
		Individualize		
		Consideration (+)		
2.	Mrs. M.R	Serving (+)	Inspirational	Helping People Outside (-)
		Holistic Approach (+)	Motivation (+)	Helping People Inside (+)
		Communicating (+)	Intellectual	Work Impact (+)
			Stimulation (+)	
		Individualize		
		Consideration (+)		
3.	Mr. L. D	Serving (+)	Inspirational	Helping People Outside (-)
		Holistic Approach (+)	Motivation (+)	Helping People Inside (+)
		Communicating (+)	Intellectual	Work Impact (+)
			Stimulation (-)	
		Individualize		
		Consideration (+)		
4.	Mr. Y. G	Serving (+)	Inspirational	Helping People Outside (-)
		Holistic Approach (+)	Motivation (+)	Helping People Inside (+)
		Communicating (+)	Intellectual	Work Impact (+)
			Stimulation (+)	
		Individualize		
		Consideration (-)		
5.	Mrs. E. B	Serving (+)	Inspirational	Helping People Outside (-)
		Holistic Approach (+)	Motivation (+)	Helping People Inside (+)
		Communicating (+)	Intellectual	Work Impact (+)
			Stimulation (-)	
		Individualize		
		Consideration (+)		
6.	Mr. C. M	Serving (+)	Inspirational	Helping People Outside (-)
		Holistic Approach (+)	Motivation (+)	Helping People Inside (+)
		Communicating (+)	Intellectual	Work Impact (+)
			Stimulation (+)	
		Individualize		
		Consideration (+)		

Table 1. Pro and Contra Table (continue)

No.	Source	Servant Leadership	Transformational Leadership	Corporate Social Responsibility
7.	Mr. F. M	Serving (+)	Inspirational	Helping People Outside (-)
		Holistic Approach (+)	Motivation (+)	Helping People Inside (+)
		Communicating (+)	Intellectual	Work Impact (+)
			Stimulation (-)	
		Individualize		
		Consideration (+)		
8.	Mr. M. P	Serving (+)	Inspirational	Helping People Outside (+)
		Holistic Approach (+)	Motivation (+)	Helping People Inside (+)
		Communicating (+)	Intellectual	Work Impact (+)
			Stimulation (+)	
			Individualize	
			Consideration (+)	

Source: data processed

This research can get the main result where corporate social responsibility that looking for servant leadership is, leaders must serving people and never look their background, make a holistic approach never different one and another, and communicating with other people if they want to take a decision about the church. And in transformational leadership, respondent choose pro which means they can impact the community from old mindset to new mindset. Their motivation can influence other people so the people can get motivation. And for the individual consideration only from the urgent situation they use it. That means they are not greedy leaders.

Discussion

There are 3 indicators of leadership style and 8 respondents. So, the percentage according to the pro and contra table is:

- Servant Leadership:
 - Serving : $8 \times 100 : 8 = 100\%$
 - Holistic Approach : $8 \times 100 : 8 = 100\%$
 - Communicating : $8 \times 100 : 8 = 100\%$
 - Total : 100% pro
- Transformational Leadership:
 - Inspirational Motivation : $8 \times 100 : 8 = 100\%$
 - Intellectual Stimulation : $5 \times 100 : 8 = 62.5\%$
 - Individual Consideration : $7 \times 100 : 8 = 87.5\%$
 - Total : $250 : 3 = 83.3\%$ pro and 16.67% contra
- Corporate Social Responsibility
 - Helping People Outside : $1 \times 100 : 8 = 12.5\%$
 - Helping People Inside : $8 \times 100 : 8 = 100\%$
 - Work Impact : $8 \times 100 : 8 = 100\%$
 - Total : $212.5 : 3 = 70.83\%$ pro and 29.17% contra

The average percentage of corporate social responsibility of leaders in this organization can be count by:

$$= \frac{\text{Servant Leadership} + \text{Transformational Leadership} + \text{CSR Percentage}}{3}$$

$$= \frac{100\% + 83.3\% + 70.83\%}{3}$$

$$= 84.71\%$$

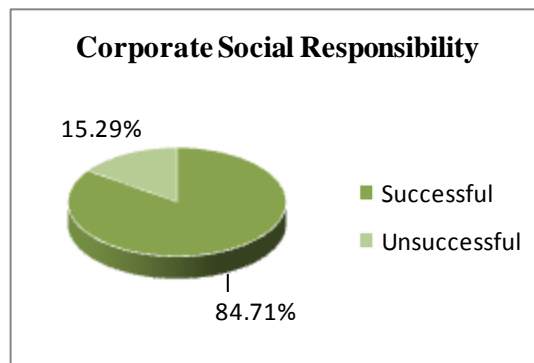


Figure 2. Corporate social responsibility

The chart pie shows that 84.71% of leaders are successful with their leadership, while 15.29% unsuccessful. The percentage shows above average, which is up to 50% showed successful, and less than 50% showed unsuccessful. The 84.71% prove that most of Leaders who work at GKPMI thinks that the servant leadership and transformational at this organization quite good enough. The 15.29% of unsuccessful prove that some of leaders think that servant leadership style is going well but transformational leadership is not quite good enough. From servant leadership, all of them show a good result. And from transformational leadership, some of leaders think that the intellectual stimulation needs to change.

Blake (2012) conduct the experimental research on objective in CSR, this is the indication that the social responsibility of organization become vital to organizational performance. Straub (2012) describe about how important transformational leadership inside the CSR. Kincaid (2012) describe the key principles of both CSR and servant leadership and positions servant leadership as one answer to the question of how organization can develop social responsibility strategies without sacrificing their financial goals.

This research found that servant leadership and transformational leadership must run together to obtain the corporate social responsibility, and it compliment and balanced the CSR in organization. Because it mixed together, the CSR is higher than before. Maybe if they look from positive perspective, they will study and study again and give the best result for company. It will develop their skills, abilities, and so on. It is always a way for those who never give up. In servant leadership, leaders thinks they serving people so well without different one people with another people, always communicating while take a decision, and always use holistic approach in their service. While in servant leadership, leaders seen the inspirational motivation has positive impact toward congregation. It is seen from the inspirational motivation, intellectual stimulation, and individual consideration that leader shows to congregation.

CONCLUSION AND RECOMMENDATION

Conclusion

All independent variables which are servant leadership and transformational leadership have impact and can influence towards corporate social responsibility. Servant leadership and transformational leadership have a positive impact toward congregation and because of that the corporate social responsibility in this organization is good enough, or can say extremely well.

Recommendation

Servant leadership and transformational leadership has impact toward corporate social responsibility. In servant leadership, research found that it is all positive impact from respondent. In transformational leadership attitude, some of leaders say they has a bad intellectual stimulation, while others have positive perspective. So, in order to make it good, leader must improve the inspirational motivation and the individual consideration, try to make a intellectual stimulation with congregation, and has a inspirational motivation toward congregation more to gain successful in corporate social responsibility.

REFERENCES

- Armstrong, M., 1999. *Human Resource Management Practice*. Seventh Edition. Kogan Page, England.
- Bass, B. M., 1990a. *Bass and Stogdill's Handbook of Leadership: Theory, Research, & Managerial Applications*. Third Edition. The Free Press, New York.
- Bass, B. M., 1990b. From Transactional to Transformational Leadership: Learning to Share the Vision. *Organizational Dynamics Journal*. Available at <http://www.sciencedirect.com/science/journal/00902616/18/3>. Retrieved on April 1, 2014. Vol 18. Pp. 19-31.
- Blake, P, 2012. Exploring Corporate Social Responsibility Leadership. *Human Resources Development International Journal*. Available at <http://www.emeraldinsight.com/journal/srj>. Retrieved on March 25, 2014 Vol 8. Pp. 1-18.
- Burns, J. M., 1998. *Transactional and Transforming Leadership*. In G. R. Hickman Edition, Leading Organizations. Pp. 133-134. Sage Publications, United States.
- Dessler, G. 2005, *Human Resource Management*. Tenth Edition. Pearson Prentice Hall, United States.
- Greenleaf, R.K. 1996. *On Becoming a Servant-Leader*. Josey-Bass Publishers, United States.
- Hall, D. T., Goodale, J. G., 1986, *Human Resource Management – Strategy, Design and Implementation*, Scott, Foresman and Company, United States.
- Kincaid, M, 2012., Building Corporate Social Responsibility Through Servant Leadership. *Review of Servant Leadership Studies*. Available at <http://www.researchgate.net/publication/266210256>. Retrieved on March 19, 2014. Pp. 151-171.
- Reinhardt, Forest L.; Stavins, Robert N. and Vietor, Richard H.K., 2008 *Corporate Social Responsibility Through an Economic Lens*. Available at <http://www.hbs.edu/faculty/Pages/item.asp>. Retrieved on March 29, 2014. Pp. 1-36.
- Russell, R.F., and Stone, A.G. 2002. A review of servant leadership attributes: developing a practical model. *Leadership & Organization Development Journal*. Available at <http://jom.sagepub.com/content/37/>. Retrieved on March 11, 2014. Volume 23. Pp. 145-157.
- Sekaran, U., and Bougie, R., 2009. *Research Methods for Business*. Fifth Edition. Wiley, Great Britain.
- Sekaran, U., and Bougie, R., 2010. *Research Methods for Business: A Skill Building Approach*. Fifth Edition. Wiley, Great Britain.
- Stiles, W. B., 1993. Quality Control in Qualitative Research. *Clinical Psychology Review*. ISSN: 0272-7358 Volume 13, Number 6. Available at <http://www.sciencedirect.com/science/article/>. Retrieved on February 10, 2014. Pp. 593-618.
- Straub, R, 2012. From CSR to Sustainable Business. *Transformational Leadership in Action Business & Professional Ethics Journal*. Volume 31, Number 2. Available at www.hbs.edu/.../14-082_fb9f9d91-f546-4863. Retrieved on March 14, 2014. Pp. 349-361.

Yukl, G., 1998. *Leadership in organizations*. Fourth Edition. Upper Saddle River. Prentice-Hall, Inc, New Jersey.

Zu, Liangrong Song, Lina., 2008. Determinants of Managerial Values on Corporate Social Responsibility: Evidence from China. *Journal of Business Ethics*. Available at <http://connection.ebscohost.com/c/articles/39564291/determinants-managerial-values-corporate-social-responsibility-evidence-from-china>. Retrieved on March 12, 2014. Volume 88. Pp. 105.

