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## Servant Leadership and Human Capital Management: Case Study in Citibank Indonesia

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### Abstract

Servant leadership is one of type leaderships that popular nowadays. Moreover, servant leadership is concept leadership that suggest leader to serve the employees to improve performance of employee. Human capital Management is systems that support employees to make sure that employees will increase the performance. Nowadays both of concepts usually implemented in the company. However, we still do not know that if both of those concepts can be put together in one company or no.

This paper is aimed to explore and examine the implementation of servant leadership and human capital management in business. The methodology used is qualitative research with case study approach. The data will be collected through two main ways: (1) biography and other documents analysis of several company in the Indonesia and foreign country such as Unilever, Indonesia Port Company, Telkom, Bank DBS, IDEO, Netflix, and Blackrock Company. (2) Interviewing and observing one big bank in the world which is Citibank. Researcher interviews Citibank which located in Indonesia and interviews several important people such as manager of Citibank, trainer of Citibank, Human Resource of Citibank, and others. From the secondary data which is biography and other document analysis, research will create a idea concept of human capital and servant leadership. Then, research will compare the ideal model of servant leadership and human capital management in the Citibank Company. Citibank Company is multinational company which research thinks that the company has a good system in both leadership and human capital management.

The results of this research are expected to provide richer knowledge and insights that are related to the implementation of servant leadership and human capital management in the business, both in the Indonesian and foreign country context. This research may encourage more qualitative studies on the operationalization of servant leadership model in the workplaces so that could be useful for practitioners who want to embrace the idea as a meaningful and effective way of leading knowledge workers. Besides, we will know about the ideal concept of human capital management and servant leadership which may be will be useful for some company to implant those concept.

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## 1. Main text

Robert K Greenleaf in his book tells a lot about the implementation of servant leadership. He thinks that the word “leader” itself has two meanings, first the leader as status and second the leader as activity that must be done in the company. Leader who put the word leader as their status will treat his employee as servant and he does not know how to deal with that. It is different with people who act like leader. In this case people who act like leader does not care about his status in organization or his status social. However, those people can treat people well and respect each other’s. Those activities can make him become a true leader. Nowadays, Greenleaf thinks that a lot of manager in the organization or big company always make his action based on his priority for himself. Manager rather thinks about the condition of employee about his decision or his activity. Hence, there are a lot of selfish manager who makes the paradigm that the leader is antagonists and just think about him. Besides, from those thinks a lot of people think that the relation between employee and leader are negative and just give advantages to one side which is leader. Because of that problems and Greenleaf remember story about Leon in the book *Journey to the East*, Greenleaf offers a solution which is servant leadership to fix the problems like that in the organization.

Servant leaderships mean that type of leadership which acts like servant who serve all of the people in the organization. In fact the core of the servant leadership is the leader must take care all of his employees. Greenleaf thinks that the leadership must come from the initiative of the each individual. Besides, Greenleaf said in his book that servant leadership come from the feel that people want to serve other people serve. Hence, their consciousness will bring him to act as leader. Moreover, Leader must be able to change other people because their attitude and charisma. This different concepts between servant leadership and other type leadership is in the servant leadership leader act like servant who care with other people and the priority of his action is serve other people. Thus, we can see that the main characteristic which differs between the servant leadership with other type of leadership is the feel to serve other people first before there are feel to need to lead people.

In the concept of servant leadership it is very important to know about understanding concept and listening concept. The servant leader must have both understanding and listening in their characteristic. First, The servant leader must have listening concept because leader must know all of the condition in his company or about the condition of his employees. Hence, leader will know anything about the condition and what employees want for their future. Besides, if there are problems, leader is able to listen a lot of solution from a lot of people and make it easier to solve the problem. Second, Understanding which means that leader must understand that leader must know the skills and limitation of organization or his employees. Hence, the job of leaders make sure that condition from those situations and search the best solution from those problems not make people do what they cannot do.

However, not just understanding and listening the most important skills for the servant leader. The language which used by the servant leader is differ with other type of leadership. The language which used by the servant leader is based on the action not from speak. Nowadays, a lot of employees do not trust the word which be spoken by the leaders. However, different with the action, employee thinks that action is the easiest language to be understood. If they see their leader act some things they know how the characteristic of the leader and what they want to explain to them.

## 2. Concept Servant Leadership and Human Capital

If we see deeply, we can see that the concept of servant leadership is similar to the concept of Human Capital Management. Both Human Capital Management and servant leadership have similar main characteristic. Servant leadership is the willingness of individual to give the best to other people first for making sure other people develop. Moreover, Human capital management is system which try to improve the employees; hence the performance of the

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