Influence of Servant Leadership on Job Performance

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Abstract

In this study the impact of Servant Leadership on Employees Job Performance has been investigated. Organizational Commitment and Job Involvement were used as mediating variables between Servant Leadership and Job Performance. The data was collected by distributing 300 questionnaires in different public sector organizations of Pakistan. The collected data was then analyzed using SPSS, AMOS and MS Excel. Confirmatory Factory Analysis, Convergent and Discriminant Validity, Good Fit Model indices was done in the study. It is revealed in the study that moral love has positive impact on organizational commitment and has no strong relationship with Job Involvement. The Humility has positive effects on Organization Commitment and Job Involvement. The Empowerment has no strong relationship with Organizational Commitment but has positive effect on Job Involvement. The Vision has no strong relationship with Job Involvement as well as with Organizational Commitment. The Trust has positive effects on Organizational Commitment as well as on Job Involvement. The Organizational Commitment has no strong relationship with Job Performance but the Job Involvement is positively associated with Employee’s Job Performance. The instruments used in this study are seems to be valid measurement tools except the measuring tool of Organizational Commitment in Pakistan context.

Keywords: Servant Leadership, Organizational Commitment, Job Involvement, Job Performance

Introduction

The quality of a servant leader is that who first do work for others and then for himself. The servant leader always try to prioritize works of followers. Spears (1997), described the distinctiveness of servant leaders as “Listening, Healing, Awareness, Empathy, Persuasion, Foresight, Conceptualization, Stewardship, Commitment to the Growth of People, and Building Community”. Patterson (2003) outlined the servant leadership dimensions i.e. Love, Humility, Vision, Empowerment and Trust. Greenleaf (1977) stated that servant leaders always wish to have the role of leader. Laub (1999) described servant leadership is more than a style of leadership. It is a different way of thinking about the purpose of leadership, the true role of a leader, and the potential of those being led.

In the field of leadership research and theory development research, most of the researchers explained and narrated many traits, styles and theories of leadership but this topic “servant leadership” remained unattended and it is the requirement of organizations to have the leaders who in true letter & spirit serve the organization. Research on servant leadership will help the managers in organizations to lead their followers with a clear vision and goal in mind. Servant leadership could be helpful in exploring hidden ways of enhancement of job performance of employees of the public sector organizations of Pakistan as well as private sector. New in the field of leadership styles and limited research on the topic of servant leadership there is a need for exploration of this leadership style in public and private sector organizations of Pakistan. The aim of a servant leader is to do all efforts for the wellbeing of its followers and subordinates. A servant leader should be free of all biasness and he has to fight for provision of fair justice for all his community members. The servant-leader always shares his power with followers, first looks at the needs of others and help the followers.

All the public sector departments are not working on 100% efficiency in context of utilization the skills of their employees. Detailed study and investigation should be done using servant leadership idea for the enhancement of performance of employees. There is a dire need to change the attitude and behaviors of the employees for increasing loyalty with their organization. They must be provided work friendly environment so that they perform duty with enthusiasm and more involved in job. Servant
leadership dimensions identified by Patterson (2003) should be tried to implement in order to enhance vision, love, humility, empowerment and trust in employees of public sector organizations so that the job involvement and organizational commitment of employees could be measured. So the idea of this research is to realization of servant leadership in the public sector organizations of Pakistan and increasing the employee’s job performance.

Relationship of job satisfaction and organizational commitment keeping in view the idea of servant leadership was first explored by Drury (2004) and the classifications of servant leadership dimensions were not fully explored. There is a room exists for the exploration of servant leadership by adoption of Patterson’s dimension of servant leadership. Till now no study is helpful which will measure the effects of dimensions of servant leadership introduced by Patterson (2003) on involvement of a person in the job and on organizational commitment. The research idea is that whether the servant leadership could be implemented in the Pakistan’s organizations by adoption of Patterson (2003) servant leadership dimensions. This study will be a forefront leading idea for the implementation of servant leadership in the context of Pakistani culture because every country has its own cultural values, attitudes and beliefs. So this study will determine whether this leadership style could be adopted in Pakistan’s cultural context. It is hoped that this study will be beneficial in the way that there is a vacuum of leadership in Pakistani organizations and the investigation could be an example of doing more research in the same field of study.

Literature Review

As per study of Russell and Stone (2002) a servant leader got the position to be a servant for the servant-hood of followers and want to fulfill their needs. In the best interest of the organizations, the servant leaders should develop trust in followers and be focused on the followers instead of focusing on organizational objectives, Stone, Russell et al. (2004). Page and Wong (2000) defined that serving for the development and wellbeing of employees is the aim of a servant leader in order to achieve goals. Becker, Billings et al. (1996) investigated a positive association between the performance of followers and their commitment to supervisors. The focus of the servant leadership is to help the employees and to provide the necessary resources to achieve organizational goals Magoni (2002/03). As claimed by Light, et al., (2003) that current upsets are the reason of having no characteristics of leadership and at least 55% individual think that all the surrounding problems are due to lack of leadership qualities. Turner and Muller (2005) added that servant leadership should play such role in the society which enable every individual to understand his role for the prosperity of the followers. As described by Kouzes and Posner (2003) that understanding and knowing all problems of followers are the authentic characteristics of leaders. The study of Stone, Russell et al. (2004); Winston (2002) suggests that the idea and phenomenon of servant leadership pays more attention and require that subordinates must be considered on priority and be rewarded highly. Winston (2002) is of the view that using the seven dimensions of servant leadership shows the seven types of attitudes and behaviors of followers which ultimately increase the vision of the leader for the better understanding of their problems and leader will do best for the welfare of followers. Winston (2002) mentioned the “Love” as primary dimension of servant leadership. The other researchers also supported this idea that focusing on the needs and requirements of the followers will lead to higher output of followers which ultimately leads to higher performance of the organizations Kaplan (2002), Kaplan and Norton (1992), Brown (2008).

Dimensions of Servant Leadership

Moral Love: This dimension is the core one in servant leadership and is the hub of follower’s motivation. A leader takes up the moral love in regard to his followers in a good way and tries to fulfill their needs and requirements Winston (2002).
Empowerment: Building trust on other people is called the empowerment. It’s dictionary meaning is “to devote power or to authorize someone”. “Servant leaders multiply the leadership by empowering others to lead.” Wilson and Laschinger (1994), (Page-25).

Humility: According to Sendjaya and Sarros (2002) estimation ability of the nature of the persons is called the Humility. Covey (2002) described that the servant leadership ensures the humbleness that affirm the nature and empowers someone to lead. According to Winston (2002) a servant leader should take advice from others because he may not be able to take decisions at his own or alone.

Vision: Conceptualization and foreseeing are the terms that are used by Greenleaf (1977) for the explanation of vision. Greenleaf described that a servant leader must have the sense and ability to foresee what can be known and be aware of any unforeseen happenings. Miller (1995) described that the vision inspires greatness and unites organizational members.

Trust: Nyhan (2000) articulated that having the full faith about a person in oneself mind about his all doings. As described by Martin (1998) that the trust is the basis of leadership trait. Trust is the confidence level of a person about his leader keeping in mind that the leader’s all doings will be the right doings Mayer et. al. (1995).

Theoretical Framework and Hypotheses Development

In every country the people have their own attitudes and behavior according to their customs and cultural settings. Hence the employees of the organizations may have different attitudes and behaviors. Employee’s work involvement and organizational commitment will be checked and investigated using the five servant leadership dimensions as defined the Patterson (2003). These five dimensions are: “Love, Empowerment, Vision, Trust and Humility”. All these five dimensions will be treated as independent variables. Organizational commitment and job involvement are treated as mediating variables. The main focus in this study is the Job Performance which is treated as Dependent variable. As Irving (2004) examined a strong debate and arguments in the literature relating to impact of servant leadership values and behaviors on effectiveness of a leader. Page and Wong (2000) conceptualized that character of leader is the central part of servant leadership. Many reports and researches are available which supports that there is positive impact of employees job involvement and organizational commitment on employees job performance Patton (2001), Laub (2003), Thompson (2003). In this research, five dimensions of Servant leadership will be investigated in public sector departments of Pakistan. This study also has significance because it has different culture and environment from other cultures and environment in which earlier researches have been done. This study will also be helpful in provision of corrective measures, guidelines and future strategic plan for the organizations. In their study, Meyer, Allen et al. (1993) categorized organizational commitment has leading role and important factor in achievement of organizational goals.

Moral Love and Organizational Commitment

As defined by Sternberg (1997); Peck (1978), interpersonal love is mainly the general notion of love. The love is also found in relationships of members of a family, friends and enhances fondness and liking a person a lot. Ayers (2008) described the Moral love (Agapao) as “I have sought to describe that in the field of leadership, the potential of the agapao construct is readily seen. Defining the scientific and religious views of love allows us to acknowledge how it permeates almost every dimension of human existence and therefore should not be excluded from the field of practical leadership. Understanding the uniqueness of Christian agapao brings fulfillment to the concept by relating it to the highest (i.e. divine) form of practice. Relating love (agapao) to current leadership theories has promise for further research. When applied in the organizational context of leadership, love (agapao) possesses a unique and relevant significance.” (pp.16) As Klein (2002) believe in the
practice of love potential in various fields of life. Hill (2008) in a study for investigation of relationship between dimensions of servant leadership and job satisfaction & organizational commitment of employees found a significant relationship between organizational commitment and servant leadership components. On the basis of previous research on moral love (agapao), the following relationship hypothesis between love and organizational commitment has been developed.

H1a: The Servant Leadership dimension Moral Love (agapao) has positive effect on organizational commitment.

Moral Love and Job Involvement

The desire of a servant leader is to motivate his/her followers/employees morally and guide them in an effective way to develop hope and love among them. A servant leader must share experience with the followers/employees in a loving way to create an honorable association with them Irving (2005). The theory of servant leadership emphasis on adoption of positive attitude and behavior of the leader so that the followers remain committed towards work. In that way the dimension moral love of servant leadership must be adopted by the leaders due to which the followers remain involved in their job related activities. On the basis literature and keeping in the view the concept of Greenleaf “Servant leader be a servant first”, the following hypothesis is developed.

H1b: The Servant Leadership dimension Moral Love (agapao) has positive effect on Job Involvement.

Humility and Organizational Commitment

As investigated by Dennis and Bocarnea (2005) that placement of success of followers ahead of personal goals/benefits their leader. Humility is that state in which a leader always tries not to express authority low his status with regard to his followers. The leader does not mislay his standing and self-esteem but recognizes his followers esteem first and be very humble to them Argyris (1962). Humility is the non over-estimation of a person’s qualities and it should not be compared with deprived self-esteem. A servant leader does not scale him/her-self as very great or meager but he/she must possess excellent communication ability to listen to the problems of followers with humility Patterson (2003). Showing respect to the employees and admitting their involvement in team work is the part of an effective leader’s humility McGregor (1967). Servant leaders always admit the efforts of their followers for achievement of the organizational goals and concurrently express humility to the extent that followers feel their interest are being prioritized Porter, Steers et al. (1974). All these types of behaviors, attitudes and actions of leaders are very supportive in increasing organizational commitment of employees. This dimension (Humility) of servant leadership have supported by a lot of researchers in their studies and investigations Patterson (2003); McGregor (1967); Page and Wong (2000). On the basis of previous literature and studies, the following hypothesis is developed.

H2a: The Servant Leadership dimension Humility has positive effect on organizational commitment.

Humility and Job Involvement

The servant leaders who are highly involved and have great impact in teams always tries to be the example for followers by putting personal efforts and spending huge energy for meeting organizational goals Page and Wong (2006). Words are not important but actions of a leader could be seen as affirmative. In these settings, for the assessment of self-evaluation, humility is very significant step for boosting the environment that helps in achievement of organizational goal as well as leader’s and follower’s objectives. Humility teaches us that only one man cannot do all the things and have not answers of all questions so that humility is very helpful in development of future’s vision and achieving all day to day challenges. Humility helps others in resolving the problems and in understanding the limitations of a person instead of problems ignorance and confessing defeat Baldoni (2004). Ferch (2005) writes about the humility in his words as; “one of the defining characteristics of
human nature is the ability to discern one’s own faults, to be broken as the result of such faults, and in response to seek a meaningful change” (p. 97). Hence no meaningful and helpful data is available which will be supportive for establishing association between humility and job involvement so that the following hypothesis is developed.

H2b: The Servant Leadership dimension Humility has positive effect on Job Involvement.

Empowerment and organizational commitment

A servant leader is that who portray a general view for success and achievement of goals. A servant leader always tries to develop followers / employees to keep their interests first. They do not dominate on the employees / followers by using power hence they empower their followers. Today employees expect leader’s behavior which is beyond their job descriptions. Such behavior of empowerment is considered as organizational citizenship behavior Fattahi (2006). Leadership is an important part of societies and organizations of the world. Servant leadership is very different from other leadership styles regarding provision of service, development, growth and empowerment in relationship of leaders and followers Cofta (2007). Success is defined as accomplishment, achievement and realization of desired goals and the success is only achieved through the empowerment Duvall (1999). This success was examined by Duvall (1999) as (1) Individual role performance by employees (2) Collective role performance of employees as a group or team (3) Achievement of goals by sharing experience of each other for benefits and satisfaction of needs of team members. In a research conducted by Bartram and Casimir (2007) investigated a positive association between empowerment and performance & satisfaction among employees. Empowerment is greatly correlated with the role-performance of employees. Kanter (1993) introduced a theoretical framework that is very helpful in obtaining the organizational performance by empowerment of workplace settings of nurses. On the other hand, the employees feel unsafe, powerless, non-involvement in work related activities and their organizational commitment reduced if they are not adequately empowered. Most of the studies established association of empowerment to commitment such as; Wilson and Laschinger (1994); Laschinger and Finegan. (2005a); Baguley (1999); McDermott, Laschinger et al. (1996). Therefore on the basis of prevailed literature, the following hypothesis is developed.

H3a: The Servant leadership dimension Empowerment has positive effect on organizational commitment.

Empowerment and Job Involvement

Involvement of employees in organizational process has been increased due to ongoing and increasing competition among organizations. Organizations are adopting employee’s involvement strategies and schemes in their plans. Emerging strategy of the organizations is to empower its employees for purpose of gaining better output, commitment with organization and keep them involved in their work Walton (1985). The empowerment means empowering others and in the context of servant leadership. Its scope more expands like listening effectively to others, enhancing teamwork efforts and adopting loving nature. All these factors help in servant leadership and must be the main resource of employee involvement in organizations, Russell and Stone (2002). Practices of empowerment general adopted with the optimism for elimination of employees dissatisfaction and to reduce the expenses of turnover, absenteeism, non-involvement of employees in their work and to enhance quality of work Klein (1998). Participation in decision making by empowerment of employees enables them to express themselves, explore new ideas, open their minds to try something more and take risks Bowen and Lawer (1995). For the purpose of establishment of relationship between employee empowerment and job involvement the following hypothesis has been developed.

H3b: The Servant Leadership dimension Empowerment has positive effect on Job Involvement.
Vision and Organizational Commitment

Augustine Ahiauzu and Asawo (2012) examined the relationship between worker’s commitment and vision and concluded that on the adoption of compelling and clear vision by the Nigerian manufacturing industry the employee’s commitment was significantly increased. Clear vision of the organizations keeps the employees to be affectively and normatively committed to the organizations. As concluded by Brown (2003) the vision is an important leadership action that significantly impacts workers’ commitment. Patterson (2003) described that vision of a leader has the potential that enables to look forward the worthy and viable employees of the organizations. A leader plan and think for the future goals of each employee and be very helpful in achieving that goal. For study the impact of servant leadership component Vision on organizational commitment, the following hypothesis is developed.

H4a: The Servant Leadership dimension Vision has positive effect on organizational commitment.

Vision and Job Involvement

Having the sense of shared vision in transformational leaders they are able to impress their followers Bennis and Nanus (1998). It is believed that if the leaders want to implement their ideas for achievement of organizational goals they need to communicate and develop a clear shared vision Jung and Avolio (2000). A clear vision is very helpful in developing an idealistic state of affairs for achievement of individual and collective interests / goals aligned with leader’s futuristic approach for the organization. Great leadership practices do not come from the leaders who want control over followers but from those who are able to influence the followers with a desire and vision to serve first Spears (1997). In developing their models for describing servant leadership dimensions, components and attributes, Russell and Stone (2002) examined and included the trust, honesty, integrity, service, vision, appreciation and empowerment in defining the servant leadership phenomena. They described in their research the strong difference between servant leadership style and other leadership styles that servant leadership focuses on the followers while other leadership styles focuses on outcomes / efficiency of organizations. In a study Bowen and Lawler (1992), described the importance of a clear vision for achievement of superior quality services of the organizations. Bennett (2001) linked the servant leadership dimensions with team effectiveness in following words: “By linking servant leadership, characterized by stewardship, openness, and vision to personal values, we can enhance individual, team, and organizational performance” (p. 46). Keeping in view not much research is available which links the vision with job involvement, the following hypothesis is developed.

H4b: The Servant Leadership dimension Vision has positive effect on Job Involvement.

Trust and Organizational Commitment

The significance of trust in social, political and economic firms is measured very importantly. In the previous researches it has been found that trust is a basic ingredient in creation organizational commitment in the employees; Baried and Amand (1995). The behavior of a leader is very important for determining the level of trust in employees of organizations Aryee, Budhwar et al. (2002). The trust within the organizations (management and employees) has huge impact on the quality of management in public organizations. Shortage of trust in public sector organizations is the main reason of uncaring employees. In that way the servant leadership could be practiced in public sector organizations to address the issue of distrust and uncaring employees as trust is one of the dimensions of servant leadership Dennis (2004). Mayer and Davis (1995) used a model of organizational trust to measure the communication between followers and leaders that revealed trust is an attribute which is associated with leader. The trust is largely developed by a leader and he/she is responsible for its maintenance through their behavior Greenleaf (1977). A good leader is recognized through integrity and honesty. Such type of leader’s attributes are causing in creation of trust among people Liden, Wayan et al. (2005). The trust of followers could be boosted by the values of competency, integrity
and empathy Washington, Sutton et al. (2006). Integrity of leader’s values which comes through leader actions provides a solid basis to followers to support leader with confidence and fervor Russell (2001). Keeping in view the research done on the dimension of trust with regard to organizational commitment, the following hypotheses is developed.

H5a : The Servant Leadership dimension Trust has positive effect on organizational commitment.

Trust and Job Involvement

The attributes of leaders conceived by its follower are very supportive for promotion of trust among the followers of a leader success and efficacy Hogan, Curphy et al. (1994); Bass (1990). As described by Likert (1967); Argyris (1962); McGregor (1967), the trust in leadership was explored at least 40 years ago by researchers with its necessity for a leader as mentioned in books. Mayer, Davis et al. (1995) explored that leader’s behavior, attitude and character plays a vital role in changing the mind of followers towards willingness to recognize organizational activities. For instance, the employees will mold their interest towards non-productive activities if they perceive that the leader bears no integrity/trust and due to this the performance of employees will be reduced Mayer and Gavin (1999). A social exchange program of relationship could be helpful in enhancing the employee’s ability due which they will spend more time on their job and on completing the required goals Konovsky and Pugh (1994). The variables involved in enhancement of job satisfaction and organizational commitment of employees are also associated with leader’s trust. The leader’s trust strongly affect the attitude of employee’s in increasing job satisfaction by considering on evaluation of their performance, training them and guide them regarding responsibilities of their job Rich (1997). The faith of followers in their leader will be lowered if the leader loses his trust among its followers hence the leader has power to influence on the important sides of their job. This type of faith will lead to negative attitude towards working environment. Lower level of trust in leader among followers will lead to leaving the job by followers because it creates risky situation. It is believed by leaders that if they develop trust in followers, the followers will do their job positively and with great attention Laub (1999). On the basis of prevailing studies on trust, the following hypothesis is developed.

H5b : The Servant Leadership dimension Trust has positive effect on Job Involvement.

Organizational Commitment and Job Performance

The concept of organizational commitment has been described by Mowday, Porter et al. (1982) as the potential of employee’s identification which is strongly associated with several constituencies of the organizational. He further described it as encouraging involvement of an employee in job which is very essential in development of mutual objectives and goals of employees with organization. In the view of Scholl (1981); McDermott, Laschinger et al. (1996), the organizational commitment is a component of effectiveness of an organization which facilitate in increasing the efforts of the employees in becoming an effective organization by putting forth efficient work performance which ultimately helps in lowering the employee’s turnover rate. Steers (1977) described that organizational commitment is the name of different attitudes and behaviors of employees which they exhibit on their job. He further elaborated this phenomena as the desire and willingness of employees which they do during their as the strong sign of their attachment and lifetime membership in particular organization. In a research of Steers (1977), it is proved that enhancement of commitment will help in improvement of work performance and had diminished effects on absentees and turnovers, which puts hard burdens on organizations. R.E. Reiches (1985) examined that though the organizational commitment has been defined in variety and studied broadly, it always desired by the management and established the beneficial effects on organizations. As identified by Porter, Steers et al. (1974), the organizational commitment is the better variable as compared to job satisfaction which generate positive effects on employees attitudes so that they decide to stay at one organization. As revealed by Tett and Meyer
(1993), the organizational commitment has a strong relationship with regard to employee’s real turnover, whereas job satisfaction is correlated with intention to leave the organization. Having broadly studied the effects of organizational commitment on performance of employees, the following hypothesis is developed.

H6: Organizational Commitment has positive effects on Employees Job Performance.

**Job Involvement and Job Performance**

Motivation and positive efforts by employees greatly influence job involvement of employees which is highly associated with job performance Brown (1996). The claim of Brown (1996) has been supported by the early research of previous researchers. In a research done by Brown and Leigh (1996) revealed job performance has greatly been influenced by job involvement of employees whether it has indirect or direct effects on the efforts done by employees for enhancement of their job performance. They deeply examined and found significant statistical relationship between employee’s job performance and job involvement when putting in the data into model which showed a mediating impact of efforts of employees on this relationship. As argued by Lassk, Marshall et al. (2001) that detailed measures of job involvement must be formed and then a model should be developed to measure the impact of salespersons job involvement on their job performance. The study of Lassk, Marshall et al. (2001) also revealed a positive and significant relationship between the measures of job involvement and job performance used for the data collection and investigation. Diefendorff, Brown et al. (2002) by using a measure developed by Paullay, Alliger et al. (1994) for differentiation between job involvement and the work centrality required to assess in-role job performance, then found a correlation between supervisor’s role in job involvement and job performance. Rotenberry and Moberg (2007) in their study also developed a tiny but important correlation between in-role job performance and job involvement. On the basis of previous research as stated above the following hypothesis is developed to measure effect of job involvement on employee’s job performance.

H7: Job Involvement has positive effects on Employees Job Performance.
Model of the study

Items of Servant Leadership

(Independent Variables)

<table>
<thead>
<tr>
<th>Model of the study</th>
<th>Moral Love</th>
<th>Humility</th>
<th>Empowerment</th>
<th>Vision</th>
<th>Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1a</td>
<td>H1b</td>
<td>H2a</td>
<td>H2b</td>
<td>H3a</td>
<td>H3b</td>
</tr>
<tr>
<td>H4a</td>
<td>H4b</td>
<td>H5a</td>
<td>H5b</td>
<td>H6</td>
<td>H7</td>
</tr>
</tbody>
</table>

Mediating Variables

Organizational Commitment

Job Involvement

Employee’s Job Performance

Method
Sample and Procedure

Sample and targeted population in this research are selected from Communication and Works Department, Punjab Highway Department, NESPAK and Lahore Ring Road Authority. Most of the targeted population consists of engineers and a few of population from administration and management departments of said organizations. Data have been collected through a simple questionnaire by distributing 300 questionnaires in 4 public sector organizations. Sub-sections and wings exist in these public sector departments are Civil Engineering, Drawing, Planning and Design, Information Technology and Contracts. Total 286 questionnaires were received back out of total 300. Hence the 95% of employees of above mentioned public sector organizations responded and be a source to this study.

10.10% of the respondents are age of 21-25 years which are 29 in numbers. 76.90% of the respondents fall between the age group of 26-35 years having frequency of 217. 14% of the respondents fall between age group of 36-45 years with a frequency of 40 respondents. The most of the respondents are young having 26-35 years of age. 19.60% of the respondents have experience between
1 to 5 years having frequency of 56. 68.90% of the respondents have experience of 6 to 10 years having frequency of 197. 11.50% of the respondents are Single (Unmarried) with having a frequency of 65 in numbers. 77.3% of the respondents are married with having a frequency of 221. 10.5% of the respondents have education level of 14 years with having a frequency of 30. 97.8% of the respondents have education level of 16 years having a frequency of 251 and 1.7% of the respondents fall in the education level of 18 years with a frequency of 5. The result shows that most of the respondents (251) have education level of 16 years.

Instrumentation

In this research different measurement scales and constructs have been adopted for data analysis. Furthermore for the accuracy of data analysis results, the software such as SPSS, AMOS, MS Excel are also used. Analysis units in this study are the individuals working in the public sector organizations of Pakistan. Collection of data was done through distribution of questionnaire in public sector organizations of Pakistan. Most of the respondents are Engineers, Deputy Directors, Assistant Directors, Sub-Engineers and Quantity Surveyors. The size of the sample was 300 from public sector organizations. 286 questionnaires were received back. So this research study involves data of 286 individuals. All the variable question responses are measured on a five point Likert type scale (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree). The variable items are: Moral Love, Empowerment, Humility, Vision, Trust (Dimensions of Servant Leadership), Organizational Commitment, Job Involvement and Job Performance. Three constructs for each variable are used for collection of data. For the measurement of Servant Leadership dimensions i.e. Moral Love, Empowerment, Humility, Trust and Vision, 15-item scale are used (3 items for each dimension) which was developed by Hale and Fields (2007). The said scale has already been used by Spears (2002) which is found very reliable scale for the measurement of said dimensions. The study of Irving revealed Cronbach alpha score from 0.89 to 0.95.

For the measurement of organizational commitment three items were selected from the scale developed by Meyer & Allen (1990). This is very reliable scale for the measurement of employee’s commitment and loyalty towards the organization. Allen and Meyer (1990) used this scale two times in their research and found the results reliable. The Cronbach alpha is 0.83 and 0.85. For the measurement of Job involvement three items were selected from the scale already developed by Kanungo (1982). This is a very reliable scale for the measurement of job involvement of an employee with the organization in which the employee works. Kanungo (1982) used this scale in his study and found the results very reliable. For the measurement of Job Performance three items were developed by Tajammal and Wajid (2011) keeping in view the previous available material on job performance. These items focuses on employees task completion studies and keep them involved in their job related activities.

Analytical Strategy

First the data is demographically analyzed and then a test for the descriptive statistics of variables was run and found the Mean, Standard Deviation, Skewness and Kurtosis values of all the variables used in this research. Mean values ranges falls between 2.07 to 4.32 and Standard deviation values falls between 0.558 to 0.939. This is supported the perception that the data is normally distributed in considering the quasi normality. The Skewness and Kurtosis analysis was also conducted using SPSS 16 and found the Skewness values between 0.017 to -0.919 and Kurtosis values between -0.005 to -0.897 except a value of Job Involvement (JI1) variable which is 1.524. For the purpose of testing hypothesis the Kolmogorov-Smirnov statistic test was run to check the data for its distribution normality. For examining the normality of data distribution, a value of below 0.05 shows that the data is not normally distributed. The results of the data show abnormality in data. For the purpose of the study and research we observed and considered small result values for Kolmogorov Smirnov statistic.
and very greater values of Shapiro Wilks statistics which is a strong proof that the distribution of data has a tendency to draw near normal distribution. Confirmatory Factor Analysis of the model was carried out using AMOS for GFI, AGFI, RMSEA, TLI, Bolen’s IFI, NFI and Normed Chi-Square

**Confirmatory Factor Analysis**

Confirmatory Factory Analysis model must imply two conditions for the validity and identification of the model: The first condition is: (1) the free parameter number is less than or equal to the observations, (2) latent variables must have a scale which consists of the measurement errors and factors, Kline (2005). The Confirmatory Factor Analysis of the hypothesized model keeping in view different types of model fit indices has been conducted in AMOS18. The results of Confirmatory Factor Analysis of the model are given below:

<table>
<thead>
<tr>
<th>Type of Fit index</th>
<th>Fit Index</th>
<th>Calculated Value</th>
<th>Recommended value</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Absolute Fit Measures</strong></td>
<td>Good of fit Index (GFI)</td>
<td>.802</td>
<td>Higher value indicate better Fit, a value near 1 is a good fit</td>
<td>Good Model Fit</td>
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<tr>
<td></td>
<td>Adjusted goodness of fit index (AGFI)</td>
<td>.835</td>
<td>Recommended level &gt;= .80</td>
<td>Good Model Fit</td>
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<tr>
<td></td>
<td>Root Mean Square Error of Approximation (RMSEA)</td>
<td>.096</td>
<td>Acceptable values b/w .05 and 0.08</td>
<td>Acceptable Model Fit</td>
</tr>
<tr>
<td><strong>Incremental Fit Measure</strong></td>
<td>Tucker-Lewis Index (TLI) or (NNFI)</td>
<td>.716</td>
<td>Higher value indicate better Fit, a value near 1 is a good fit</td>
<td>Acceptable Model Fit</td>
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<td></td>
<td>Bolen’s IFI</td>
<td>.774</td>
<td>Recommended level &gt;= .90</td>
<td>Acceptable Fit</td>
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<tr>
<td></td>
<td>Normed Fit Index (NFI)</td>
<td>.713</td>
<td>Recommended level &gt;= .90</td>
<td>Acceptable Fit</td>
</tr>
<tr>
<td><strong>Parsimonious Fit Measures</strong></td>
<td>Normed Chi-Square</td>
<td>3.624</td>
<td>Recommended level between 1.0 to 5.0 Better if low value</td>
<td>Good Model Fit</td>
</tr>
</tbody>
</table>

CFA of Model

All of the Fit indices mentioned in the Table 13 above shows complete or acceptable model fit of the constructs adopted for this study. The results support the theoretical model fitness for the conduction of this study. The Good of Fit index (GFI) has a result value of .802 and the acceptable value of GFI should be between 0 to 1. However the value close to 1 is considered good fit. Adjusted Goodness of Fit Index (AGFI) has a result value of .835 and the acceptable value of AGFI between is >=.80 which is a Good Model Fit value. Root Mean Square Error of Approximation (RMSEA) value is observed in the model as 0.96 and the Good Model Fit value is between .05 to .08. However the value .096 is acceptable. The Tucker-Lewis Index (TLI) value is .716 revealed in the proposed model and the Good Model Fit value should be near to 1. However the TLI value of 0.716 is acceptable. The Bolen’s IFI model fit value should be up to .90 and the model in research revealed a value of .774 which is near to required score. Thus the model is acceptable. Normed Fit Index (NFI) value revealed in the research model is .713 and the value near to .90 is a good fit value. However, the value of Normed Fit Index (NFI) .713 of the model is acceptable. Normed Chi-square value of the model is 3.624 and the Good Model Fit value should be between 1.0 to 5.0. Thus the model is fit in relation to Normed chi-square fit measure value.
Reliability Test
Cronbach’s Alpha values of the all the variables used in this study are given below:

<table>
<thead>
<tr>
<th>Scale</th>
<th>Cronbach’s Alpha</th>
<th>No. of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moral Love</td>
<td>.832</td>
<td>3</td>
</tr>
<tr>
<td>Empowerment</td>
<td>.747</td>
<td>3</td>
</tr>
<tr>
<td>Vision</td>
<td>.761</td>
<td>3</td>
</tr>
<tr>
<td>Trust</td>
<td>.813</td>
<td>3</td>
</tr>
<tr>
<td>Humality</td>
<td>.823</td>
<td>3</td>
</tr>
<tr>
<td>Job Involvement</td>
<td>.691</td>
<td>3</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>.749</td>
<td>3</td>
</tr>
<tr>
<td>Job Performance</td>
<td>.698</td>
<td>3</td>
</tr>
</tbody>
</table>

Cronbach’s Alpha of the variables

The Cronbach’s Alpha mentioned against each of the variable in above table shows the validity of the instrument used in the research. Moral love variable Cronbach’s Alpha value is .832 and Job Involvement construct has a Cronbach’s Alpha of .691. Eight item construct variables have been used in this research and out of all eight six variables have a value of Cronbach’s Alpha greater than > 0.7 and two variables have a value slightly below 0.7 i.e. Job Involvement with a value of .691 and Job Performance with a value of .698. Increased inter-correlations among test items increase the Cronbach’s Alpha value. The following table describes the acceptability level of item scale consistency. All over the world, the researchers in the field of social sciences are tend to accept the Cronbach’s Alpha of 0.6. In a study conducted by McKinley et al (1997) developed a questionnaire for the measurement of satisfaction level of patients for the calls done by ordinary practitioners after or late hours. (Greenleaf 1977) described the Cronbach’s Alpha score of 0.61 to 0.88. This proves that the questionnaire was satisfactorily has internal validity. In a study conducted by (Steers 1977) also mentioned the Cronbach’s Alpha values ranging from 0.67 to 0.84 for the testing of three items scale of work environment.

Findings:

The relationship between variables Job Involvement and Trust is significant having the P-Value of 0.012 with an estimated value of 0.599 so the hypothesis H5b is accepted. The relationship between variables Organizational Commitment and Love is significant having the P-Value of 0.050 with an estimated value of 0.320 so the hypothesis H1a is accepted. The relationship between variables Job Involvement and Love is not significant having the P-Value of 0.694 with an estimated value of -0.061 so the hypothesis H1b is rejected. The relationship between variables Organizational Commitment and Empowerment is not significant having the P-Value of 0.244 with an estimated value of -0.197 so the hypothesis H3a is rejected. The relationship between variables Job Involvement and Empowerment is significant having the P-Value of 0.003 with an estimated value of -0.652 so the hypothesis H3b is rejected. The relationship between variables Humility and Organizational Commitment is significant having the P-Value of 0.009 with an estimated value of 0.433 so the hypothesis H2a is accepted.

The relationship between variables Humility and Job Involvement is significant having the P-Value of 0.068 with an estimated value of -0.409 so the hypothesis H2b could be accepted. The relationship between variables Vision and Organizational Commitment is not significant having the P-
Value of 0.129 with an estimated value of -0.241 so the hypothesis H4a is rejected. The relationship between variables Vision and Job Involvement is not significant having the P-Value of 0.143 with an estimated value of -0.209 so the hypothesis H4b is rejected. The relationship between variables Trust and Organizational Commitment is significant having the P-Value of 0.001 with an estimated value of 0.783 so the hypothesis H5a is accepted. The relationship between variables Organizational Commitment and Job Performance is not significant having the P-Value of 0.145 with an estimated value of 0.375 so the hypothesis H6 is rejected. The relationship between variables Job Involvement and Job Performance is significant having the P-Value of 0.008 with an estimated value of 0.773 so the hypothesis H7 is accepted. The variable Vision has no strong relationship with Job Involvement and Organizational Commitment. The variable Moral Love also has no strong relationship with Job Involvement and Organizational Commitment. The variable Trust has no strong relationship with Organizational Commitment. The variable Organizational Commitment also has no strong relationship with Job Performance.

**Literature Contribution:**

There are fewer studies exists that examined the Servant Leadership as a source of measuring Job Performance of employees of public sector organizations of Pakistan. However the Theory of Servant Leadership could be adopted for enhancement of employee’s performance. The study was conducted using Patterson’s dimensions of Servant Leadership i.e. Moral Love, Empowerment, Vision, Trust and Humility as independent variables, Organizational Commitment & Job Involvement as Mediating variables and Employees Job Performance as dependent variable. This type of study was not already conducted in Pakistan except a few which used other mediating variables. So this would be a greater contribution to the literature and useful research for the Pakistani Organizations for the adoption of Servant Leadership dimensions for establishing strong relationships with and among management and employees of the Govt. Departments / Organizations. The instruments adopted during the study were never used by any other researcher for the measurement and checking the validity of all the constructs adopted for collection of data. The validity and reliability of these constructs were tested using AMOS, SPSS and using a tool developed by Michael Korchia (2007) in MS Excel for the calculation of construct validity.

**Managerial Implications:**

The results and findings of this research may be applied in Pakistani Public sector organizations as well as in Private Organizations. In Pakistan’s Public sector organizations the authoritative style of management is being used due to which the employees feel anxiety and do not perform their duty in accordance with the potential they have to perform such tasks. If the employees are considered important asset as well as human capital of the organizations and may be provided with adequate authority, opportunities to express their abilities and conducive working environment then they will do their duty with zeal, zest and enthusiasm which will ultimately lead to increased employee’s job performance.

The Moral Love dimension has positive effects on organizational commitment and has no strong relationship with Job Involvement. So the directors / managers may choose their way to implement such dimension at their workplace. Similarly the dimension Trust has positive effects on organizational commitment and Job Involvement. So, it will be very helpful for the directors / managers to develop trust among employee for yielding more performance of employees which will lead to overall organizational output and performance. The study is very helpful and provides the guideline to the Human Resource Departments of the organizations for the adoption of flexible Human Resource policies and strategies. The employees are considered Human Capital of the organizations, this study explored a way which the managers can choose to adopt Servant Leadership so that they may be successful for themselves as well as for the organization.
Discussion:

The topic “Influence of servant leadership on job performance” chosen by me because I did my MBA with specialization in Human Resource Management. I have always wishes to improve and enhance productivity of government sector organizations / departments. I think that the government sector organizations are not performing in accordance with the resources have been provided to them. Any organization comes into existence with the employees working in it. Public Sector organizations have been provided with necessary resource i.e. Human Resources, Machinery, and Finance which are required for the functioning of that organization but in contrast the departments are not functioning according to desired level. The reason for all this is the authoritative style of management being used in Public sector organizations.

Five dimensions of Servant Leadership are selected for the study and implications in the public sector organizations. Organizational Commitment and Job Involvement was adopted as mediating variables between servant leadership dimensions and Job Performance. Literature was review in detail and it is found that servant leadership may be adopted as a source of enhancement of performance of employees in public sector organizations of Pakistan. Relationship of Job satisfaction and organizational commitment keeping in view the idea of servant leadership was first explored by Drury (2004) and the classifications of servant leader-ship dimensions were not fully explored. There is a room exists for the exploration of servant leadership by adoption of Patterson’s dimension of servant leadership. There are many studies which researched the servant leader-ship in the context of organizational commitment Ambali, Eissa et al. (2011). But these researches do not provided the support in the context of impact of servant leadership dimensions on the attitudes and behavior for their better job and organizational performance. Till now no study is helpful which will measure the effects of dimensions of servant leadership introduced by Patterson (2003) on involvement of a person in the job/work and on commitment of towards organizations i.e. how much a person ties with the organization in all the circumstances. Analysis conducted by Mathieu and Zajac (1990) revealed strong relation-ship observed between job involvement and organizational commitment. The variables of Job involvement and commitment with organizations have great impact on all activities performed by an employee during the job work. So these variables are called as independent variables. Employee attitude and behavior are vital signs of his involvement in job related activities. A significant difference has been researched by eminent scholars between work & job involvement. Work involvement is referred to socially related activities and job involvement is referred to the satisfaction of a person’s own needs and wants Kanungo (1982).

Data have been collected through a simple questionnaire by distributing 300 questionnaires in 4 public sector organizations. Sub-sections and wings exist in these public sector departments are Civil Engineering, Drawing, Planning and Design, Information Technology and Contracts. Total 286 questionnaires were received back out of total 300. Hence the 95% of employees of above mentioned public sector organizations responded and be a source to this study. Section wise bifurcation of respondents has not been done because the questionnaires were distributed regardless of section or wing. For the measurement of Servant Leadership dimensions, the constructs developed by Bocarnea & Dennis (2005) was used. For the measurement and investigation of mediating role of Organizational Commitment and Job Involvement the constructs developed by Allen and Meyer (1990) and Kanungo (1982) respectively. For the investigation and measurement of Job Performance, the scale developed by Tajammal and Wajid (2011) is used. The Cronbach’s Alpha was calculated using SPSS and found the Moral Love value 0.832 with 3 numbers of items. The value of Cronbach’s Alpha of construct Empowerment is 0.747 and Vision has a value of 0.761, Trust with a value of 0.813, Humility with Cronbach’s Alpha value of 0.823, Job Involvement has a value of 0.691, Organizational Commitment has a value of 0.749 and Job Performance has Cronbach’s Alpha value of 0.698. All these constructs are consists of 3 numbers of items.
Recommendations:

This study explored that some dimensions of Servant Leadership has strong relationship with Job Performance with the mediating effects of Job Involvement and Organizational Commitment. In the light of results the following recommendations are made:

- The directors / managers should change their behavior by adopting moral love which will enhance organizational commitment and then job performance. However, the moral love has no strong relationship with Job Involvement.

- The directors / managers should change their behavior by adopting humility which will enhance organizational commitment and Job Involvement and then the Job performance of employees.

- The directors / managers should change their behavior by empowering their employees which will enhance Job Involvement and then job performance. However, the empowerment has no strong relationship with organizational commitment.

- The directors / managers should change their behavior by expressing Trust with employees which will enhance organizational commitment as well as Job Involvement and then enhance the Job performance of employees.

Conclusion:

This study was conducted using collection of quantitative data which as collect from 300 employees and different public sector organizations of Pakistan. My objective of this study was to check the effects of Servant Leadership Theory on the enhancement of employees of public sector organizations. Five dimensions of Servant Leadership were investigated for checking its effects on employees Job Performance. The Organizational Commitment and Job Involvement were tested as mediators between Servant Leadership and Job Performance.

It is revealed in the study that moral love has positive effect on organizational commitment and has no strong relationship with Job Involvement. The Humility has positive effects on Organization Commitment and Job Involvement. The Empowerment has no strong relationship with Organizational Commitment but has positive effect on Job Involvement. The Vision has no strong relationship with Job Involvement as well as with Organizational Commitment. The Trust has positive effects on Organizational Commitment as well as on Job Involvement.

The Organizational Commitment has no strong relationship with Job Performance but the Job Involvement is positively associated with Employee’s Job Performance. The instruments used in this study are seems to be valid measurement tools except the measuring tool of Organizational Commitment in Pakistan context.

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