

Servant Leadership and Perceived Organizational Support for Lecturer Loyalty Through Empowerment

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Abstract

Keywords:

Servant
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Organizational
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Lecturer Loyalty;
Empowerment

The purpose of this study is to determine whether empowerment can mediate the effects of servant leadership and perceived organization on employee loyalty. This study uses a quantitative approach that consists of two exogenous variables, such as servant leadership and perceived organization, one endogenous variable, namely employee loyalty, and one intervening variable, which is employee empowerment. The data used is primary data obtained directly from respondents, including as many as 143 members of the FPMPI Kopertais 4 association. The research instrument used a Likert scale of 1–5, while the data analysis used SEM diagram analysis, which was processed using Amos Structural Equation Modelling. The results of the study show that servant leadership, perceived organization, and empowerment have a significant effect on employee loyalty directly, while the indirect effect of servant leadership and perceived organization on employee loyalty through employee empowerment has a significant influence. These results indicate that empowerment is able to mediate exogenous and endogenous variables.

Abstrak

Kata kunci:

Kepemimpinan
Pelayan; Dukungan
Organisasi;
Loyalitas Dosen;
Pemberdayaan

Penelitian ini bertujuan untuk menganalisis apakah pemberdayaan mampu memediasi kepemimpinan servant dan perceived organization terhadap loyalitas pegawai. Penelitian ini menggunakan pendekatan kuantitatif, yang terdiri atas dua variabel eksogen kepemimpinan servant dan perceived organization, satu variabel endogen loyalitas pegawai dan satu variabel intervening yaitu pemberdayaan pegawai. Data yang digunakan merupakan data primer yang diperoleh langsung dari responden sebanyak 143 orang anggota asosiasi FPMPI Kopertais 4. Instrument penelitian menggunakan skala likert 1-5, sedangkan analisis data menggunakan analisis SEM diagram yang diolah menggunakan structural equation modelling amos. Hasil penelitian menunjukkan bahwa secara langsung kepemimpinan servant, perceived organisasi dan pemberdayaan memiliki pengaruh signifikan terhadap loyalitas pegawai, pengaruh secara tidak langsung kepemimpinan servant dan perceived organization terhadap loyalitas pegawai melalui pemberdayaan pegawai memiliki pengaruh yang signifikan. Hasil tersebut menunjukkan bahwa pemberdayaan mampu memediasi variabel eksogen dan endogen.

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INTRODUCTION

The inability of a leader to manage an organization can have a negative impact on the organization he leads, as has happened in several universities, both public and private¹. Higher education is a nation's asset for producing the nation's intellectuals in the future. Because there was a lot of dualisms in tertiary institutions in the past, the Ministry of Research, Technology, and Higher Education encourages and reminds them to avoid internal conflicts in all tertiary institutions². Government policies related to dualism and internal conflict have been regulated and sanctioned, but there is still a repetition of these problems, so this article offers a solution to these problems by increasing lecturer loyalty, forming servant leaders, and fostering organizational support through empowering lecturers in every college.

Employee loyalty consists of elements of attitude and behavior³, which manifest in the form of respect and trust⁴. According to Agustina, loyalty has two dimensions, namely as follows: 1) Internal Dimensions; 2) External Dimensions. According to Saydam, four related factors can be used to identify teacher loyalty indicators: 1) Obedience: A type of lecturer's tendency to follow instructions recommended by the institution; 2) Responsibility: Each lecturer has duties and roles as educator and school administrator, lecturers must prepare and realize them to the fullest; 3) Dedication: This is the central role of education in building society and serving students who require assistance in acquiring a wide range of knowledge. 4) Honesty: A lecturer who is honest in carrying out his duties and educating students will set a good example for students to follow⁵.

Employee loyalty is influenced by several factors, including servant leadership, organizational support, and empowerment. Research conducted by Suryati shows that serving leaders have an impact on organizational commitment⁶, these results are

¹ Ahmad Arfah Ansuri, "Cerita Dosen ITM 16 Bulan Tak Digaji Gegara Konflik Dualisme Yayasan," *Detiknews*, October 27, 2021, <https://news.detik.com/berita/d-5784447/cerita-dosen-itm-16-bulan-tak-digaji-gegara-konflik-dualisme-yayasan>; Siti Aisah Nurhalida Musthafa, "Gaduh Konflik Internal SBM ITB, Penerimaan Mahasiswa Baru Dipastikan Tetap Berjalan," *PikiranRakyat.Com*, March 11, 2022, <https://www.pikiran-rakyat.com/pendidikan/pr-013946878/gaduh-konflik-internal-sbm-itb-penerimaan-mahasiswa-baru-dipastikan-tetap-berjalan>.

² Novi Abdi, "Menristekdikti Ingatkan Perguruan Tinggi Hindari Konflik Internal," *Antara News*, September 5, 2018, <https://www.antaraneews.com/berita/745413/menristekdikti-ingatkan-perguruan-tinggi-hindari-konflik-internal>.

³ Gabriel Cachón-Rodríguez et al., "How Sustainable Human Resources Management Helps in the Evaluation and Planning of Employee Loyalty and Retention: Can Social Capital Make a Difference?," *Evaluation and Program Planning* 95, no. September (2022), <https://doi.org/10.1016/j.evalprogplan.2022.102171>.

⁴ A. Mardalis, "Meraih Loyalitas Pelanggan," *Jurnal Manajemen Dan Bisnis BENEFIT* 9, no. 2 (2005): 111 - 119, <https://doi.org/10.1007/s13398-014-0173-7.2>.

⁵ Denia Putri Ramadhanty, Eva Hotnaidah Saragih, and Riza Aryanto, "The Influence of the Work Environment on the Loyalty of Millennial Employees" 149, no. *Apmrc* 2019 (2020): 264-71, <https://doi.org/10.2991/aebmr.k.200812.046>.

⁶ Suryati, "Gaya Kepemimpinan Servant Leadership , Kepuasan Kerja , Loyalitas KerjSuryati. (2021). Gaya Kepemimpinan Servant Leadership , Kepuasan Kerja , Loyalitas Kerja Terhadap Komitmen Organisasional (Studi Kasus Pada Kantor Bpkad " Badan Pengelolaan Keuangan Da," *Jurnal Manajemen Pendidikan Dan Ilmu Sosial* 2, no. 2 (2021): 1002-18, <https://dinastirev.org/JMPIS/article/view/768/506>.

in line with Rahayu et al⁷. The clearer research results showing that servant leadership has an effect on employee loyalty are shown by the results of Rindahati et al⁸. The research has something in common with this article, namely how servant leadership affects employee loyalty. According to Greanleaf, the characteristics of servant leadership are divided into 10 categories, including the following: listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community. According to Dennis, there are five indicators and characteristics of servant leadership, including: 1) compassion, 2) empowerment, 3) vision, 4) humility, and 5) trust⁹.

Perceived organizational behavior has a significant relationship to loyalty, as evidenced by several previous studies. According to research done by Fauzi et al, organizations have an impact on employee loyalty, either directly or indirectly¹⁰. In addition, Sugiyono revealed that if the organizational support is good, it will foster high employee loyalty¹¹. This study explores the relationship between perceived organizational and employee loyalty, but does not explore servant leadership and empowerment. Didit stated that Perceived Organizational Support is the belief of employees about how the organization values all their contributions and welfare. Perceived organizational support that increases makes employees feel an important obligation to always contribute and care about the welfare and goals of the organization (Eisenberger)¹².

According to Eisenberger's organizational support theory, there are three major categories that can contribute to perceived organizational support. Namely, as follows: 1) procedural justice; 2) superior support; 3) organizational rewards and working conditions. As for the indicators of perceived organizational support, according to Eisenberger and Rhoades, there are eight indicators, namely: 1) The organization values employee contributions. 2) The organization appreciates the

⁷ Muji Rahayu et al., "Pengaruh Servant Leadership Dan Kompetensi Terhadap Komitmen Organisasional Di Universitas Swasta," *Visipena* 11, no. 2 (2020): 377-92, <https://doi.org/10.46244/visipena.v11i2.1241>.

⁸ Rezilia Rindahati and Irfan Helmy, "Pengaruh Servant Leadership Dan Person Organization Fit Terhadap Loyalitas Pegawai Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Pada Pegawai Non PNS Di UPTD Puskesmas Alian)," *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis Dan Akuntansi* 3, no. 5 (2021): 976-92.

⁹ Dirk van Dierendonck, "Servant Leadership: A Review and Synthesis," *Journal of Management* 37, no. 4 (2011): 1228-61, <https://doi.org/10.1177/0149206310380462>; Matthew P Earnhardt, "Testing a Servant Leadership Theory Among United States Military Members," *Emerging Leadership Journeys* 1, no. 2 (2008): 14-24.

¹⁰ Muhamad Fauzi, I Gusti Agung Aju Nitya Dharmani, and Damarsari Ratnasahara Elisabeth, "Pengaruh Persepsi Dukungan Organisasi Dan Komunikasi Organisasi Terhadap Loyalitas Karyawan Melalui Kepuasan Kerja," *Jurnal Kompetensi Social Science* 1 (2022): 58-70.

¹¹ Sugiyono, "Pengaruh Dukungan Organisasi, Komitmen Afektif Dan Perilaku Ekstra Peran Terhadap Kinerja Karyawan PT. Nur Medinah Intermedia.," *Jurnal Ekonomi Dan Bisnis Universitas Udayana* 7 (2016): 2117-46.

¹² Gaëtane Caesens et al., "Perceived Organizational Support and Employees' Well-Being: The Mediating Role of Organizational Dehumanization," *European Journal of Work and Organizational Psychology* 26, no. 4 (2017): 527-40, <https://doi.org/10.1080/1359432X.2017.1319817>; Chintya Chandra, "Analisis Dampak Perceived Organizational Support Terhadap Tingkat Turnover Intention," *Jurnal Ilmiah Bisnis Dan Ekonomi Asia* 11, no. 1 (2018): 51-55, <https://doi.org/10.32812/jibeka.v11i1.32>.

extra effort employees have put in. 3) The organization will pay attention to all complaints from employees. 4) The organization really cares about the welfare of employees. The extent to which the organization cares about employees in their work. 5) The organization will tell employees if they don't do a good job, 6) The organization cares about the general satisfaction of employees' work. 7) The organization shows great concern for employees. 8) The organization feels proud of the success of employees at work¹³.

Along with servant leadership and perceived organizational support, empowerment has a direct positive effect on loyalty¹⁴. Indirectly empowerment also has a positive impact on employee loyalty¹⁵. Sedarmayanti argues that empowerment is an effort to further empower the "power" possessed by humans themselves in the form of competence, authority, and responsibility in order to improve organizational or company performance¹⁶. Employee empowerment can be defined as management participation in which employees are held accountable for their work processes¹⁷. The following are empowerment indicators: 1) trust; 2) authority; 3) responsibility¹⁸.

The goal of this study was to identify gaps in previous research that had not been addressed in order to develop a new concept for increasing lecturer loyalty. In order to answer the purpose of this study, the researcher asked four questions to be answered in this study. First, test and analyze whether Servant Leadership and Perceived Organizational Support have an effect on empowerment; second, test and analyze whether Servant Leadership and Perceived organizational Support have an effect on loyalty; third, test and analyze whether empowerment has an effect on loyalty; and fourth, test and analyze whether Servant Leadership and Perceived Organizational Support affect loyalty through empowerment.

Based on the description in the previous section, a temporary answer can be drawn from the research as follows: first, Servant Leadership and Perceived Organizational Support have a significant effect on empowerment. Second, Servant Leadership and Perceived Organizational Support influence loyalty. Third, empowerment has a positive and significant effect on lecturer loyalty, and fourth,

¹³ Li Sun, "Perceived Organizational Support: A Literature Review," *International Journal of Human Resource Studies* 9, no. 3 (2019): 155, <https://doi.org/10.5296/ijhrs.v9i3.15102>.

¹⁴ Nurjannah ester Widyati, Mukhberi, "Pengaruh Pemberdayaan Dan Kepercayaan Terhadap Loyalitas Guru SMA Swasta Di Kecamatan Pulogadung Jakarta Timur (2018)," *JURNAL ILMIAH WAHANA PENDIDIKAN* 4, no. 2 (2018): 27-34, file:///C:/Users/- LENOVO -/Downloads/document (6).pdf; Nur Asni Gani et al., "The Effect of Compensation and Empowerment on Teacher and Staff ' s Loyalty" 14 (2022): 7205-16, <https://doi.org/10.35445/alishlah.v14i4.2133>; Onsardi, "LOYALITAS KARYAWAN PADA UNIVERSITAS SWASTA DIKOTA BENGKULU," *Journal of Economic, Business and Accounting (COSTING)* 2, no. 1 (2018): 1-13, <https://doi.org/10.31539/costing.v2i1.326>.

¹⁵ Dani Rizana, "Pengaruh Kompensasi Dan Pemberdayaan Terhadap Loyalitas Dengan Kepuasan Kerja Sebagai Variabel Intervening," *Jurnal E-Bis (Ekonomi-Bisnis)* 4, no. 2 (2020): 179-91, <https://doi.org/10.37339/e-bis.v4i2.222>.

¹⁶ Sedarmayanti, *Sumber Daya Manusia Dan Produktivitas Kerja* (Jakarta: Ilham Jaya, 2008).

¹⁷ Amir Abou Elnaga and Amen Imran, "The Impact of Employee Empowerment on Job Satisfaction Theoretical Study" 2, no. 1 (n.d.): 13-26.

¹⁸ Nurdin Brasit et al., "PEGAWAI DINAS PERHUBUNGAN KABUPATEN MERAUKE THE INFLUENCE OF EMPOWERMENT AND ORGANIZATIONAL CULTURE ON WORK SATISFACTION AND THEIR IMPACT ON EMPLOYEE," n.d., 15-36.

empowerment is able to mediate the effects of Servant Leadership and Perceived Organization on lecturer loyalty.

RESEARCH METHOD

This research uses a type of quantitative method because the data taken is in the form of numbers and processed statistically. This study uses an explanatory approach, which aims to solve a problem by explaining each of the variables studied and the relationship between one variable and another through testing the hypotheses that have been formulated¹⁹. This research was conducted at the Islamic Education Management Study Program Forum Organization (FPMPI) in Region IV, East Java Province. With a population of 246 and calculated using the Slovin formula, the total sample in this study was 143 people with an error rate of 0.05 (5%)²⁰.

This study used a probability sampling technique with the simple random sampling method, which is a random sampling technique without regard to certain strata or characteristics²¹. The study relied on primary data collected through data collection techniques such as questionnaires distributed to respondents.

Questionnaires given to respondents have been tested with instruments, namely validity and reliability tests²². The validity is tested by conducting a correlation test by comparing the value of R table with Rcount, and test the reliability by looking at the Cronbach's alpha values obtained. Here are the formulas for testing validity and reliability.

Validity Test	Reliability Test
$\frac{N(\sum X) - (\sum X \sum Y)}{\sqrt{[N\sum X^2 - (\sum X)^2] - [N\sum Y^2 - (\sum Y)^2]}}$	$r_i = \left[\frac{k}{k-1} \right] \left[1 - \frac{\sum ab^2}{\sigma t^2} \right]$
<p>Description</p> <p>r = Correlation coefficient</p> <p>X = Score item</p> <p>Y = Total score item</p> <p>N = Number of samples (respondents)</p>	<p>Description</p> <p>r_i : Instrument reliability</p> <p>k : The number of questions</p> <p>$\sum ab^2$: Total variance of the items</p> <p>σt^2 : Total variance</p>

To test the hypothesis that will be proposed in this study, the technique used is the SEM analysis technique with the AMOS (Analysis of Moment Structure) and SPSS (Statistical Product and Service Solutions) program packages. The steps in SEM

¹⁹ Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D*. (Bandung: Alfabeta, 2017), <https://www.pdfdrive.com/prof-dr-sugiyono-metode-penelitian-kuantitatif-kualitatif-dan-rd-intro-e56379944.html>.

²⁰ Wahyu Abdillah and Andry Herawati, "Pengaruh Bauran Pemasaran (7p) Terhadap Pengambilan Keputusan Siswa Dalam Memilih Sekolah Berbasis Entrepreneur (Studi Pada SMA Muhammadiyah 9 Surabaya)," *Jurnal Ilmiah Administrasi Bisnis Dan Inovasi* 2, no. 2 (2019): 309-25, <https://doi.org/10.25139/jai.v2i2.1338>.

²¹ Lexy. Moleong, j, *Metodologi Penelitian Kualitatif* (Bandung: Bandung: PT. Remaja Rosdakarya, 2006).

²² Sanusi Anwar, *Metodologi Penelitian Bisnis* (Jakarta: Salemba Empat, 2011), <https://openlibrary.telkomuniversity.ac.id/pustaka/14997/metodologi-penelitian-bisnis.html>.

analysis are: developing a theory-based model; constructing a path diagram; converting a path diagram to a structural model; choosing an input matrix; evaluating the goodness of fit index; interpreting and modifying it²³.

RESEARCH RESULTS AND DISCUSSION

Results

In this study, the total number of items in the questionnaire amounted to 52 statement items, and for each variable, this study had an Rcount value greater than the Rtable value, so that it can be stated that all questionnaire items are valid and able to measure variables. The Rtable value in this study was 0.1515 based on the number of respondents, which was as many as 143 people. A construct or variable is said to be reliable if its cronbach's alpha value is greater than 0.60. The results of the reliability test in this study are presented in Table 1 below.

Table 1. Reliability test results

No	Variable	Cronbach's Alpha	Question Items	Description
1	<i>Servant Leadership Style (X1)</i>	0,653	10	Reliable
2	<i>Perceived Organizational Support</i>	0,902	18	Reliable
3	Pemberdayaan (Y1)	0,724	10	Reliable
4	Loyalitas (Y2)	0,835	14	Reliable

Source: Processed Primary Data, (2023).

After conducting validity and reliability tests, the confirmatory factor analysis test for this research variable was then carried out using the SEM analysis presented in Table 2 below.

Table 2. Confirmatory factor analysis test results

Variable	Loading Factor	Loading Factor Score
Exogen	Affection	0.28
	Humble	0.7
	Vision (X1.2)	0.90
	Empowerment	0.61
	Trust	0.66
Servant Leadership (X1)	Contributions are valued by members	0.26
	Extra effort is appreciated by the organization	0.34
	Complaints are noticed by the organization	0.34
	Care about employee welfare	0.22
Exogenous Variables		

²³ Umin Kango, Ari Kartiko, and Muhammad Anas Maarif, "The Effect of Promotion on the Decision to Choose a Higher Education through the Brand Image of Education," *AL-ISHLAH: Jurnal Pendidikan* 13, no. 3 (2021): 1611-21, <https://doi.org/10.35445/alishlah.v13i3.852>.

Perceived organizational Support (X2)	Notify if the job is not done properly	0.64
	Care about employee satisfaction	0.61
	Show great concern	0.80
	The organization is proud of its members	0.64
Intervening Empowerment (Y1)	Trust	0.52
	Authority	0.56
	Responsibility	0.55
Endogen Loyalty (Y2)	Obedience	0.69
	Responsibility	0.53
Loyalty (Y2)	Devotion	0.58
	Honesty	0.52

Source: Processed Primary Data, (2023).

The results for the full structural model technical drawings in this study are presented in Figure 1 below.

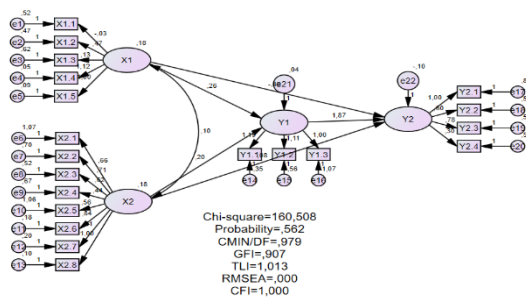


Figure 1. Full structural model technique

According to the results of the full model SEM analysis the magnitude of the standard regression coefficient is 0.42, the coefficient of influence of servant leadership on empowerment is 0.47, the coefficient of perceived organizational support on empowerment is 0.60, the coefficient of perceived organizational support on loyalty is 0.06, and the coefficient of the effect of empowerment on loyalty is 1.76.

The results of the suitability test and statistical tests on the full SEM model can be seen in Table 3 below.

Table 3. Model fitment test results

Goodness of fit index	Cut off value	Analysis Results	Evaluation Model
Chi-Square (X ²)	Expected to be smaller than chi square (X2 table), with sig. $\alpha = 0.05$ and $df(164)=160.508$ then X2 table = 194.883	160,508	Good
Probability	≥ 0.05	0,562	Good

CMIN/DF	≤ 2.00	0,979	Good
GFI	≥ 0.90	0,907	Good
TLI	≥ 0.95	1,013	Good
RMSEA	≤ 0.08	0,000	Good
CFI	≥ 0.95	1,000	Good

Source: Processed Primary Data, (2023).

The results of the fit model test show that the Chi-Square value is 160.508, while other results show that the CMIN/DF, probability, TLI, CFI, RMSEA, and GFI are all in accordance with the predetermined cut-off value. So based on the value of the results that have been obtained, it shows that in general the SEM model used is in the good category, so it can be used to describe the causality relationship through the factors used

The results of hypothesis testing in this study can be obtained using the critical ratio value and the sig level, which are $cr \geq 1,96$ and sig level $\leq \alpha = 0,05$, respectively, which is a requirement for accepting the hypothesis test. The results are presented in table 4.

Table 4. Hypothesis test results

			Estimate	S.E.	C.R.	P	Description
Y1	<---	X1	,838	,132	6,338	***	Significant
Y1	<---	X2	,555	,233	2,379	,017	Significant
Y2	<---	X1	,443	,186	2,377	,017	Significant
Y2	<---	X2	,615	,172	3,574	***	Significant
Y2	<---	Y1	,712	,194	3,668	***	Significant

Source: Processed Primary Data, (2023).

The table above shows that the statistical hypothesis value is above 1.96, which means that there is a significant influence between Servant Leadership Style on loyalty, Servant Leadership Style on empowerment, and empowerment on loyalty. **H1: Servant leadership and Perceived Organizational Support have an impact on empowerment.**

The critical ratio value for the Servant Leadership variable is 6.338, the Perceived Organizational Support variable is 2.379, and the empowerment variable is 3.668. where all these variables have a critical ratio value of more than 2 as a condition for accepting the hypothesis. And all of these variables have a smaller p value of 0.05 as a condition for accepting the hypothesis. So based on the results of the values possessed, the first hypothesis states that the influence of Servant Leadership and Perceived Organizational Support on empowerment has been tested. **H2: Servant Leadership and Perceived Organizational Support have an impact on loyalty.**

The critical ratio value for the Servant Leadership variable is 6.338, the Perceived Organizational Support variable is 2.379, and the loyalty variable is 2.377. Where all these variables have a critical ratio value of more than 2 as a condition for accepting the hypothesis. And all of these variables have a smaller p value of 0.05 as a condition for accepting the hypothesis. So based on the results of the values possessed, the first

hypothesis states that the influence of Servant Leadership and Perceived Organizational Support on Empowerment has been tested.

H3: There is an effect of empowerment on loyalty.

The third hypothesis has a critical ratio value of 3.668 on the empowerment variable, and the loyalty variable of 2.337 is greater than the value of 2 as a requirement for acceptance of the hypothesis results, while a p value of 0.000 is less than 0.05 as a condition for accepting the hypothesis. So based on these results, in the second hypothesis, it is stated that empowerment has a significant effect on loyalty.

H4: Servant leadership and Perceived Organizational Support have an impact on loyalty through empowerment.

In the third hypothesis, the influence of Servant Leadership and Perceived Organizational Support on loyalty through empowerment can be seen through the direct influence and total influence contained in the following tables:

Table 5. Standardized direct results and total effect

	X2	X1	Y1	Y2
<i>Standardized direct effect</i>				
Y1	0,325	0,417	0,000	0,000
Y2	0,115	-0,694	1,756	0,000
<i>Standardized total effect</i>				
Y1	0,325	0,417	0,000	0,000
Y2	0,685	0,040	1,756	0,000

Source: Processed Primary Data, (2023).

Based on the table above, it can be seen that the results of the Standardized Direct Effect have a higher total effect value than the results of the value of direct influence so that the fourth hypothesis states that the effect of Servant Leadership and Perceived Organizational Support on loyalty through empowerment has been tested.

Discussion

The Effect of Servant Leadership and Perceived Organizational Support on Empowerment.

Based on the results of servant leadership research, the indicator that gets the best response is the vision indicator. This means that a leader must have far-sighted thinking, or what is commonly called "visionary" thinking, so as to be able to properly empower members of the organization in accordance with the abilities, talents, and competencies of employees so as to foster a sense of responsibility from within the employees. The findings of this study corroborate previous research, which revealed that servant leadership has a positive and significant effect on employee empowerment²⁴.

²⁴ E Yurika, "Pengaruh Servant Leadership Terhadap Perilaku Inovatif Dengan Pemberdayaan Psikologis Sebagai Variabel Intervening Pada ..." 11, no. 03 (2021): 616-29, https://repository.unja.ac.id/23283/%0Ahttps://repository.unja.ac.id/23283/5/daftar_pustaka.pdf; Nur Indah Permata Sari, Audia Junita, and Ilham Mubaraq Ritonga, "Hubungan Kepemimpinan Melayani Terhadap Perilaku OCB Dengan Pemberdayaan Pekerja Dan Interaksi Atasan Bawahan Sebagai Pemediasi Serta Gender Sebagai Pemoderasi," *Jurnal Administrasi Bisnis* 10, no. 1 (2021): 65-76, <https://doi.org/10.14710/jab.v10i1.36131>; David E Melchar and Susan M Bosco, "Achieving High

Perceived Organizational Support obtained the greatest results on indicators showing great concern, meaning that members of the organization want rules or policies, one of which is with rules that are in favor of members of the organization, and the organization, through leaders on each line, is able to build good communication, one of which is to provide information if members of the organization are not doing a job well done. This is very relevant considering the empowerment indicator is the biggest reflection of the respondent's responsibility. The results of this study are in line with previous research, which revealed that Perceived Organizational Support directly had a positive and significant effect on empowerment.

The Effects of Servant Leadership and Perceived Organizational Support on Loyalty

Servant leadership is a leadership style that prioritizes a heart approach to members of the organization, requiring humility and the ability to give trust to members of the organization in order to foster sincerity in serving and a full sense of responsibility in carrying out tasks and his job.

In this study, servant leadership has a positive and significant influence on employee loyalty because leaders have a vision that is easy for them to understand and are given full trust in carrying out their main tasks and functions, and because their leaders show humility, which is clearly visible when they provide input and describe the problems they face. This reinforces previous research, which states that servant leadership has a good impact on employee loyalty²⁵.

The role of Perceived Organizational Support on employee loyalty in this study can be seen in how the organization shows the great attention it has for its members, feels proud of its members, and establishes active communication so that giving a direct warning when an employee does work that is not properly accepted is acceptable. Employees rate it favorably. The results of this study are in line with research conducted by Onsardi²⁶.

The effect of empowerment on loyalty

The results of the tests conducted in this study provide a positive and significant value between the variables of empowerment and loyalty. This research is supported by research conducted by Widyanti in 2022 entitled "The Effect of Teacher Empowerment on Teacher Loyalty," which states that empowerment has a strong

Organization Performance through Servant Leadership," *The Journal of Business Inquiry* 9, no. 1 (2010): 74-88, <http://www.uvu.edu/woodbury/jbi/articles>.

²⁵ Ahmad Ritaudin, "PENGARUH SERVANT LEADERSHIP STYLE TERHADAP LOYALITAS KARYAWAN MELALUI PERAN MEDIASI KEPUASAN KARYAWAN (Study Pada Karyawan PT. Bank Syariah Mandiri Malang)," *Journal of Innovation in Business and Economics* 7, no. 2 (2017): 125, <https://doi.org/10.22219/jibe.vol7.no2.125-142>; Rindahati and Helmy, "Pengaruh Servant Leadership Dan Person Organization Fit Terhadap Loyalitas Pegawai Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Pada Pegawai Non PNS Di UPTD Puskesmas Alian)"; Beben Saputra and Rina Anindita, "Peran Servant Leadership Dalam Meningkatkan Kepuasan Dan Loyalitas Karyawan Pada Industri Manufaktur," *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)* 5, no. 1 (2021): 12, <https://doi.org/10.32493/jjsdm.v5i1.13139>.

²⁶ Onsardi, "LOYALITAS KARYAWAN PADA UNIVERSITAS SWASTA DIKOTA BENGKULU."

influence and is in line with the loyalty variable²⁷. Bousalem stated in his research that empowerment is very important in an organization. Employee empowerment means giving responsibility, authority, and trust to employees so that they can carry out their duties properly and improve performance. Giving employees trust is an aspect of loyalty that organizations expect from their employees.

The Effect of Servant Leadership and Perceived Organizational Support on Loyalty Through Empowerment.

The results of this study indicate that there is a positive and significant influence between Servant Leadership variables and loyalty, perceived organizational support on loyalty, and empowerment on loyalty. From the test results, empowerment as an intervening variable also produced positive and significant results in increasing loyalty. So that the empowerment variable as an intervening variable succeeded in contributing to this research.

Employee loyalty can be influenced by perceived organizational support and servant leadership. This is a new finding in this study because previous research has not conducted research with the variables Servant Leadership and Perceived Organizational Support on Loyalty through empowerment at the same time.

CONCLUSION

Empowerment, as an intervening variable, can mediate the effects of Servant Leadership and Perceived Organizational Support on loyalty. As a result, it is hoped that in increasing lecturer loyalty, attention will be paid not only to leadership factors and organizational support but also to empowerment based on the needs of members in an organization. Basically, empowerment is not the only way to increase loyalty, but it is one of the important factors supporting the growth of loyalty toward members. With the support of serving leadership and organizational support, it is expected to be able to foster maximum member loyalty towards the organization.

This research is a small part of the scope of scientific human resources, so the results of this research are still felt to be necessary for further testing in the future in order to obtain consistent results. For future researchers, it is hoped that they can add new variables to add to the scientific treasures of the future. In addition, the distance between the researcher and the research location was relatively far, so that the researcher could not make direct observations or provide assistance when filling out the questionnaire.

²⁷ Hanny Widyanti, "Implementasi Total Quality Management Bidang Akademik Dan Sarana Prasarana Di SMA Negeri 1 Sidoarjo," *Jurnal Dinamika Manajemen Pendidikan* 1, no. 2 (2019): 151, <https://doi.org/10.26740/jdmp.v1n2.p151-161>.

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