

HUBUNGAN ANTARA *SERVANT LEADERSHIP* DAN *PUBLIC SERVICE MOTIVATION*: META-ANALISIS TERHADAP TEMUAN EMPIRIS DI SEKTOR PUBLIK

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ABSTRAK

Public service motivation (PSM) merupakan konsep kunci dalam manajemen sumber daya manusia sektor publik karena berperan penting dalam mendorong perilaku prososial dan kualitas pelayanan. Seiring meningkatnya perhatian terhadap gaya kepemimpinan yang berorientasi nilai, *servant leadership* dipandang memiliki kesesuaian konseptual yang kuat dengan PSM. Namun, temuan empiris mengenai hubungan antara *servant leadership* dan PSM masih menunjukkan variasi hasil dan belum memberikan kesimpulan yang konsisten. Permasalahan tersebut menegaskan perlunya sintesis kuantitatif untuk memperoleh gambaran hubungan yang lebih komprehensif dan akurat. Penelitian ini bertujuan untuk mengestimasi kekuatan hubungan antara *servant leadership* dan *public service motivation* berdasarkan bukti empiris yang tersedia. Penelitian ini menggunakan pendekatan kuantitatif dengan metode meta-analisis. Data dikumpulkan melalui penelusuran sistematis pada basis data Scopus dengan mengikuti protokol PRISMA. Sebanyak 16 studi empiris yang memenuhi kriteria inklusi dianalisis. Ukuran efek yang digunakan adalah koefisien korelasi (r), yang kemudian digabungkan menggunakan model statistik meta-analisis. Analisis juga dilakukan untuk memastikan konsistensi hasil antar studi. Hasil meta-analisis menunjukkan bahwa *servant leadership* memiliki hubungan positif dan signifikan dengan *public service motivation*. Temuan ini mengindikasikan bahwa praktik kepemimpinan yang menekankan pelayanan, pemberdayaan, dan kepedulian terhadap bawahan secara konsisten berkontribusi dalam memperkuat motivasi intrinsik pegawai untuk melayani kepentingan publik. Dengan demikian, *servant leadership* dapat dipandang sebagai konteks kepemimpinan yang kondusif bagi internalisasi nilai-nilai pelayanan publik. Penelitian ini menegaskan pentingnya pengembangan kepemimpinan berorientasi pelayanan sebagai strategi peningkatan motivasi pelayanan publik. Secara teoretis, hasil penelitian ini memperkaya literatur kepemimpinan dan PSM, sementara secara praktis memberikan dasar empiris bagi perumusan kebijakan dan program pengembangan kepemimpinan di sektor publik.

Kata Kunci: *Servant Leadership*, *Public Service Motivation*, Meta-Analisis

**RELATIONSHIP BETWEEN SERVANT LEADERSHIP AND PUBLIC
SERVICE MOTIVATION: META-ANALYSIS OF EMPIRICAL EVIDENCE
IN THE PUBLIC SECTOR**

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ABSTRACT

Public service motivation (PSM) is a key concept in public sector human resource management because it plays an important role in encouraging prosocial behavior and service quality. With the increasing attention to value-oriented leadership styles, servant leadership is considered to have strong conceptual compatibility with PSM. However, empirical findings on the relationship between servant leadership and PSM still show varying results and have not provided consistent conclusions. This issue highlights the need for quantitative synthesis to obtain a more comprehensive and accurate picture of the relationship. This study aims to estimate the strength of the relationship between servant leadership and public service motivation based on available empirical evidence. This study uses a quantitative approach with a meta-analysis method. Data were collected through a systematic search of the Scopus database following the PRISMA protocol. A total of 16 empirical studies that met the inclusion criteria were analyzed. The effect size used was the correlation coefficient (r), which was then combined using a meta-analysis statistical model. Analysis was also conducted to ensure consistency of results across studies. The meta-analysis results show that servant leadership has a positive and significant relationship with public service motivation. These findings indicate that leadership practices that emphasize service, empowerment, and concern for subordinates consistently contribute to strengthening employees' intrinsic motivation to serve the public interest. Thus, servant leadership can be viewed as a leadership context conducive to the internalization of public service values. This study emphasizes the importance of developing service-oriented leadership as a strategy for increasing public service motivation. Theoretically, the results of this study enrich the literature on leadership and PSM, while practically providing an empirical basis for the formulation of policies and leadership development programs in the public sector.

Keywords: *Servant Leadership, Public Service Motivation, Meta-Analysis*