



“A LITERATURE REVIEW ON SERVANT LEADERSHIP”

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ABSTRACT:

Learning organization have promises for the future because to a new field of leadership study. The notion of ethical, spiritual and value-based leadership is firmly ingrained in our organization. The objective of the research is to determine the which studies are offering servant leadership as a leadership model, a theoretical idea and a predictor of behavioral characteristic at the individual, group and corporate level. To evaluate literature using a methodical, organized and reproducible approach. Studies on servant leadership from 2006 to 2023 were finally chosen. The finding revealed that a) Servant Leadership is a leadership philosophy that emphasizes the importance of serving others rather than being served. b) SL focus on the needs of its followers, prioritizing their personal and professional development .c) majority of researches are available in western culture context. d) SL focus on the needs of its followers, prioritizing their personal and professional development. The conclusion summarizes servant leadership as a comprehensive and cutting-edge approach to organizational management. This paper will provide light on research and advancement of servant leadership.

Keywords- Servant leadership, Organization, Systematic literature review, Leadership Servant leadership models.

INTRODUCTION

Leadership is the ability of an individual or a group of people to influence and guide followers or members of an organization, society or team. Since the dawn of time, leadership ideals have pervaded every aspect of this planet. The leadership faces several obstacles in adopting the human evolutionary process. Without any scientific research, the term “leadership” was added to the technical language of organizational theory. (Yukl, 2009). In the past, leadership studies defined leadership by examining broader organizational and human factors. According to Blanchard (1998) leadership exists covertly in relationship, imagination and perception of involved parties. A fundamental component of the leadership process is the leader, who defines reality and fosters a vision for a better future reality (Taylor et al. 2007). Leaders are there in every phase of our lives Rowe and Guerrero (2013) defined leader as a person who has leadership quality. The leader is a person who is flexible, focused cognitive, emotionally intelligent and who can handle every situation wisely. Leaders like Mahatma Gandhi, Mother Teresa, Nelson Mandela, Abraham Lincoln and many other contributed to mankind. According to Greenberg, leadership

is a process in which the leader uses non-coercive influence to help followers achieve their goals. This indicates that followers voluntarily obey their leader.

The various leadership philosophies explained the various traits, actions, circumstances and positions of authority of leaders. Leadership as a trait focuses on an individual's attributes and traits. Ghinselli and Porter (1963) identifies intelligences, initiative, self-assurance, maturity, affinity for the working class and the capacity for supervision as a characteristic of a leader. When followers are satisfied with a leader's behaviour, they will identify that person as their leader. In contrast, when a power influencing technique is used, the leadership relies on the leader's capacity to control the resources.

SERVANT LEADERSHIP

Servant Leadership believes in "serve the first mindset". Servant Leadership empowers and trusts their employee's showing encouragement and humanity. Trust that is not based upon knowledge and fear but trust in identity is the defining characteristic as well as the outcome of Servant Leadership. Servant Leadership Focus on empowerment instead of commanding, focus on humility instead of brandishing; treat employees as customers not only service providers. When people become grounded in Servant Leadership, trust grows which creates a sense of purpose, empowerment, belongingness and satisfaction among employees. Innovation and creativity are flourished, retention is increased and turnover cost goes down. Most administrators assume that employees work primarily for basic hygiene factors such as pay, working conditions, and job security and focus on the transactional style of leadership. This erodes trust in the long run and most of the employees discharge their duties as rituals only. They stay within the limit of the prescribed job description and avoid doing something the expectation of acknowledgement of which is missing. This in turn leads to more erosion of trust and results in decreased organizational operations, efficiency and performance. All these results in "going performance through the roof". The most important task is to find the leader who focuses on the needs of people, who is ethical, flexible and relational. Leaders who have created a brighter future for future generations are sought after by society. Individuals prefer and desire leaders that prioritize their needs. The core of all developmental concerns is leadership; even leaders strive to manage outside influences for the long-term expansion of their organization as well as society. When leaders provide service to followers without expecting anything in return. The servant leadership theory and its implementations are becoming more and more important in leadership studies. This change is evident from the increasing conceptual and empirical investigation of servant leadership by leadership scholars (Greenleaf, 2002; Neubert et al., 2008; Panaccio et al., 2014; Spears, 2004; Tylor et al., 2007; Van Dierendonck, 2011; Verdorfer 2016; Walumbuwa., 2010).

The concept of servant leadership has introduced by (Greenleaf, 1977) who described servant leader as a servant first. Finding fulfilment and inspiration by prioritizing and meeting the needs of others is the essence of servant leadership. In order to achieve desired goals, a servant leader upholds the qualities of love, care, compassion and positivity in both work and life (Spear, 2004). So, the servant leader is a person who is motivated in leading by serving. Spears and Wagner-Marsh (1998) define the ten characteristics of servant leadership as listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people and building community. To foster humility, the servant leader pushes themselves beyond their comfort zone and level. A servant leader is dedicated to their followers. To overcome the weakness at the individual and

organizational levels, servant leaders assist in creating a complementing team. Servant leaders strive to improve followers' courage, humility and integrity while also reassuring them that fear is not the most essential thing. Servant leaders granting freedom of choice to its employees by which employees believe in the development of principles and values. The importance of servant leadership is that to develop the trust and loyalty between the employees and employer (Spear,2004).

A significant advancement in value-based leadership in servant leadership. A bright future for leadership in contemporary organizations is promised by the general accepted leadership approach. Accepting reality and imagining a people centred, growth – oriented future are key components of servant leadership. Leadership research will give leaders and organizations guidance for the future.

ATTRIBUTES OF SERVANT LEADERSHIP

Servant Leadership is a leadership philosophy that emphasizes the importance of serving others rather than being served. According to Greenleaf (1970), the servant-leader is a person who "is servant first..." SL focus on the needs of its followers, prioritizing their personal and professional development. Researchers have identified several key characteristics of SL such as empathy, listening, commitment to the growth of others, stewardship, and community building (Van Dierendonck & Nuijten, 2011; Liden, Wayne, Zhao, & Henderson, 2008). Scholars have posited and reported the relation of SL with various organizational outcomes such as job satisfaction (Van Dierendonck & Nuijten, 2011), organizational commitment (Liden, Wayne, Zhao, & Henderson, 2008); employee engagement (Ehrhart, 2004); team performance and organizational effectiveness (Sendjaya & Sarros, 2002; Walumbwa, Hartnell, & Oke, 2010) and innovation (Walumbwa, Hartnell, & Oke, 2010).

Servant Leadership is a style that prioritize the growth, well-being and empowerment of employees. It believes on "serve first mind set. "It focuses on empowerment instead of commanding, focus on humility instead of brandishing, treat employees as a customer not only service provider.

Those organization in which Servant Leadership has been seen in that organization retention is increased and turnover goes down. All these result in "going performance through the roof."

Here are the five attributes of servant leadership "active listening, humility, stewardship, foresight and self-awareness."

Active listening is focus on paying attention to what other saying without interrupting, judging or imposing our own agenda. Humility is acknowledging that you don't have all answers and that you are willing to learn from your team members. Stewardship is developing and inspiring others to work toward a common objective. foresight empowers team to address unique and evolving challenges. Self-awareness helps to understand the personal biases and setting them aside for the benefit of the team

METHOD

Servant leadership plays an important role in research due to its importance in organization. It wasn't until Robert Greenleaf developed the notion of servant leadership in the 1970s (Sendjaya and Sarros, 2002). The different data

was acquired from emerald, Scopus data base and abstract from all the paper published in journal on servant leadership.

The language of the paper should be in English other than English was rejected due to inadequate understanding by the researcher. Published in peer- reviewed journals, with the keyword “servant leadership” chosen at the outset for the review. The study did not include duplicate articles from another database.

The studies were then divided into the following categories: (a) empirical studies; (b) studies that developed servant leadership model (c) studies that discussed servant leadership as the primary issue; and (d) studies that dealt with servant leadership from a quantitative and qualitative standpoint. The material gleaned from articles about servant leadership concepts and themes was assessed for this study, along with the type, context and area of research as well as the methods employed to analyse servant leadership. The technique and tool development approach are given in this research. The finding from these studies has been presented in matrixes and the discussion and conclusion are in thematic presentation.

SYNTHESIS OF REVIEW RESULT

Table.1 describe the research paper describe servant leadership from practical as well as theoretical view of point. The study is conducted western as well as in Asian context. The study mostly uses the factor analysis technique for data analysis, with the majority of the research being empirical.

TABLE 1. PAPER REVIEW ON SERVANT LEADERSHIP

THEME OF THE STUDY	AUTHOR	STUDY	STUDY SAMPLING	TECHNIQUE	AREA
Servant leadership self-other agreement, under estimation	Sousa & Van Direndock (2017)	Empirical research	261 collected through private organization	Regression and 3D surface analysis	Portuguese Republic
Impact of servant leadership on individual performance	M. Chiniara (2016)	Empirical research	247 supervisor and employees in private organization	Structural equation modelling	Canada
The influence of servant leadership on organizational citizenship behaviour	Mohd. Harisna, Rahman howlador, Mohd. Sahidur Rahman (2018)	Quantitative research	432 manager and staff of private commercial bank	Structural equation modelling	Bangladesh
Impact of servant leadership on performance	Farida Saleem, Yingying Zhang, Ahmad adeel (2020)	Empirical research	233 pair of subordinates and their supervisor in an private organization	Structural equation modelling	Pakistan

Servant leadership, trust, employee creativity	Jaiswal, et. al. (2017)	Empirical research	Conduct in 26 private organization	Factor analysis	India
Impact of Servant leadership on employees and firms performance:the mediating role of effective and cognitive trust	Chiniara M,Benetein K (2017)	Empirical research	210 samples size	Statistical analysis	Canada
Servant Leadership, Job Satisfaction, Self impression, organizational Citizenship Behavior	Donia, et. al. (2016)	Empirical Research (Time Lag data)	92 supervisor - subordinate dyads (Communications and Banking)	Factor analysis	Pakistan
Effect of servant leadership on work engagement	Gokhan Kenek (2024)	Empirical research	266 employees of private organization	Confirmatory factor analysis	Marmara Türkiye
Servant Leadership, Mindfulness, Humility, Standing Back	Verdorfer, (2016)	Empirical Longitudinal Research	Leader and Non leaders sample drawn from different industries	Factor analysis Germany	Germany
The effect of servant leadership on work engagement : the role of employee resilience and organization support	Mingua cai, Minghui wang, Jijaja cheng (2024)	Quantitative research	437 employees	Partial least square structural equation modelling	China
Servant Leadership, Work - family Balance, Identification	Wang, Kwan & Zhou, 2016	Empirical Research	200 persons from an insurance company	Factor analysis	China
Servant Leadership Behavior attributes	(Winston & Fields, 2015)	Empirical research	Students, faculty, university alumni and colleagues in a variety of organizations	Factor analysis	USA
Servant Leadership, trust, Job satisfaction, Job tenure	(CHChan & Mak, 2014)	Empirical Research	Service oriented private firms employees	Factor analysis	China

Servant Leadership, Psychological Contracts, Extraversion, proactive, Collectivism	Panaccio, et. al. (2014)	Empirical, Longitudinal Research	Supervisors and Subordinates of 101 private companies	Factor analysis	USA
Servant leadership: development and validation of a multidimensional measure	Shaoping qui, Larry dooley (2019)	Quantitative analysis	600 participant in the chinese hospitality industry	Confirmatory analysis	China
Servant Leadership, Employee engagement, Customer satisfaction	(Carter & Baghurst, 2014)	Qualitative Research	Restaurant Employees	Phenomenology study	USA

DISCUSSION

This review has significantly advanced our understanding of the existing gaps in servant leadership research methodologies. The study stresses how the discipline of servant leadership clearly lacks qualitative research and the use of different data gathering methods. Several scholar's ongoing investigations into servant leadership have contributed to the development of a theoretical framework for its application and practice in contemporary organizational settings. Servant leadership can be applied as a functional model or as a philosophy in an organization. The field's reliance on quantitative studies is seen to be counterbalanced by a greater usage of qualitative research. The review also emphasizes the need for more study because the topic analysis identified gaps in the knowledge, prerequisites, and behaviours that constitute effective servant leadership.

The process of leadership is psycho-social. Scholars are becoming proficient in identifying profound behavioural patterns linked to the implementation of servant leadership. Sousa and van Direndock (2017) provided an interpretation about under estimation of own abilities by servant leaders for providing psychological empowerment to followers. The psychological contract between a leader and their followers is being fulfilled by servant leadership. Followers with low mental resources benefit most from servant leadership. Under the servant leadership, those who are less extraverted, collectivist and proactive can perform better. Because a servant leader puts the need and interests of their follower first.

A major factor in the effectiveness of servant leadership is the follower's selfless motivation to serve or make an impression on others. Serving others without expecting anything in return is the foundation of servant leadership. Higher job satisfaction under a servant leader will result from this.

Van Direndock's paper is emphasized and their article "A Review and Synthesis" is recognized as a significant addition to the area. Discussion about servant leadership traits and their effect on organizational behaviour, empowerment, personal growth, power dynamics, intrinsic service motivation and leader follower relationship are made possible by this acknowledgment.

People under the leadership of servant leaders are more likely to identify with them. The experience created at work will be transferred to the family as a result of this sense of identification. This study will serve as a roadmap for future research to advanced knowledge of the literature on servant leadership. By extending the keywords scope and taking into account other database, future research could further improve the investigation breadth. In order to expand the understanding of servant leadership in various cultural and organizational contexts, it is also critical to stress the significant of carrying out more research that is especially focused on the Indian context.

As with every research endeavour, the study contains limitations even though it has been carried out thoroughly. First of all, even though a wide variety of keywords were included, some relevant elements might have been

unintentionally missed. Additionally, the utilization of journals database, while covering a wide-ranging coverage of studies, may not encompass all relevant research resources. Therefore, it is important to recognize the existence of studies outside of this database that might be more relevant data to the research.

Individual psychological resources could be used to investigate how service attitude transfers from one connection to another in formal and informal social structures. Moreover, in west the study on servant leadership are numerous whereas in other cultural context the studies are rare.

CONCLUSION

The purpose of this study was to comprehend the philosophy of servant leadership. There are servant leaders in many spheres of life. Since its origin, leadership experts have been continuously exploring it, which has resulted in the creation of well-established servant leadership theory worldwide. To assess and validate servant leadership, cross cultural research was done. Many aspects point to the leader's responsibility in creating a conducive leadership environment

The servant leader is the source of servant leadership motivation; this characteristic makes the servant leadership model special. The servant leadership model involves providing followers with regular feedback for continual improvement. However there is no universally applicable model for servant leadership. The majority of studies on servant leadership focus on service sector companies and their workers. The attitude of workers towards their jobs and clients is crucial to the service industry, in this field, servant leadership efficiently controls organizational and human elements.

In order to attain desired outcomes at both the individual and organizational levels, servant leadership works both directly and indirectly on the behavioural aspects of followers in the organization. Higher levels of job satisfaction, trust, creativity, recognition and autonomy are being experienced by those who embrace servant leadership. Focusing on accomplish goals without resorting to positional and authoritarian power. People in the organization are embracing a service- oriented mindset towards peers, subordinates and customers and the relationship between dyads and group members are getting stronger. In followers' behaviour, servant leadership serves as a significant precondition for trust, concern and confidence. At the organization level, servant leadership aims to create a sustainable, people centres and growth-oriented vision. Servant leadership plays an important role to enhance the retention of employees, also maximum turnover at organizational level by establishing the healthy relationship between the leaders and their employees. A democratic kind of leadership that is for and by the people is called servant leadership. Organization that has embraced the servant leadership principle are showing signs of growth at all levels in the future.

Empathy, communication, listening and trust are the four primary characteristics required for servant leadership, according to study. It is observed that the explanations of servant leadership in the literature are brief, indicating that more study is required to completely comprehended these attributes. More research is also required to agree on the antecedents of servant leadership in order to identify and mold future servant leaders. By highlighting shortcoming in the study's methodology and empirical component, the assessment emphasized the necessity for additional qualitative research. The study also emphasized the importance of developing experimentally validated framework for the phenomena of servant leadership. Finally, this study offers a comprehensive SLR of servant leadership, describing the condition of the topic now, its scope and the areas that need further research.

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