



Role of servant leadership on quality of work life (QWL) and work conflict with adversity quotient as mediator



Netty Merdiaty^{a*}, Neil Aldrin^b, Delon Y. N. Runtu^c

^{a,b,c} Bhayangkara Jakarta Raya University, Faculty of Psychology, Jakarta, Indonesia

ARTICLE INFO

Article history:

Received 09 September 2019

Received in revs. form 25 Sept. 2019

Accepted 29 September 2019

Keywords:

Servant Leadership

Adversity Quotient

Work Conflict

Quality of Work Life

JEL Classification:

L20

ABSTRACT

This study aims to examine the role of servant leadership by using an adversity quotient mediator on workplace conflict and quality of work life. The study uses a quantitative approach using 332 respondents and uses path analysis using the AMOS version 24 program. There are five hypotheses proposed in this study. The results of this study indicate that the role of AQ mediators plays a good role in one of the variables, where the other variables do not really need the role of AQ mediators.

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Peer review under responsibility of Bussecon International Academy & SSBFNET.

Introduction

The demands in the world of work in the era of globalization make each company to compete so that the company continues to run and develop. When organizations try to achieve their goals, they often face challenges they must overcome as a team. The challenge of providing space for conflict between members, other organizations, the community and other parties involved in the organization's mission. While conflict often has a negative connotation, the impact of conflict in an organization can be positive and negative. The role of a positive work environment significantly supports workers' productivity in maximizing their performance. This was stated by Wright & Cropanzano (2000), workers who are performing well and productively are happy workers in themselves. The resulting tension not only makes the work environment uncomfortable but can also negatively impact overall productivity in the organization.

A good work life balance also motivates employees to do their best at work and also to spend quality time with family. Therefore, organizations have begun to focus on the development and overall happiness of employees for their motivation and reducing their stress levels without endangering the economic health of the company. To help employees balance their work and personal life, a good time management schedule is needed. For people who work in an organization, the term Quality of Work Life (QWL) is used to describe the likes or disadvantages of the work environment. QWL is the rate at which individuals can fulfill their important personal needs when employed by companies. QWL is the process by which organizations respond to the needs of employees in developing mechanisms to enable them to share fully in making decisions that design their lives in the workplace (Walton, 1975). This is what makes the attention of every organization that continues to develop by trying to improve the quality of life of employees in general by trying to instill a sense of security, justice, pride, internal democracy to employees, a sense of belonging, autonomy, responsibility, and flexibility to employees (Srivastava & Kanpur, 2014).

* Corresponding author. ORCID ID: 0000-0001-8890-4695

In fact, most people suffer from misery which can be categorized into four parts, namely physical, emotional, mental and spiritual. When a person can perceive a problem or problems positively, then it becomes the most effective force to shape one's character, clarify priorities, and determine one's goals. (Yazon & Ang-Manaig, 2019).

Leadership is one of the key factors in determining future change and developing a very clear and specific organizational vision. Speaking of leadership problems can not be separated from what is known as a leadership style, in which servant leadership is one of them. (Aldrin & Yunanto, 2019). Servant leadership, how to create opportunities for organizations and help followers grow (Luthans & Avolio, 2003). Servant leadership focuses on their followers by creating conditions to improve well-being and thereby facilitate the realization of a shared vision; servant leadership trusts followers to do what is necessary for the organization (Stone et al., 2004). The purpose of this research is to look at the leadership role that is in one of the government institutions in Indonesia with servant leadership style of leadership, as well as how the role of leaders in influencing followers or employees in overcoming any problems and how to improve the welfare of their followers or employees. Motivation for the research, The role of leadership is needed in the organization. The leadership style that serves is one of several leadership styles. What is the leadership style that serves in resolving conflicts within the organization and providing quality work life to people in the organization.

Literature Review

Workplace Conflict

Most people are afraid of conflict and see it as something to avoid. In organizations, conflict is considered as the presence of disputes that occur when the goals, interests, or values of different individuals or groups do not match and frustrate one another in the pursuit of goals. Conflict is an inevitable part of organizational life because of different goals. According to Ogunbameru (2006), there are two types of workplace conflicts: informal and formal. Informal when it is not based on a systematic organization of problems but results directly from the source of complaints and are fully expressive. Formal, unconscious forms of protest, sabotage, unruly behavior and poor work attitudes by employees in the organization. Conflict is conceptualized by researchers of two main dimensions (Rahim, 1983; Pinkley, 1990; Priem and Price, 1991; Jehn, 1995; Simons and Peterson, 2000). The first dimension relates to cognitive type conflicts, task related conflicts, incompatibility with interests or approaches to how work should be done (Jehn, 1995; Putnam and Wilson, 1982; Roloff, 1987; Wilmot and Hocker, 2000). The second dimension is related to relational type conflicts, and considers disputes as a result of emotional incompatibility (Rahim, 1983; Jehn and Mannix, 2001) and interfering behaviour. (Alper et al., 2000). De Dreu & Weingart (2003), concluded that both forms of conflict, cognitive and relational, have a negative impact on employee performance and job satisfaction. Some researchers also suggest that conflicts that occur at work involve a state of disagreement, a problem of social exchange in which an individual or group shows verbal or non verbal aggression, shows hostility to relationships when the interests, goals or values of individuals or groups are different, not according to each other (Akanji, Ajonbadi, & Mojeed-sanni, 2018; Ehie, 2010; Ajala & Oghenekohwo, 2002). In social life, conflict can indeed occur anywhere. as in family members, friends and relatives. This applies also to organizations, when conflicts arise; it needs to be completed by management for organizational growth, survival and performance improvement (Kazimoto, 2013). However, conflicts are rarely resolved easily. To a certain extent most conflicts are managed, because individuals resolve them in different ways. This certainly has an impact on the quality of life of employees at work. From the above, hypotheses such as,

H1: There is a direct effect of Servant Leadership on work conflict.

Quality of Work Life (QWL)

According to Daubermann & Tonete, (2016), quality of work life (QWL) is a process in which employees and organizations get insight to find better ways of working together by increasing the quality of staff life and organizational effectiveness simultaneously. This concept basically states how the organization can maintain the welfare of its employees. Cascio (2006), briefly states QWL that this is about employees' perceptions of their physical and mental well-being towards work. This includes a sense of security, job satisfaction, conditions to be able to grow, develop in work, safe working conditions, work involvement, career development, and fair compensation. This is in line with some previous studies that convey, how QWL describes the emotions of employees regarding several aspects related to work (Kelbiso, Belay, & Woldie, 2017; Sinha, 2012). These include work situations, job security and safety, occupational health and safety, job stress, organizational and personal relationships, and work life stability (Adhikari & Gautam, 2017; Mosadeghrad et al., 2011; Hsu & Kernohan, 2006). The quality of work life is specifically related to the level of happiness a person gets for his career. Everyone has different needs in terms of their careers; the level of quality of their work lives is determined by whether these needs are met. From the above it is made hypothesis like,

H2: There is a direct effect of Servant Leadership on quality of work life (QWL)

Adversity Quotient

Adversity Quotient (AQ) is a new paradigm that is very useful when there are difficulties that arise in a person. (Phoolka & Kaur, 2012). Stoltz (2000), mentions four dimensions of adversity quotient Control, Origin Ownership, Reach, Endurance, abbreviated as CO₂RE. Control, the ability of individuals to positively influence a situation, Origin Ownership, where the individual's ability to place feelings in himself and dare to bear the consequences of the situation. Reach, an individual's ability to reach and limit problems so as not to reach

other fields from individual lives. Endurance, the ability of individuals to perceive difficulties, and strength in dealing with these difficulties by creating ideas. Adversity quotient (AQ) is needed and important for the development of human resources. If human resources are formed with good qualifications will have a healthy physical, mind and emotions and intellectual well-being, so as to be able to build a happy society for his country (Virawat, 2001). In this case, Adversity Quotient (AQ) can be taken into consideration for leaders and employees. If someone is able to overcome the problem, then surely he can do well in his work. Happier people will be satisfied with their work and will be more satisfied, the happier they are. The success of any organization depends on how its members carry out their duties. If members are effective, efficient and committed to their work, the organization will be able to achieve its mission (Ablaña, Isidro, & Gino A. Cabrera, 2016). In its findings Parvathy & Praseeda (2014), adversity quotient helps leaders assess the problems of their employees when they face many challenges in their lives and AQ helps overcome this challenging situation. These things are related to how individuals are able to manage, solve problems, both personally and at work, and improve themselves to be better and can provide the best for themselves and their organizations with a maximum and balanced. From the above, hypotheses such as,

H3: There is a direct effect of Servant Leadership on adversity quotient (AQ)

Servant Leadership

Leadership is a very important position for organizational development and organizational performance growth, as well as employee development at all levels, because leaders are usually regarded as the main source and driving force that sustains organizational well-being (Rosenholt, 1989; Stoltz, 1997; Canivel, 2010). Leadership is a concept to deal effectively with employee satisfaction variables. Most studies have focused on organizational interests regarding the relationship between servant leadership and people's satisfaction (Nyamboli, 2014; Padron, 2012; Jacobs, 2011).

According to Trompenaars and Voerman (2010), Servant Leadership is a management style in terms of leading and serving in harmony, and there is interaction with the environment. A servant leader is someone who has a strong desire to serve and lead, and the most important thing is to be able to combine the two as positive reinforcement. In line with Spears (2002), which states servant leadership is a leader who prioritizes service, starting with the natural feelings of someone who wants to serve and to put service first. Furthermore, consciously, this choice brings aspirations and encouragement in leading others. Some characteristics of servant leadership are addressed by Greenleaf (1996). Listening (Listening receptively to what others have to say), Accepting others and Empathy (Acceptance of others and having empathy for them), Ability to predict (foresight and intuition), Building the power of Persuasion (Having highly developed power of persuasion), Conceptualization (An ability to conceptualize and to communicate concepts). From the above it is made a hypothesis like below:

H4: There is an indirect effect of Servant Leadership on work conflict through AQ as a mediator.

H5: There is an indirect effect of Servant Leadership on quality of work life (QWL) through AQ as a mediator.

Research and Methodology

This study uses a quantitative approach by testing 5 hypotheses, the data collection tool uses a psychological scale, research respondents are employees of one accounting company in Indonesia with 332 respondents, using purposive sampling techniques with respondents' criteria including: has become the process of collecting data given after we get official permission from the human resources division (SDMP). By getting permission, data collection can be done. Institutional research code of ethics: only required official permission from the HR division. The HR division also helped collect data for the needs of this research. The HR Division has given written approval to each participant who will fill out the questionnaire, and conceal participant data. Data analysis techniques in this study used descriptive statistical methods and path analysis to see the value of direct and indirect effects using AMOS version 24.

To collect research data, the authors adopt from original sources adapted to local culture and develop research instruments using a psychological scale with a Likert type. There are four scales developed and tested. De Dreu & Weingart's (2003) work conflict, cognitive and relational scale, the QWL scale from Cascio (2006), security, job satisfaction, conditions for growth, growth in work, safe working conditions, work involvement, career development, and fair compensation. Next, the four-dimensional scale of AQ according to Stoltz [2000], Control, Origin Ownership, Reach, Endurance, abbreviated as CO2RE. The servant leadership scale from Greenleaf (1996), listening, empathy, intuition, persuasive, conceptualization. All instruments showed satisfactory reliability, with Alpha of Cronbach ranging from 0.812 to 0.917.

Result and Discussion

Result

In this study the central tendency size used the mean, while the dispersion size used the standard deviation. For job satisfaction, which averaged 33.66 and SD 8,873, the wellbeing variable obtained an average of 45.13 and SD 10.865, the burnout variable obtained an average of 46.21 for SD 12,021. (See table 1).

Tabel 1: Descriptive Statistics

| Variable | Mean | Std. Deviation |
|----------|---------|----------------|
| SL | 36.4277 | 8.13245 |
| AQ | 24.8404 | 5.75967 |
| WC | 15.3283 | 4.29966 |
| QWL | 41.2500 | 9.92240 |

Note: SL, servant leadership; AQ, adversity quotient; WC, work conflict; QWL, quality work life

In general, this study aims to examine the direct effect of servant leadership on work conflict, the direct effect of servant leadership on quality of work life, the direct effect of diversity quotient on work conflict, adversity quotient on quality of work life, the indirect effect of servant leadership on work conflict through adversity quotient, the indirect effect of servant leadership on quality of work life through adversity quotient. Specifically this research wants to test 5 hypotheses (see Figure 1).

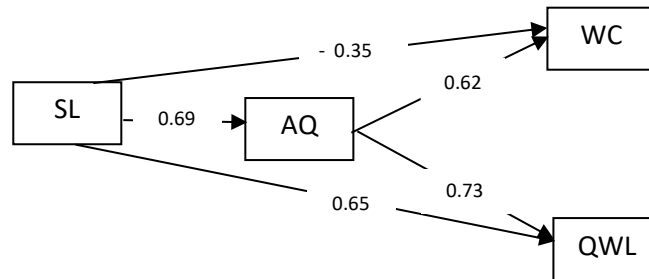


Figure 1: Path Analysis Results

Note: SL, servant leadership; AQ, adversity quotient; WC, work conflict; QWL, quality work life

Tabel 2: Standardized Regression Weight, Direct-Indirect Effects

| Variable | Estimate & DE | InDE | S.E. | C.R. | P |
|---------------|---------------|-------|-------|--------|-------|
| SL → AQ | 0.694 | | 0.08 | 88.089 | *** |
| AQ → WC | 0.625 | | 0.198 | | 0.002 |
| AQ → QWL | 0.727 | | 0.148 | 4.914 | *** |
| SL → WC | -0.355 | | 0.140 | -2.535 | 0.011 |
| SL → QWL | 0.649 | | 0.105 | 6.188 | *** |
| SL → AQ → WC | | 0.504 | | | |
| SL → AQ → QWL | | 0.433 | | | |

Note: SL, servant leadership; AQ, adversity quotient; WC, work conflict; QWL, quality work life; S.E., standard error; C.R., critical ratio; P, significant; DE, direct effects; InDE, indirect effects

The influence analysis is intended to see how strong the influence of a variable is with other variables, both directly and indirectly. The calculation results of direct and indirect effects as shown in Figure 1 and Table 2. The results of the path analysis show that servant leadership can directly influence the quality of work life by showing a value of 0.65, $p < 0.000$ (see figure 1) and the indirect effect of servant leadership on quality of work life through adversity quotient which gives a value of 0.43, $p < 0.000$ (see table 2).

While the direct effect of servant leadership on work conflict gave a negative result of -0.35 with a significant $0.011 < p$ (see table 2), but on the indirect effect of servant leadership on work conflict gave a positive value of 0.50 (see table 2) and significant $p < 0.000$. Next, the direct effect of adversity quotient on work conflict shows a result of 0.62 (see figure 1) with $p < 0.000$ (see table 2) and the direct effect of adversity quotient on quality of work life also shows a positive result of 0.73 although somewhat small (see figure 1) with $p < 0.000$ (see table 2). Thus the results of the analysis of the direct and indirect influence pathways shown in Table 2, the function of the mediator is quite apparent that the role of the mediator most influential is the indirect effect between servant leadership on work conflict with adversity quotient as mediator compared to the indirect effect between servants leadership on quality of work life with adversity quotient as mediator, but its direct influence is greater than indirect (see table 2).

Table 3: Goodness of Fit

| Criteria | Critical Value | Result | Evaluation Model |
|------------|----------------|--------|------------------|
| Chi-square | Gets smaller | 0.093 | fit |
| Probality | > 0.05 | 0.760 | fit |
| RMSEA | < 0.08 | 1.000 | fit |
| GFI | < 0.90 | 1.000 | fit |
| AGFI | < 0.90 | 0.999 | fit |
| CFI | < 0.90 | 1.000 | fit |
| TLI | < 0.90 | 1.000 | fit |

Note: RMSEA, root mean square error of approximation; GFI, goodness of fit index; AGFI, adjusted goodness fit of index; CFI, comparative fit index; TLI, tucker-lewis index;

Based on the results of data processing and goodness of fit criteria with AMOS version 24 can be seen in table 3, where the chi-square value of 1,937 where the smaller the better chi-square value, Probability $0.164 > 0.05$ which indicates empirical data is identical to the theory / model . RMSEA value of 0.062 which indicates the model is close to fit (close fit). GFI 0.996, where GFI is an index that describes the overall suitability of the model calculated from the squared residuals of the predicted model compared to the actual data. AGFI, 0.961, TLI, 0.996, where TLI is an incremental conformity index that compares the tested model with the baseline model. CFI, 0.999, is also an incremental conformity index.

Tabel 4: Assesment of normality

| Variable | min | max | skew | c.r. | kurtosis | c.r. |
|-------------|--------|--------|--------|--------|----------|--------|
| SL | 21.000 | 69.000 | 0.123 | 0.914 | -0.430 | -1.596 |
| AQ | 10.000 | 41.000 | 0.024 | 0.179 | -0.622 | -2.314 |
| QWL | 6.000 | 24.000 | -0.054 | -0.400 | -0.577 | -2.147 |
| WC | 7.000 | 33.000 | -0.049 | -0.364 | -0.079 | -0.294 |
| Multivarite | | | | | 1.176 | 1.546 |

Note: SL, servant leadership; AQ, adversity quotient; WC, work conflict; QWL, quality work life; C.R., critical ratio; P, significant; DE, direct effects; InDE, indirect effects

In table 4 above we can see that the normality test results from this research data are multivariate as one of the assumption conditions to be fulfilled with maximum likes. The results in table 4 are univariately low critical skewness values for all variables below or < 2.58 ($p = 1\%$), so it can be concluded that the research data is normally distributed. Multivariate value 1,176 with a coefficient of multivariate kurtosis value with a critical ratio value of $1.546 < 2.58$. So that the multivariate data of this study are normally distributed.

Discussion

The results of this research prove that of the five hypotheses proposed, all hypotheses are accepted. From the results of the study, it was found that a mediating effect plays a very good role. To help and minimize conflicts that arise servant leadership, there needs to be assistance from adversity quotient. By understanding and applying it to leaders and employees, will make them increasingly understand how to behave in the face and look for positive solutions to conflict. So that every problem can be solved properly, without hurting one another. As in his research (Fields, 2018), which states that the role of servant leadership is not enough to help in dealing with conflict in the workplace. The results of negative relationships are also evidenced by research conducted by Orlan, & DiNatale-

Svetnicka (2013). Bautista, et al (2016), conveys that leadership style is influenced by adversity quotient towards leaders, Khairani & Abdullah (2018), in their research, stated where AQ helps individuals in dealing with conflicts or challenges in their environment.

In his research (Bedser, 2017), which states that the role of servant leadership prioritizes the quality of work of life for employees. In line with research (Trastek, Hamilton, & Niles, 2014), where the role of servant leadership results in changes in positive life quality outcomes to The same thing as what was conveyed by Küçükoğlu & Meltem (2019), that the role of servant leadership has the confidence to improve the quality of work-related life.

The role of adversity quotient can make a good and positive contribution for every organization that wants to continue to develop and pay attention especially in the development of each of its employees (Runtu, Aldrin, & Merdiaty, 2019). Also for practitioners in the fields of industrial and organizational psychology. Surely every organization wants to have resources that maximize performance by being able to compensate themselves in dealing with any existing problems, both in themselves personally and professionally. Of course this is also inseparable from the fact that they can be aware of the rules and ethics in their organizations. So that they can objectively and positively look at every problem that comes to him without harming his colleagues and especially his organization. However, this study certainly has a weakness, namely with respondents who are not too large, it can not generalize the results of this study. It is hoped that for further research it can add other variables, larger and more diverse respondents. In this study are limited samples so the results cannot be generalized to a greater amount. It is hoped that further research can expand the distribution of more diverse populations so that it will provide more varied results.

Conclusions

The results of this study provide new evidence that servant leadership can help resolve existing conflicts in organizations with the help of adversity quotient. Whereas in quality of work life, servant leadership does not need the help of adversity quotient, which basically servant leadership itself has given satisfaction to employees in the organization. This result is expected to be used as a basis or reference for the parties involved by observing and increasing the development of the organization by minimizing conflicts that arise in the organization. It is hoped that further research can develop the result of this study by adding several variables, in order to add information in the literature on leadership.

Acknowledgment

This research received no external funding. The author declares no conflict of interest.

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