

# The Role of Servant Leadership on Quality of Work Life (QWL) and Work Conflict with Adversity Quotient as Mediator

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## The Role of Servant Leadership on Quality of Work Life (QWL) and Work Conflict with Adversity Quotient as Mediator



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#### ABSTRACT

The research has an objective to test the role of servant leadership by applying an adversity quotient mediator on workplace conflict and quality of work life. It uses quantitative approach involving 332 respondents as well as path analysis using the program of AMOS version 24. There are five hypotheses proposed in this research. The results of the study show that AQ mediators plays an important role in one of the variables. On the other hand, AQ mediators are not really required by the other variables.

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## 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 reach their goals, they frequently face problems which as a team they must overcome. The challenge of providing space for conflict among members, other organizations, the community and other parties involved in the mission of the organization. In the meantime, the word conflict frequently has a negative meaning, the impact of a conflict in an organization can be both 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 well-balanced work life also motivates workers to do their best at work as well as to spend quality time with family. Hence, organizations have begun to focus on the development and overall pleasure of their workers to motivate them and to reduce their level of pressure without endangering the company's economic health. 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 hired 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).

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).

One of the key factors to determine the change of the future and to develop a very clear and specific vision of the organization. Speaking of problems in leadership, it cannot be separated from what is known as styles of leadership, in which servant leadership is one of them. (Aldrin & Yunanto, 2019). Servant leadership is a style on how to create opportunities for organizations and help the followers grow (Luthans & Avolio, 2003). Servant leadership focuses on their followers by generating conditions to improve the human resources and thereby provide 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. Conflict is considered as the emergence of disputes in an organization that occur when the objectives, interests, or values of different individuals or groups do not match and confuse one another in the pursuit of goals. Because of different objective, conflict is an inseparable part of organizational life.

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 into two major dimensions by researchers (Rahim, 1983; Pinkley, 1990; Priem and Price, 1991; Jehn, 1995; Simons and Peterson, 2000). Dimension number one is related with cognitive type conflicts, task-related conflicts, incompatibility with approaches to the way the tasks would be carried out (Jehn, 1995; Putnam and Wilson, 1982; Roloff, 1987; Wilmot and Hocker, 2000). Dimension number two deals with relational type conflicts and reckon disagreement as a result of emotional compatibility (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 among family members, friends and relatives. This also happens to organizations. When conflicts emerge, they have to be completed by management for the sake of growth of the organization, its survival and performance improvement (Kazimoto, 2013). Yet, they are mostly difficult to resolve. In some cases, most conflicts are overcome because the individual resolve them in different ways. This certainly affected the quality of employees' lives at work. Most of the time conflicts are hardly things to deal with in an easy way. In some cases, conflicts were able to be overcome since the individuals managed to resolve them in different ways. This certainly affects the employees' quality lives at work. From the above explanation, the hypotheses are:

**H1: Direct effect of Servant Leadership on work conflict does exist.**

### **Quality of Work Life (QWL)**

According to Daubermann & Tonete, (2016), quality of work life (QWL) is a process in which employees and organizations get the insight to find better ways of working together by increasing the quality of staff's life and organizational effectiveness simultaneously. Such concept, basically states how an organization can maintain the welfare of its employees. Cascio (2006), briefly states QWL that this is about the perception the employees have about their physical and mental well-being towards work. This includes a sense of security, job satisfaction, conditions to be able to grow, development in the workplace, safe working environment, involvement at work, development of career, and compensation that is fair. This agrees with some prior 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 the stability of work life (Adhikari & Gautam, 2017; Mosadeghrad et al., 2011; Hsu & Kernohan, 2006). The work life quality is related to the level of happiness a worker feels specifically for his career. Everyone needs different things in terms of their career; 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 CO<sub>2</sub>RE. 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. <sup>13</sup> 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 <sup>15</sup> 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 <sup>22</sup> regarding the relationship between servant leadership and people's satisfaction (Nyamboli, 2014; Padron, 2012; Jacobs, 2011).

Trompenaars and Voerman (2010) defines Servant Leadership as a style of management dealing with harmonious leading and serving, and interaction does exist with the environment. A servant leader must be persistent to serve and lead, and the ability to combine two positive reinforcements is the most crucial. In line with Spears (2002), who states servant leadership as a leader who put service above everything. First, it could start from someone's natural feelings to serve and put service as a priority. Moreover consciously, aspiration and encouragement in leading others as the choice brought by this aspiration. Some characteristics of servant leadership are addressed by Greenleaf (1996). Listening (carefully Listening to what it has to be said by), Acceptance towards others and Empathy (Acceptance towards others and the sense of empathy for them).

, Conceptualization (An ability to conceptualize and to communicate concepts). From the above it is made a hypothesis like below:

<sup>14</sup> **H4: There is an indirect effect of Servant Leadership on work conflict through AQ as a mediator.**

<sup>2</sup> **H5: There is an indirect effect of Servant Leadership on quality of work life (QWL) through AQ as a mediator.**

## Research and Methodology

An quantitative approach was used in this research. It was conducted by examining 5 hypotheses. A psychological scale <sup>37</sup> was used to collect the data. The respondents of this research were workers of one accounting company in Indonesia 332 respondents, using purposive sampling techniques with respondents' criteria including: has become the process of collecting data given after us 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. To see the appraisal of <sup>53</sup> direct and indirect effects using AMOS version 24, descriptive statistical methods and path analysis were used as the techniques to analyze the data in this research.

To collect research data, the authors adopt from original sources adapted to local culture and develop research instruments using a psychological scale with a type of Likert. The amount of scales developed and tested were four. De Dreu & Weingart's (2003) conflict of work, scale of cognitive and relational, scale of QWL scale from Cascio (2006).

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).

**Table 1. Descriptive Statistics**

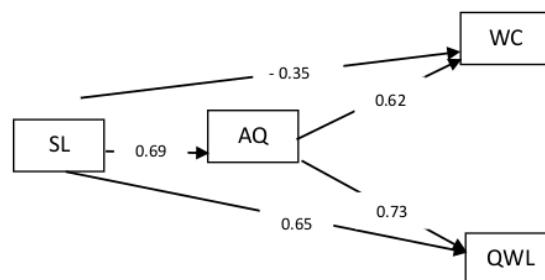
Variable	Mean	Std. Deviation
SL	36.4277	8.13245
AQ	24.8404	5.75967
WC	15.3283	4.29966
QWL	41.2500	9.92240

Note: SL, servant leadership; AQ, adversity quotient.

WC, work conflict; QWL, quality work life

The objective of this study generally is to test the direct effect of servant leadership on work conflict, 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).

**Gambar. 1. Path Analysis Results**



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

**Table 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 analysis of influence is meant to see the level the influencing variable compared to other variables, either directly or indirectly. The calculation results of the direct and indirect effects could be seen 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 servants 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 direct and indirect pathways shown in Table 2 are the analysis results. The function of the mediator is quite apparent that the most influential role of the mediator 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 a 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
Probability	$> 0.05$	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;

Looking at the data processing results as well as the goodness of fit criteria with AMOS version 24 that can be seen in table 3, where the chi-square value is 1,937 and the smaller the chi-square value, the better, Probability 0.164 > 0.05 indicating that the empirical data is identical with the theory/model. RMSEA value of 0.062 indicating that the model is close to fit (close fit). GFI 0.996, where GFI is an index describing 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 comparing the tested model with the baseline model. CFI, 0.999, is also an incremental conformity index.

**Table 4. Assessment 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
Multivariate					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%), therefore, the conclusion that could be drawn is that research data is usually distributed.

Therefore, 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 research is normally distributed.

## Discussion

The research result proves 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 servant leadership plays a role in making the quality of work of life for employees priority. In line with research (Trastek, Hamilton, & Niles, 2014), where the role of servant leadership results in changes in positive life quality outcomes. 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 cannot 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.

## Conclusion

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.

## Author Contributions

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