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The Effectiveness of Delegation Leadership and Servant Leadership in Law Firms

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Abstract: The article on the effectiveness of delegation leadership and servant leadership in law firms is a scientific literature review article in the legal sphere. The purpose of this writing is to build a hypothesis of the influence between variables which can later be used for further research within the scope of law. The research method used is descriptive qualitative. Data was obtained from previous research that is relevant to this research and sourced from academic online media such as Publish or Perish, Google Scholar, digital reference books and Sinta journals. The results of this article are: 1) The effectiveness of delegation leadership plays a role in law firms; and 2) Servant leadership plays a role in the law firm.

Keyword: Law Firm, Effectiveness of Delegation Leadership, Servant Leadership

INTRODUCTION

Understanding the efficacy of service leadership and delegation leadership in the context of law firms is a complex and crucial subject. Since law firms are intricate organisations, the activities of their leaders have a big influence on their overall effectiveness and the calibre of services they offer to clients. Thus, to fully comprehend the dynamics of leadership in legal firms, one must have a thorough awareness of these two methods as well as the underlying issues.

First and foremost, it's critical to comprehend the history and setting of the legal services sector. An organisation that concentrates on offering clients legal services is known as a law firm. They are divided into a number of divisions and levels, with paralegals, attorneys, and administrative personnel among them. In this case, strong leadership is crucial to guiding the vision and accomplishing organisational objectives. A leader that practices delegation leadership gives team members or subordinates accountability and authority. This fosters an atmosphere in which everyone is capable of making decisions on their own and has defined roles. Delegation can be a particularly useful strategy in legal firms, where specialisation is crucial and work complexity is frequently considerable. For instance, a senior attorney might assign paralegals with specialised knowledge in legal research duties. In addition to boosting productivity, this allows team members to grow and assume responsibility. Delegation can boost productivity, but there are dangers involved in making decisions that might not align with the goals and values of the company. This may occur if managers fail to make sure that staff members are aware of the objectives and standards of the company. Furthermore, excessive

delegation without sufficient supervision might result in a lack of responsibility and cooperation among team members.

However, serving team members is the primary focus of service leadership. This entails paying attention to, comprehending, and attending to the needs and interests of team members. Establishing strong relationships between leaders and team members can be facilitated by this strategy, particularly in the setting of law firms where work pressure is often intense and workloads can be excessive. Members of a team are more likely to be motivated and perform better when they perceive their leaders to be supportive, listened, and respected. Moreover, team members' cooperation and candid communication are promoted by service leadership. This is particularly crucial in the setting of a legal office, where managing complex cases frequently calls for teamwork. Creative and practical solutions can arise when team members are at ease discussing their thoughts and experiences.

Aligning with client expectations is the primary obstacle to establishing service leadership in legal firms, though. When their legal problems are resolved, clients frequently anticipate exact and timely outcomes. Team members and management may feel more pressure as a result to strike a balance between operational effectiveness and high-quality service. Moreover, a service leadership strategy runs the danger of being viewed as a weakness by rival law firms in the setting of competition. This is particularly true if rivals adopt a more authoritarian or goal-oriented style of leadership. For a legal company to succeed in the long run, its executives must therefore be able to combine service leadership with the ability to make quick, strategic judgements. Therefore, in order to get the highest level of effectiveness in leadership within law firms, leaders need to be aware of the benefits and drawbacks of each strategy. They must be able to create an atmosphere where team members feel encouraged to achieve at their highest level by fusing appropriate delegating with friendly, accommodating service. In this increasingly competitive market, law firms can only succeed in the long run with such a flexible and balanced approach.

Based on the background above, the problem formulation is determined as follows: 1) Does the effectiveness of delegation leadership play a role in law firms?; and 2) Does servant leadership play a role in law firms?.

METHOD

Literature Review Essays are written using Library Research and Systematic Literature Review (SLR) techniques. These methods were evaluated qualitatively and are available on academic web sources such as Mendeley and Google Scholar. A systematic literature review, or SLR, is the process of finding, assessing, and analyzing all accessible research data with the aim of addressing a specific research problem. In qualitative analysis, the literature review must be applied consistently with methodological assumptions. The exploratory nature of the research served as the main justification for conducting qualitative analysis, (Ali, H., & Limakrisna, 2013).

RESULTS AND DISCUSSION

Results

Law Firm

In its most basic form, a law firm is a company or legal organisation made up of several attorneys or advocates who collaborate to offer legal services to their clients. It is an association of solicitors licenced to practise law, give legal advice, defend clients in court, and deal with a range of other legal issues. Nevertheless, a law firm is much more than a group of people who share an office and other resources. Generally speaking, law firms offer their clients a range of legal services, such as trial representation, document preparation, legal consultations, negotiations, and conflict resolution. They can provide legal representation for people,

companies, nonprofits, or governmental bodies in a range of contexts, including criminal law, family law, and business problems (Prayetno & Ali, 2017).

Indicators contained in law firms include: 1) Client Satisfaction Rate: This metric indicates how happy customers are with the services the company offers. Surveys of client satisfaction or direct comments from clients after their cases are concluded are frequently used to assess this; 2) Client Retention Rate: The percentage of clients who decide to stick with the firm after their initial case is resolved is known as the client retention rate. This is a sign that you've been successful in keeping up long-term client ties; 3) The percentage of cases that the company wins or resolves satisfactorily is known as the "case success rate." The firm's high case success record is indicative of their professionalism and ability to effectively represent customers; and 4) Lawyer Utilisation Rate: This metric assesses how well attorneys use their time when working on litigation or other legal tasks. It's computed by taking the total number of work hours available and dividing it by the number of hours a lawyer works on a case or project (Prayetno & Ali, 2020a).

Law firms have been studied by several researchers, including: (Prayetno & Ali, 2020a), (Prayetno & Ali, 2020b), (Prayetno & Ali, 2017).

Effectiveness of Delegation Leadership

The ability of a leader to assign duties, responsibilities, and authority to team members or subordinates in an effective and efficient way is known as delegation leadership effectiveness. With this strategy, team members are empowered, leaders may divide the responsibility, and more time can be dedicated to activities that need extra care (Pamungkas et al., 2024).

Indicators contained in effectiveness of delegation leadership include: 1) Rapid and Appropriate Decision Making: The leader's capacity for prompt and appropriate decision-making is another indicator of how well they delegate leadership. When a leader delegates effectively, they provide team members the freedom to decide what to do within the parameters of their respective roles. One measure of a leader's successful delegation is how well team members are aligning their decisions with the organization's goals and vision; 2) Quality of Coordination and Communication: The level of coordination and communication between team members is a further sign of how well delegate leadership is working. When it comes to delegation, a competent leader will make sure that everyone knows exactly what their roles are, communicates well, and shares information honestly. When it comes to finishing assigned duties, a team's productivity and efficiency can be enhanced by effective coordination among members; and 3) Development of Skills and Enhanced Autonomy: The enhancement of team members' skills and heightened autonomy serves as an additional gauge of the efficacy of delegating leadership. A good delegation leader will provide their team members the freedom to decide what falls within their own purview while also offering them the chance to hone their talents through assigned work. This growth in abilities and independence is a reflection of the team leader's ability to enable team members' professional development (Wulandari & Wulantika, 2019).

Effectiveness of delegation leadership have been studied by several researchers, including: (Wulandari & Wulantika, 2019), (Pamungkas et al., 2024), (Pasaribu et al., 2023).

Servant Leadership

An approach of leadership known as "service leadership" prioritises helping others. In this situation, a leader sees himself not just as someone who guides or leads, but also as a servant who is always willing to assist, support, and attend to the needs of team members, customers, or the community at large. This strategy focuses on building trusting connections,

enhancing team members' quality of life, and enabling them to realise their full potential (Rusli et al., 2023).

Indicators contained in service leadership include: 1) Level of Team Member Satisfaction and Engagement: The degree of team member satisfaction and engagement is the first sign of servant leadership. The goal of servant leadership is to establish a workplace where employees feel respected, listened, and supported. Employee satisfaction surveys, attrition rates, and team initiative participation are useful tools for gauging employee happiness and engagement levels; 2) Quality of Relationships and Communication: Servant leadership places a premium on the development of solid rapport and efficient lines of communication between team members and leaders. These metrics include the team's communication quality, the degree of trust that the team members and the leader have developed, and the degree of cooperation that exists between them; 3) Enhanced Performance and Productivity: By offering appropriate assistance and direction, a servant leader seeks to enhance team members' performance and productivity. An increase in the team's output of work as well as an increase in the accomplishment of individual and team goals are included in this indicator; 4) Work-Life Balance and Team Member Well-Being: Servant leadership also considers team member well-being and work-life balance. This metric comprises leaders' attempts to reduce stress and handle heavy workloads, as well as team members' degree of satisfaction with the harmony between work and personal life; and 5) Enhanced Professional and Personal Development: A servant leader will give team members the encouragement and chance to grow in their knowledge and expertise. This metric encompasses the degree of involvement team members have in professional growth and development, in addition to enhancements in their own abilities and expertise inside the group (Setiawan & Ekhsan, 2020).

Servant leadership have been studied by several researchers, including: (Setiawan & Ekhsan, 2020), (Amir & Sallatu, 2022), (Rusli et al., 2023), (Susanto et al., 2024).

Previous Research

Reviewing related publications as a basis for formulating research hypotheses by describing previous research findings, highlighting similarities and differences with the research proposal, as illustrated in table 1 below:

Tabel 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities with this article	Differences with this article	Basic Hypothesis
1	(Prasetya et al., 2017)	Delegative leadership influences employee performance at the Jember district population and civil registration office	The influence of delegative leadership in law or government offices	The influence of delegative leadership on employee performance	H1
2	(LUBIS, 2018)	Implementation of the effectiveness of delegation of authority to the North Sumatra province food security and livestock office	The influence of the effectiveness of delegation of authority	The influence of the effectiveness of delegation of authority to official offices	H1
3	(Chandra, 2020)	Servant leadership influences employee loyalty with employee satisfaction as an intervening variable	The influence of servant leadership on the office/company	The influence of servant leadership on employee loyalty	H2
4	(Amir & Sallatu, 2022)	Servant leadership influences subordinates' motivation in serving the public	The influence of servant leadership on law offices/public organizations	The influence of servant leadership on personality agreeableness	H2

Discussion

Based on the problem formulation and relevant previous research, the discussion in this article is:

1. The Influence of Effectiveness of Delegation Leadership on Law Firm

The efficiency of delegation leadership significantly influences a legal firm's performance and success. It addresses several important issues, including as quick and accurate decision-making, effective teamwork and communication, skill development, and greater team member autonomy. The capacity to decide appropriately and quickly is a crucial skill in the legal industry, as cases frequently need for prompt and precise solutions. When a leader delegate effectively, they guarantee that team members have enough power and freedom to decide strategically while still carrying out their assigned tasks. This offers the adaptability required to react to quickly changing circumstances and modify plans of action to meet specific requirements. Making wise decisions also ensures that the actions done by the legal company are in line with the interests of the clients, giving them trust and leading to happy resolutions. Effective coordination and communication, in addition to prompt and accurate decision-making, are critical components of a successful legal practice. Ensuring efficient coordination among team members is crucial to fostering synergy and collaboration throughout case handling. A leader who can help team members communicate in an open and transparent manner will help lower the likelihood of miscommunication, duplication of effort, or differences in case resolution techniques. This guarantees that everyone in the team is aware of their specific duties and responsibilities when managing a case. In addition to facilitating improved information collection, idea sharing, and strategic talks, effective communication also helps to increase the calibre of output and client satisfaction.

Effective delegation of leadership in law firms is mostly dependent on skill development and enhanced team member autonomy in addition to efficient case management. A competent delegation leader must be able to recognise each team member's strengths and shortcomings and give them the chance to hone the abilities needed to succeed in the legal industry. This can be accomplished by assigning difficult assignments, offering direction and training, and supporting the professional growth of team members. Team members that have more autonomy feel more accountable for completing their tasks, are more motivated and engaged at work, and are able to grow both personally and professionally.

A law firm's performance and outcomes are greatly impacted by the efficient execution of these tasks in delegate leadership, especially when it comes to client satisfaction, client retention, the number of cases won or resolved, and attorney utilisation rates. Because happy clients are more likely to stick with a legal firm and refer others to it, client satisfaction is a key sign of a successful practice. By making prompt and well-informed decisions and maintaining effective coordination and communication, law firms may guarantee that the requirements and expectations of their customers are fulfilled, thereby enhancing their satisfaction and fostering enduring partnerships. Additionally, making the appropriate choice might raise the case resolution or success rate, which is a crucial performance indicator for legal businesses. This enhances the firm's standing and boosts the confidence of current and potential clients in their capacity to deliver high-quality legal services.

Client retention rates are another indicator of how well a legal practice manages to stay in touch with its current clientele. Law firms can create strong client relationships, deliver enjoyable services, and fortify existing ties by fostering excellent coordination and communication, as well as empowering team members through skill development and increasing autonomy. This lowers the possibility of losing clients to other legal practices and improves long-term financial stability. Similar to this, a key indicator of a legal firm's performance is the proportion of cases that are won or resolved. Effective delegation leadership gives team members the freedom to give their all in managing cases effectively, which benefits

both the clients and the legal business as a whole. Attorney utilisation rates ultimately show how productively and efficiently a law firm uses its resources to handle cases. Law businesses may guarantee that their solicitors are used to the fullest extent possible, maximising their output and offering value to their clients, by practicing effective delegation management.

Overall, a law firm's performance and success are greatly influenced by the efficiency of delegated leadership in reaching quick choices, the standard of coordination and communication, skill development, and increased team member autonomy. Law firms can build a solid foundation for long-term growth and success by effectively adopting these responsibilities, which will increase customer satisfaction, client retention, the percentage of cases won or settled, and attorney utilisation rates.

The effectiveness of delegation leadership plays a role in law firms, this is in line with research conducted by: (Wulandari & Wulantika, 2019), (Pamungkas et al., 2024), (Pasaribu et al., 2023), (Susanto et al., 2023).

2. The Influence of Service Leadership on Law Firm

In the context of a law firm, the function of service-oriented leadership has wide-ranging consequences that encompass multiple facets that can ultimately impact the firm's prosperity and longevity. A service-oriented leadership style is crucial for team member happiness and engagement, but it also has a positive effect on the firm's relationships and communication, boosts productivity and performance, and promotes work-life balance and team member wellbeing. A legal firm's main business goals, including customer satisfaction and retention rates, the percentage of won or settled cases, and attorney utilisation rates, are all impacted by these factors.

First and foremost, it's critical to realise that a successful law company relies not just on the team members' legal knowledge but also on their capacity for cooperation, communication, and teamwork in order to accomplish shared objectives. Team members that experience service-oriented leadership are inspired to perform at their highest level because they feel valued, supported, and supported. Because they believe their needs and interests are being met, team members become more engaged and satisfied at work, which fosters a great work environment. Effective teamwork and client service are directly correlated with the calibre of connections and communication within a law business. Important information may be communicated swiftly and effectively, and issues can be resolved effectively, with the support of leadership that fosters open communication, teamwork, and mutual understanding. Building good connections with clients also requires effective communication, since they want a lawyer they can trust and feel at ease speaking with.

Moreover, service-focused leadership directly contributes to team members' improved output and performance. When motivated and supported, team members are more likely to work harder and more strategically to meet the objectives of the company. This may directly affect a firm's capacity to win disputes, handle cases satisfactorily, and hold onto clients. In an ever-evolving corporate environment, service-oriented leadership ensures that law firms stay relevant and competitive by promoting innovation, personal growth, and ongoing learning. The well-being of team members and work-life balance are also crucial elements of service-oriented leadership. If not properly managed, the intensely competitive and demanding work atmosphere that law firms can provide can have a detrimental effect on team members' physical and mental health. Leadership that is concerned with the welfare of its team members will develop work-life balance-promoting policies and initiatives, including fair leave policies, flexible work schedules, and mental health support.

Clients and the general business success of the firm are impacted when all of these elements are skillfully incorporated into the leadership of a legal practice. Because they feel their lawyer is paying attention to them, understanding them, and treating them well, client

satisfaction levels will rise. This may lead to increased client retention and favourable referrals, which will enhance the company's standing and increase revenue. When team members perform more effectively and efficiently, the percentage of cases that are successfully handled may also rise, and attorney utilisation rates may rise as a result of team members' increased motivation to perform to the best of their abilities. All things considered, inclusive, empowering, and results-driven work environments can be fostered in law firms by having leadership that is focused on providing services. Such leadership can offer major long-term benefits for companies, their team members, and their clients through an emphasis on work-life balance, team member well-being, enhanced performance and productivity, and quality of relationships and communications.

Service leadership plays a role in law firms, this is in line with research conducted by: (Setiawan & Ekhsan, 2020), (Amir & Sallatu, 2022), (Rusli et al., 2023).

Conceptual Framework

Based on the problem formulation, relevant previous research and the results and discussion of the research above, including:

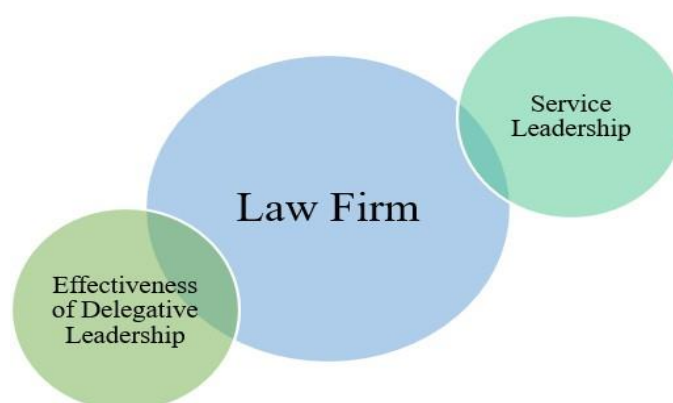


Figure 1. Conceptual Framework

Based on Figure 1 above, the effectiveness of delegation leadership and servant leadership plays a role in law firms. Apart from the independent variables above which influence the dependent variable, there are other variables which play a role in law firms, including:

- 1) Employee Competence: (Gunawan et al., 2022), (Dewi & Fitrio, 2022), (Yanita et al., 2023).
- 2) Experience: (Haitao, 2021), (Mahaputra, 2022), (Sulaeman et al., 2019).
- 3) Service Quality: (Ricardianto et al., 2023), (Marbun et al., 2022), (Ali et al., 2023).

CONCLUSION

Based on the background of the problem, problem formulation, previous research, results and discussion above, the following research conclusions were obtained:

1. Effectiveness of delegation leadership plays a role in the law firm.
2. Service leadership plays a role in the law firm.

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