COMMITTED TO SERVE: A DESCRIPTIVE STUDY OF THE GROWING

PRESENCE OF SERVANT LEADERSHIP WITHIN A NONPROFIT

ORGANIZATION

By

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Abstract

The purpose of this quantitative study was to bridge the gap of empirical research consistent with the perception and presence of servant leadership characteristics within contemporary organizations. The population studied for this research was the employees of a metropolitan YMCA in Texas, or Y. Data collection utilized an online version of Laub's Organizational Leadership Assessment (OLA). The data was examined based upon the independent variables: gender, age, and employment level and the dependent variables: job satisfaction and the characteristics of servant leadership. An analysis of the data validated the presence of servant leadership characteristics from an employee perception and described the association between the presence of servant leadership and its correlation to job satisfaction within a nonprofit organization. According to results, the presence of servant leadership is apparent within the Y. Significant relationships existed between the employee perception of this practice and the OLA subscales. However, negative relationships existed between the participants' ages; non-significant relationships existed between the participants' genders and levels of employment; and, 'values people' and the leadership approach are significant predictors of job satisfaction within the Y. Limitations of the study focused on differential selection and attrition. The findings of this study included implications for theory development in the area of organizational leadership and practice as it not only highlighted servant leadership as a contemporary leadership style, but showed how employees within an NPO perceived servant leadership variables and how it relates to individual job satisfaction.

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CHAPTER 1. INTRODUCTION

Introduction to the Problem

Robert Greenleaf defined and articulated servant leadership into a potential leadership practice by declaring that this type of leadership is a concept which promotes not only collaboration and trust, but compassion and the moral usage of authority. Greenleaf (1977) stated the concept of this leadership style in the following:

> It begins with the natural feeling that one wants to serve, to serve first. Then, conscience choice brings one to aspire to lead…The difference manifests itself in the care taken by the servant-first to make sure that other people's highest priorities needs are being served. (pp 13-14)

Although a significant amount of literature has been published on the concept of servant leadership and its characteristics, less empirical research assessed its presence and practice within the confines of commonplace workplaces. Consequently, in 1998, Dr. James Alan Laub created the Servant Organizational Leadership Assessment, or OLA as an efficient assessment instrument which measures the presence of servant leadership from a multilevel, employee point-of-view. Since its conception, few researchers have utilized this quantitative tool as a primary instrument in assessing and evaluating the concepts and characteristics of servant leadership in various research studies.

During this dissertation research, the servant leadership characteristics were assessed based upon the employee perception of its presence within the Y, formerly known as the metropolitan YMCA in Texas. In reference, it highlighted the principles of servant leadership as proposed by Greenleaf's (1977) work as well as the topical workings from such supplementary servant leadership authors as: Senjaya and Sarros (2002); Stramba (2003); Cunningham (2004); Reinke (2004); and Spears (2004).

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Moreover, it emphasized the empirical evidence of modern-day servant leadership research conducted by Dennis and Bocarnea (2005); Joseph and Winston (2005); Karakas (2010); and Hopen (2010) while describing its presence within contemporary organizations.

Background of the Study

Greenleaf's (1977) literature stated that servant leadership involved inter-reliant governance of groups of personnel who attain shared decisions based on established principles. In accordance, Greenleaf (1977) illustrated that this obscure concept was characterized by unselfish leaders who often place other people's needs, aspirations, and interests above their own. Furthermore, servant leaders seek to transform their followers to "grow healthier, wiser, freer, more autonomous, and more likely themselves to become servants" (Greenleaf, 1977, p. 13-14).

Since this literature, research further suggested that the concept of servant leadership continues to gain momentum as a postmodern, alternative leadership practice within modern-day organizations (Spears, 2004). Spears (2004) illustrated that a myriad of profit and nonprofit organizations are witnessing the hierarchical, conventional, and democratic leadership styles yielding to those practices demonstrated by the principles of servant leadership. Such characteristics as the facilitation of teamwork and unanimity, involving others in making decisions, encouraging moral and compassionate behavior, developing individual growth, and improving the concern and superiority (Spears, 2004) have become a vital focal point while shaping the morale of modern-day, servant-led organizations.

But, how does one assess whether organizations are, in fact, aware of and exhibiting the true characteristics of this conceptual leadership style? What are the employee perceptions of servant leadership, as practiced, within modern-day organizations? Does a relationship exist between servant leadership and job satisfaction within these organizations?

Prior research suggests that Greenleaf's (1977) literature was not investigated using methodical methods, but was based upon an intense perceptive logic founded on people and their associations within the organizations (Laub, 1999). Laub (1999) advanced this concept by stating that the subsequent servant leadership literature since Greenleaf's was required to be assessed in order to supplement the then-current body of research. As a result, Laub (1999) developed the OLA, which assessed the characteristics and behaviors of organizational leaders.

Debra Arfsten (2006) advanced Laub's (1999) research by conducting a quantitative research study based upon the Laub's (1999) OLA assessment tool. Arfsten's (2006) study illustrated the OLA's capability to assess the multilevel perception of servant leadership characteristics within a for-profit organization. Upon confirming the accuracy of the OLA, Arfsten (2006) recommended future research, which emphasized utilizing the OLA to assess nonprofit organizations to determine the employee perception of the characteristics of servant leadership.

This descriptive, quantitative study assessed the presence of servant leadership from the perceptions of employees at various levels. Also, it described the association between the presence of servant leadership and job satisfaction within a nonprofit organization.

Statement of the Problem

Although the concept of servant leadership was emphasized in the literature of research proposed through Greenleaf's (1977) and Burns' (1978) publications, the movement gained momentum only recently (Andersen, 2008; Hamilton, 2008; and Hopen, 2010). Bowman (1997) disputed that only subjective and untrustworthy evidence had been used to sustain a thorough commitment in comprehending the concept of servant leadership. Andersen (2008); Hamilton (2008); and Hopen (2010) contended that only recently, servant leadership has quietly created an insurgency in specified workplaces, particularly in profit and nonprofit organizations. Bass (2000) asserted that as a concept, servant leadership requires considerable empirical research.

While providing a symbolic presence throughout society, nonprofit organizations have been established as critical tools while addressing the needs of the community, advocating for affirmative change within the community, and engaging the communities in independent problem solving. According to Schmitz and Cryer (2005), this sector includes more than 1.1 million register organizations, employs more than 11 million people, and creates annual profits greater than $1 trillion dollars.

However, as significant as these organizations are throughout society, a diminutive leadership foundation exists within nonprofit organizations which provide retaining and developing a committed and diverse workforce along with leadership that is essential to the success of nonprofit organizations (Carroll, 2005). As Andersen (2008) illustrated, in organization effectiveness, the primary incentive for managers is supposed to be their desires to serve the organization, but these managers become pre-occupied with their individual intentions and interests. Consequently, these organizations are very

unlikely to deliver adequate results such as unproductive conflicts or the depletion of resources (Andersen, 2008).

Although previous research efforts demonstrated that leadership is evolving, as Russell and Stone (2002) stated, the assessment of servant leadership is methodically undefined and not yet supported through empirical research. Also, Washington, Sutton, and Field (2006) illustrated a lack of empirical research on the assessment of servant leadership amongst contemporary leadership studies. Andersen (2008) concluded that the clear definition of servant leadership is not emphasized and has been undefined for over 40 years. Andersen (2008) also concluded that the positive effects of the servant leadership style on organizational outcomes have not been empirically established.

Purpose of the Study

In a research study which examined the concept of servant leadership from a management perspective, Andersen (2008) stated that a generally accepted servant leadership definition was neither available; nor were generally accepted instruments for measuring servant leadership. In regards to the effects of servant leadership, Andersen (2008) concluded, "It is unclear whether some leaders are servant-leaders while others are not, and whether leaders can be servant-leaders to different degrees. The positive effects of servant-leaders on organizational outcomes, a consideration highly relevant to management, have not been empirically established." (p. 4).

In light of the presence of servant leadership within modern-day organizations, the purpose of the study was to further develop the research conducted by Laub (1999) on assessing servant leadership through use of the OLA. Furthermore, it developed the

current research on the analyzing servant leadership and its presence based upon the perception of employees at different levels. Moreover, it followed Andersen's (2008) call for further research which proposes the inclusion of a generally accepted instrument for measuring the effectiveness and presence of servant leadership and answered the concern that servant-leaders are hardly able to attain organizational goals.

During the study, employees at different levels from the metropolitan YMCA in Texas were asked to respond to Laub's (1999) OLA. These responses indicated their perceptions on the presence of servant leadership. This study extended the research conducted by Laub (1999) while also highlighting employees' perceptions of servant leadership within a nonprofit organization. It also described the relationship between the servant leadership and job satisfaction within an NPO. Through this research, potential researchers were provided with additional insight while supplementing the existing exploration of servant leadership and its continued growth as a modern-day leadership style.

Provided the background of the study, the purpose of the research study was divided into two factors as tested within a nonprofit organization. The first factor elucidated the presence of servant leadership from the perception of employees at different levels. The second factor described the relationship between servant leadership and job satisfaction within an NPO.

Rationale

Hopen (2010) asserted that within today's evolving organizations, the leader maintains the direction and the followers perform the work either with or without

leadership assistance. Accordingly, this approach appears to serve as the natural order of employee interaction, but somewhat limits the degree of authority leaders can exercise without being viewed as dictatorial or abusive (Hopen, 2010). Largely, leadership is vital as the chosen style of leadership may have a significant effect on followers' perceptions and motivation to support the proposed style. In turn, this could potentially negatively impact job satisfaction and organizational progression.

Authoritarian styles of leadership were more prevalent within past organizations. Traditionally, these rigid leadership styles of management do not foster a healthy working environment for workers within a diverse workforce as leaders facing a variety of challenges with effective management of this workforce (Abbasi, Hollman, & Hayes, 2008). Consequently, Abbasi, Hollman, and Hayes (2008) stated that for some of these leaders and workers alike, these challenges result in cynicism, high turnover, low productivity as well as dissatisfaction, negativity, and resentment toward the organization.

However, due to the evolution of today's workforce, less aggressive and more motivational and influential styles of leadership became more appropriate and extensive towards increasing organizational progression (Caldwell & Dixon, 2010). According to Caldwell and Dixon (2010), recent organizational research has recognized the significance of a leadership philosophy that values people as vital assets as opposed to indispensible labor costs. Moreover, Goleman (2000) stated that people react to conscious and unconscious levels to confirm leadership and observed that leaders who are successful had insightful influence on employees they led in addition to their

organizations. Thus, Caldwell and Dixon (2010) confirmed that employees who are treated as such have an increase in job satisfaction and organization commitment.

During a research study on the correlation between leadership style and job satisfaction, Mosadegh Rad and Yarmohhadian (2006) stated that organizational success is dependent upon the style of leadership a manager utilizes in obtaining organizational goals and objectives. Through this utilization, the appropriate leadership style can potentially effect employee job satisfaction, commitment, and productivity while also improving organizational outcomes (Mosadegh Rad & Yarmohhadian, 2006).

Mosadegh Rad and Yarmohhadian (2006) concluded that through achieving the results of this research, researchers can gain a better understanding the relationship between leadership styles and employee job satisfaction. Also, researchers will gain an improved perception of these issues and their relationships while aiding in the development of further research, pin-pointing enhanced strategies for recruiting, promotion, and training of future leaders as it provides a vital step towards increasing organization effectiveness and efficiency (Mosadegh Rad & Yarmohhadian, 2006).

This study was needed as it added to current body of knowledge which emphasized the characteristics, assessment, and the presence of servant leadership within formal organizations. Also, it attempted to validate Laub's (199) OLA instrument as an effective tool to assess the presences of servant leadership within a nonprofit organization.

It has been noted that the concept of servant leadership is systematically undefined and not yet supported by empirical research (Russell & Stone, 2002 and Andersen, 2008). Andersen (2008) also noted goal attainment and management

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effectiveness as essential issues as the ultimate goal of a business is profitability, which, in turn, is a major criterion of effectiveness for public and private enterprises. Also, Andersen (2008) stated that throughout servant-led organizations, members become pre-occupied with individual goals and interests which may lead to unconstructive consequences such as unproductive conflicts and the exhaustion of resources. However, do these concepts relate to nonprofit organizations? This study attempted to develop the current body of knowledge surrounding the presence of servant leadership within a contemporary formal organization.

Research Questions

This study included research questions which explored the characterization and perception of servant leadership and job satisfaction within a nonprofit organization. The characterization, based on the development of Laub's (1999) OLA, included the correlation of the following independent variables: gender, age, and employment level and the dependent variable: job satisfaction under servant leadership at an NPO. The research questions are as listed:

RQ$_1$. Did statistically significant differences exist between the females and males on the nine subscales of the OLA: values people, develops people, builds community, displays authenticity, 'provides leadership', 'shares leadership', job satisfaction, organization and leadership?

H$_0$: No statistically significant differences existed between the females and males on the nine subscales of the OLA.

H_A: No statistically significant differences existed between the females and males on the nine subscales of the OLA.

RQ_2. Were the following subscales of the OLA statistically significant predictors of the participants' job satisfaction: values people, develops people, builds community, displays authenticity, 'provides leadership', 'shares leadership', organization and leadership?

H_0: The OLA subscales were not statistically significant predictors of the participants' job satisfaction.

H_A: The OLA subscales were statistically significant predictors of the participants' job satisfaction.

RQ_3 Was the participants' leadership approach a statistically significant predictor of job satisfaction?

H_0: Leadership approach was not a statistically significant predictor of job satisfaction.

H_A: Leadership approach was a statistically significant predictor of job satisfaction.

Significance of the Study

Servant leadership is not as thoroughly considered as the numerous other leadership styles when leading modern-day organizations and conducting research (Anderson, 2008). As a matter of fact, Spears (2004) stated that servant leaders are felt to be very successful in helping followers fulfill their needs. As a result, these followers have added propensity to attain their fullest potentials, hence successfully achieving at

their optimums while simultaneously exhibiting their commitments to improving local communities (Spears, 2004). The significance of this study was intended to support the continuing call for supplemental research while also addressing theoretical and quantitative methods in assessing the presence of servant leadership within a modern-day workplace.

Definitions of Terms

Characterizations. The attributes that define the servant leadership including the following: values people, develops people, builds community, practices authenticity, 'provides leadership', and 'shares leadership' (Spears, 2004).

Management. The level of employment of the metropolitan YMCA in Texas personnel who hold management positions including the supervisors, management, and other essential personnel.

NPO. Acronym for Not-Profit Organization.

OLA. Acronym for Servant Organizational Leadership Assessment survey instrument used to collect data within this descriptive quantitative study.

Top leadership. The level of employment of the Y's personnel who hold management positions including the president, CEO, and other essential personnel.

Workforce. The level of employment of the Y's personnel who hold non-management positions including volunteers.

The Y. Young Men's Christian Association. The Y of the metropolitan YMCA in Texas was the NPO for this study.

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Assumptions and Limitations

The assumptions associated with this study were as follows:

1. The data within the survey were non-biased.

2. Workforce, management, and top leadership employees who participated in the study provided truthful responses concerning their perceptions of servant leadership and job satisfaction.

3. Servant leadership is practiced within NPOs.

4. Top leadership believed in creating opportunities for learning and growth for workforce than does management and top leadership.

5. Generalization of the results collected from the data.

Creswell (2009) defined the limitations to internal validity as experimental procedures, treatments, or the experiences of research participants that pose a potential threat to reveal assumptions from the data relating to the population in research. According to Creswell (2009), avoiding the potential threats to such limitations would limit questions pertaining to the researcher's capability to conclude that any interference affects a conclusion and not some other factor. Also, Creswell (2009) stated that researchers must recognize these threats and design research so that the threats are unlikely to arise or are minimized.

Limitations to the internal validity, given the non-experimental, co-relational design of this research study, were differential selection and attrition. For example, with the threat of differential selection, workforce, management, and top leadership were compared and randomly assigned to different groups. They were be grouped according to

gender, age, and employment level. Each group was provided with a different variation of survey questions. As a result, various groups' responses may be compared to assure that none of these factors unduly influence the conclusions drawn.

Since a portion of the participants within the study were volunteers, attrition posed a limitation to internal validity as well. For example, volunteers may choose to discontinue participation of the research if they deem the study a hindrance that consumes too much of their time. Others participants may discontinue participation if they find the survey process to be too demanding. This limitation may result in the research outcome statistics to be less valid than they really are. Therefore, due to this study's focus on the metropolitan YMCA in Texas, the small sample population posed a limitation that could potentially decrease the chances of observing statistically significant results.

Nature of the Study

The nature of this quantitative study was typified as the employees' perception of the presence of servant leadership within a nonprofit organization was examined. Based upon this examination, this study sought to describe the correlation between the presence of servant leadership and job satisfaction.

Primarily, three essential methodological business approaches exist towards conducting organization and management research. They are the analytical approach, the systems approach, and the actors approach (Arbnor & Bjerke, 1997). These methodological approaches assume separate entities of reality in relation to creating business knowledge. Also, depending on the approach chosen, Crossan (2003) stated that

researchers can construct an effective research design based upon either quantitative or qualitative research methods. This study adopted the analytical approach as the primary focus.

While utilizing the analytical approach, this research study utilized quantitative research methodologies. The strength of this approach was in the analysis and dependence of cause and effect relationships while utilizing quantitative measurements within a given situation. However, its vulnerability lies in its method of achieving these measurements. According to Arbnor and Bjerke (1997):

> [The analytical approach's] assumption about the quality of reality is that reality has a summative character, that is, the whole is the sum of its parts. This means that once a researcher gets to know the different parts of the whole, the parts can be added together to get the total picture. (p. 50)

Within this research study, four independent variables was gender, age, and employment level. These variables were surveyed utilizing an online version of Laub's (1999) OLA. Depending upon the role or position within the organization, participants only had to complete the section which pertains to their individual level whether top leadership, management, or workforce. The dependent variable was job satisfaction. This variable was measured against each independent variable while using a Likert scale response (Laub, 1999).

Organization of the Remainder of the Study

The organization of the remainder of this study was as follows: Chapter Two provides the following: (a) an introduction to the literature; (b) an overview of leadership;

(c) a review of the construct of servant leadership; (d) a critical review of servant leadership research; (e) assessing the presence of servant leadership; (f) an overview of job satisfaction within the modern-day workplace; (g) an overview of the Y; (h) an overview of the conceptual framework of the study; (i) an evaluation of research designs and methodology; and (j) a summary of literature review; Chapter Three provided an overview of the research design and methodology utilized during this research; Chapter Four provided a an analysis of the data results achieved during the research; Chapter Five provided a conclusion of the dialogue and further recommendations for prospective research.

CHAPTER 2. LITERATURE REVIEW

This review outlined the theoretical foundation of leadership and its modern-day observation. It evaluated the construct of servant leadership from its biblical origin to its current acknowledgment in present-day workplaces. The purpose of the research study was divided into two factors. The first factor elucidated the presence of servant leadership from an employee perception. The second factor described the relationship servant leadership and job satisfaction within an NPO.

This literature review consisted of: (a) an introduction to the literature; (b) an overview of leadership; (c) a review of the construct of servant leadership; (d) assessing the application of servant leadership; (e) a review of servant leadership research; (f) an overview of job satisfaction within the modern-day workplace; (g) an overview of the Y; (h) an overview of the conceptual framework of the study; and (i) a summary of literature review.

Introduction to the Literature

Leadership continues to be the focal point of numerous discussions and debates for as long as society has worked collectively within the workplace. Howard (2005) stated that this term has as many classifications as are researchers and writers. Some researchers and writers include at least one of the following elements: actions or deeds, individual characteristics, or certain circumstances of leadership. However, Howard (2005) also believed that following over three decades of research, it is the author's opinion that these elements should be included in discussion or classification. In context,

numerous scholars have deliberated and characterized leadership through various scrutiny, perspectives, and theoretical foundations.

For example, Stogdill (1950) stated that "Leadership may be considered as the process (act) of influencing the activities of an organized group in its efforts toward goal setting and goal achievement" (p. 3). Likewise, Hemphill and Coons (1957) affirmed that "'Leadership' is the behavior of an individual when he is directing the activities of a group towards a shared goal." (p. 7). Hollander (1978) defined leadership as "a process of influence between a leader and those who are followers." (p.1). Additionally, Burns (1978); Bass (1985); Bennis (1986); and Avolio et al. (1991), insisted leadership as the management practice that encourages followers to consider the organizational undertaking and maintain a cooperative attempt to maintain organizational objectives.

More recently, Foss (2001) described the term leadership as, the ability to resolve coordination problems by influencing beliefs" (p. 358). Schruijer and Vansina (2002) illustrated leadership as, "a dynamic influence process between two parties that may differ in the extent of power they have, and/or in the extent to which type of power base they can deploy" (p. 869). Hirtz, Murray, and Riordan (2007) depicted leadership as an essential, continuous process in which an appointed member influences other members. Greenleaf, Spears, and Covey (2002) viewed leadership as the sole individual who maintains an increased sense of the tasks at hand and whom is eager to assume any dangers by encouraging and motivating followers towards instantaneously accomplishing the tasks.

For the purpose of this proposed study, the definition of leadership that was observed focused around Robert K. Greenleaf's classification of servant leadership.

Greenleaf (1977) defined this characterization in the following excerpt from "*The Servant as Leader*" where he wrote:

> It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. The difference manifests itself in the care taken by the servant-first to make sure that other people's highest-priority needs are being served. (pp. 13-14)

According to Spear's (2004) contemporary view, servant leadership emphasizes a need for an improved approach to leadership which accentuates serving others, including employees, customers, and communities, as the top priority when accomplishing goals within modern organizations.

Modern organizations have operated within a workplace atmosphere that has endured substantial changes that existed in the past. During this study, a contemporary leadership approach, servant leadership, was explored through its presence (Hopen, 2010). Previous researchers have illustrated that this style potentially reflects these changes in order to achieve organizational success. According to Hopen (2010), some of the other leadership approaches will be improved from the past and are probable to establish entirely new leadership requirements for organizational leaders.

Overview of Leadership

Based upon the various perspectives, the observation of leadership has changed drastically over the past 50 years. Korten (1962) suggested that previous authoritarian observations of leadership were more focused on consistent, research-based, left-brain models of thought. Hopen (2010) stated, "As the 20th century progressed, participative management, empowerment, and other similar approaches became increasingly

prevalent. Leaders began to move from the command-and-control model to a greater

reliance on teamwork and distributed decision making" (p.4).

However, within the modern-day, employee-based age, an innovative associative

mind frame is evolving. This mind frame balances the instinctive potency of Greek and

Hebrew consideration in addition to decision-making skills (Burns, 1998). Whereas, early

leadership practices focused on the characteristics of leaders and followers, modern-day

leadership practices focus on other factors such as situational causes or the individual

skill level of the followers (Hopen, 2010).

Stone and Patterson (2005) offered this observation on the drastic transformation

of organizational leadership from the past to its current observation:

> Early organizations with authoritarian leaders who believed employees were
> intrinsically lazy transitioned into way to make work environments more
> conducive to increased productivity rates. Today, organizations are transforming
> into places where people are empowered, encouraged, and supported in their
> personal and professional growth throughout their career. (p. 1)

Stramba (2003) illustrated a similar observation of leadership where she stated,

"Top-down, hierarchical leadership is a relic from an industrial age when only managers

thought and workers simply did: yet, it is still the norm today" (p. 103).

Lenssen, Van Den Berghe, and Louche (2005) illustrated their observation when

they stated the following:

> Today's business environment has become increasingly dynamic and paradoxical
> and is characterized by a high degree of social and environmental awareness,
> which requires corporations to be innovative and responsive in order to succeed.
> This new environment requires a different type and style of leadership. Indeed,
> the quality of leadership at the individual, team, and organizational level is key
> for effective corporate responsiveness to society. "Servant leadership" (as
> opposed to "heroic leadership") accepts the limitations of individuals in the face
> of all the intricacies of a complex global system in transition. (p. 7)

Whetten and Cameron (1998) illustrated their observation on past leadership where they state, "Traditionally, leadership is used to describe what individuals do under conditions of change. When organizations are dynamic and undergoing transformation, people at the top are supposed to exhibit leadership" (p. 14).

Conceptually, these observations of leadership are derived from the relationship between a leader and a follower and the leader's ability to influence others to follow. This relationship is built on the trust and respect that a leader garners from a follower as a result of this influence. As this relationship develops, followers become more or less reluctant to pursue the direction of a leader, thereby, potentially enhancing organizational quality and effectiveness. Consequently, followers share a common interest in understanding the organization, its values, and its vision for the future.

Kouzes and Posner (2003) proposed five leadership purposes that a leader must engage to guide followers towards individual and organizational progression: model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart. These purposes serve as a reasonable foundation, which challenges leaders to overcome difficulties such as diverse cultures and complicated circumstances while proactively leading followers.

In modeling the way, Kouzes and Posner (2003) illustrated that people will not follow direction from a leader unless they believe in the leader. In other words, until the leader garners trust from the follower, the credibility of the leader will always be questioned. Kouzes and Posner (2003) also stated that leaders must clearly communicate and express their personal values instead of forcing their views onto others, bring followers together under a united purpose, and set the example by aligning their

individual deeds with organizational values. Banutu-Gomez and Banutu-Gomez (2007) declared that during this phase, leaders must set realistic goals in order to become successful leaders within an organization. As a result, followers resolve to willingly engage the leaders' directions.

Through inspiring a shared vision, Kouzes and Posner (2003) demonstrated that leaders must fervently believe that they can make differences within the organization. This belief is fueled by their abilities to envision future possibilities, opportunities for accomplishment. Also, leaders must encourage followers to appeal towards shared aspirations and to realize how through encompassing a shared vision, their individual visions and expectations of the organization can be realized (Kouzes and Posner, 2003).

While challenging the process, Kouzes and Posner (2003) and Banutu-Gomez and Banutu-Gomez (2007) proposed that leaders seek out opportunities through investigating innovative methods to nurture and develop in their practices. Leaders must also experiment, expect risks, and continue to lead followers through any and all opposition while accomplishing small feats and learning from mistakes (Kouzes and Posner, 2003).

By enabling others to act, Kouzes and Posner (2003) suggested that leaders must foster collaboration and reciprocity through encouraging mutual accomplishments and building trust with an organization. Likewise, Banutu-Gomez and Banutu-Gomez (2007) illustrated this purpose where they state, "They will enable others to act by fostering collaboration among people and avoid categorizing those who do not support their management and leadership styles as enemies, bad employees, and not being a team player" (p.p. 82-83). According to Kouzes and Posner (2003), leaders must also fortify followers through distributing and delegating power and presenting alternatives. Through

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this purpose, each follower feels a sense of competence and confidence as they develop within the organization.

When encouraging the heart, Kouzes and Posner (2003) proposed that as followers become increasingly discouraged, leaders must encourage followers to remain persistence when proceeding with their accomplishments. In order to maintain this persistence, leaders must recognize and reward followers through various, true acts of caring, encouragement, and reward. As Kouzes and Posner (2003) state, doing so will uplift their spirits and fortify their valor and dedication.

Modern organizations gain success as people aspire to be the best employees they can be (Caza, Barker, & Cameron, 2004). Caldwell and Dixon (2010) implied that as organizational leaders aid employees in becoming effective, building relationships and embracing empowerment, an appropriate leadership style that is particular and genuine enables leaders to encourage these employees to become their best while achieving organizational success. During this research study, the presence of the servant leadership style was assessed as it related to this implication within a nonprofit organization.

Construct of Servant Leadership

Servant leadership is the philosophy which requires leaders to serve first, while maintaining the general focus of accomplishing success of organizational goals within its defined values and integrity (Burns, 1978). According to Greenleaf (1977) the leader exemplifies this philosophy on the basis of strong values, or virtue and various practices of stewardship.

The introduction of its modern concept of servant leadership is credited to Robert K. Greenleaf. In 1977, while employed as an AT&T executive, Greenleaf often expressed a yearning to serve others while simultaneously maintaining and demonstrating his executive propensity (Greenleaf, 1977). For instance, Cunningham (2004) stated the following in reference to Greenleaf's then-anticipation of servant leadership:

> By serving on the boards of non-profit organizations, and encouraging other private sector managers to do likewise, Greenleaf hoped to instigate a cultural revolution–not just in terms of executive behaviors, but in terms of a mindset that dissociates material situation from psychological or spiritual health. (p. 2)

According to Reinke (2004), Greenleaf developed the current concept of servant leadership after reading Herman Hesse's book, "Journey to the East". As time passed, his interpretation evolved as he proceeded to assess the result of a committed leadership concept which focuses on the growth and structuring of the people and the community. Greenleaf (1977) tested this interpretation where he proposed that the most efficient assessment of servant leadership is based on the following questions:

> Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society: will they benefit, or, at least, not be further deprived? (pp 13-14)

The concept of this style of leadership avoids the common practices of the hierarchical approach but instead highlights the importance of working collaboratively and promoting trust, reliance, empathy, and the ethical use of authority (Greanleaf, 1977). As Page and Wong (2003) stated, the hierarchical approach will not only avoid individuals from making creative contributions to an organization, but it can potentially thwart capable and creative individuals from joining or remaining with the organization

Conversely, the servant leadership approach enhances individual and organizational growth through effectively encouraging teamwork and personal involvement.

As Greenleaf (1977) presumed, servant leaders either generate or influence the culture which exists within various organizations. This influence is derived from the commitment that promotes growth in the followers and the assembling of communities which naturally co-exists. As these cultures are influenced, followers are developed mentally, become more autonomous in their tasks, and gain reassurance in knowing they continue to strive within a solid support structure.

Spears (2004) suggested that servant leadership is comprised of 10 characteristics which are vital to development and character of self-leaders. These characteristics are listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community. Through developing and utilizing these characteristics, servant leaders create an inspirational work environment while achieving organizational goals (Spears, 2004).

In defining the 10 characteristics of servant leadership, Greenleaf et al. (2003) listed definitions as follows:

1. *Listening: Leaders have traditionally been valued for their communication and decision-making skills.* Through listening, servant-leaders seek to understand the spirit and will of a worker or group of workers within an organization. Also, through listening, servant-leaders not only display the will identify worker or work group issues, but help to clarify an appropriate resolution to these issues.

2. *Empathy: The servant-leader strives to understand and empathize with others.* Servant-leaders acknowledge workers for their individual spirits and gifts.

3. *Healing: Learning to heal is a powerful force for transformation and integration.* In some instances, workers can have broken spirits and may have suffered from various emotional harms. Servant-leaders recognize these instances as opportunities to help workers heal from these harms within their organizations.

4. *Awareness: General awareness, and especially self-awareness, strengthens the servant-leader.* Awareness helps servant-leaders in understanding ethical and moral issues. Also, awareness allows servant-leaders the ability to approach various situations from a more included, holistic position.

5. *Persuasion: Another characteristic of servant-leaders is a primary reliance on persuasion, rather than using one's positional authority, in making decisions within an organization.* The servant-leader seeks to persuade others, rather than lead workers by intimidation or enforcing compliance. As a result, the servant-leader is effective at promoting compromise within work groups.

6. *Conceptualization: Servant-leaders seek to nurture their abilities to "dream great dreams."* The servant-leader seeks to stretch his or her philosophies in order to include a more broad method of conceptual thinking which stretches outside of the everyday focused approach.

7. *Foresight: Closely related to conceptualization, the ability to foresee the likely outcome of a situation is hard to define, but easy to identify. One knows it when one sees it.* Through this innate characterization, the servant-leader is conscious and able to comprehend from past lessons, the present realities, and the likely consequences of future decisions.

8. *Stewardship: Robert Greenleaf's view of all institutions was one in which CEOs, staffs, and trustees all played significant roles in holding their institutions in trust for the greater good of society.* Primarily, the servant-leader assumes a selfless commitment towards serving the needs of others.

9. *Commitment to the growth of people: Servant-leaders believe that people have an intrinsic value beyond their tangible contributions as workers.* A servant-leader is intensely committed to the individual growth of workers within his or her organization while recognizing the responsibility to cultivate the individual, professional, and spiritual growth of workers.

10. *Building community: The servant-leader senses that much has been lost in recent human history as a result of the shift from local communities to large institutions as the primary shaper of human lives.* The servant-leader seeks to identify methods or show the way towards building communities among workers within his or her organization. (pp. 16-19)

As a result of implementing these characteristics and constructs, servant leadership motivates followers to their highest levels of performance through the creation of trusted communities and mentoring (Caldwell & Dixon, 2010). These communities

inspire each follower to endure each task as its completion is vital to the development and achievement of organizational and individual prosperity. Also, through mentoring, leaders motivate followers to perform beyond their individual expectations while receiving inspirational and supportive advice. This advice is also vital to their development as individual leaders and followers. Also, Greenleaf (1977) typified these qualities are examples of many fundamental characteristics of servant leadership as the leaders become servants.

Although numerous benefits exist within servant-led organizations, barriers also exist towards accepting servant leadership within certain organizations. Page & Wong (2000) illustrated these barriers through two comparisons, (a) authoritarian hierarchy vs. servant leadership and (b) egotistic pride vs. servant leadership.

First, servant leadership cannot prosper within a hierarchical organization. In order to accommodate the servant leadership practice, an organization's structure must be converted from a hierarchical to a horizontal and participatory structure (Page & Wong, 2000). An example of the effects of such a barrier is illustrated best as Page and Wong (2000) stated the following:

> While business corporations, especially the "dotcom" companies, are moving towards a flattened structure leaders in religious organizations still prefer an authoritarian, hierarchical structure. We hasten to add that you can have a servant leader in a highly hierarchical organization, just as you can have an authoritarian leader in a non-hierarchical organization. However, the authoritarian leadership style is more likely to flourish within a tall rather than a flat organizational structure. (p. 5)

Also, as Page and Wong (2000) mentioned, those organizations who oppose servant leadership state that this style, which encourages group participation, individual development, and a democratic philosophy, allows those individuals who are power-

hungry and self-serving to undermine and conquest leadership within organizations.

According to Page and Wong (2000) the basis for this idea originated following an

extensive review of previous research studies on servant leadership and leaders'

perceptions, experiences, and practices.

Second, Page and Wong (2000) cited that an added complexity in practicing

servant leadership is that in today's society, individuals work within an authoritarian

culture which exudes individualism and competitiveness, which often fosters egotism and

corruption of power. This statement is supported by the example that Page and Wong

(2003) illustrated through the following text:

> Individualism coupled with authoritarian hierarchy has proven to be a fertile
> ground for egotistical, arrogant leaders. When there are no checks and balances,
> self-serving leaders are free to elevate themselves and expand their territory of
> influence. Such egotistical leaders can be found mostly in hierarchical religious
> organizations. (p. 7)

In accordance, Greenleaf, Spears, and Covey (2002) ascertained that the construct

of servant leadership is not solely about leaders becoming servants, but "that more of

those who are natural servants, who get joy out of serving, will become aggressive

builders of serving institutions (p.260). In the sense of the practice of servant leadership,

Greenleaf (1977) believed that institutions, whether nonprofit, or profit, are perhaps

considered good or evil in reference to their ethical leadership behaviors.

Assessing the Application of Servant Leadership

As a leadership practice, Robert K. Greenleaf conceptualized the foundation of

the servant leadership style more than 30 years ago. This conceptualization was derived

from his experiences working with nonprofit organizations such as charities and colleges

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(Harvey, 2001). In an effort to exploit the servant leadership philosophy, Greenleaf's compositions were widely distributed amongst the leaders of profit and nonprofit organizations. As a result, servant leadership has emerged to increasingly gain momentum within various modern-day profit and nonprofit organizations.

Due to the shifting of organizational cultures from one which places emphasis on hierarchical leadership to one that emphasizes the personal development of the employee, the emergence of servant leadership has continued to surface as an exemplary leadership practice. This art of leadership has increasingly revolutionized the culture of today's workplaces as numerous organizations have adopted this leadership style as a guiding philosophy (Spears, 2004).

As Greenleaf et al. (2003) illustrated, "The servant leader continues to grow in its influence and impact. In fact, we have witnessed an unparalleled explosion of interest and practice of servant leadership in the past fifteen years" (p. 13). Also, Hopen (2010) demonstrated that because servant leadership is a philosophy that focuses on the follower and excludes self, it is emerging as a leadership paradigm that the centerpiece in for producing and maintaining organizational awareness within a modern-day business culture. According to Farquharson (2002), Greenleaf believed that this emergence is a step in the right direction and could potentially become a symbol of synergy for both profit and non-profit organizations.

Moreover, due to the emerging nature of servant leadership practice, Greenleaf et al. (2003) stated that organizations are only currently beginning to catch up with Greenleaf's philosophy and vision of a servant-led society. Furthermore, as Spears (2004)

illustrated this emergence in profit and non-profit organizations where he stated the

following:

> In countless profit and non-profit organizations today, we are seeing traditional, autocratic, and hierarchical models of leadership yielding to a different way of working–one based on teamwork and community, one that seeks to involve others in decision making, one strongly based in ethical and caring behavior, and one that is attempting to enhance the personal growth of workers while improving the caring and quality of our many institutions. (p. 1)

Spears (2004) further explained the emergence of servant leadership into six

pivotal areas of application as (a) servant leadership as an institutional model, (b)

education and training of not-for-profit trustees, (c) community leadership programs, (d)

service learning programs, (e) leadership education, and (f) personal transformation.

First, Spears, Lawrence, and Blanchard (2001) explains that servant leadership is an

institutional model of philosophy which "crosses all boundaries and is being applied by a

wide variety of people working with for-profit businesses; not-for-profit corporations;

and churches, universities, health care, and foundations" (p. 9). This leadership style

supports a collective approach towards the scrutiny and decision-making in order to

support organizations (Spears, 2004).

A second application of servant leadership is through its role as the theoretical

and moral foundation for trustee education (Spears, Lawrence, & Blanchard, 2001).

According to Spears (2004), the concept of servant leadership advocates that members of

the boards of trustees and directors may need to endure radical shifts in their philosophies

and approaches towards leadership. Through adhering to this philosophy, trustees may

contribute to the creation of the eminence and intensity of their respective foundations.

For instance, Spears (Spears, Lawrence, and Blanchard, 2001) demonstrated that, "Over

the past twenty years, two of America's largest grant-making foundations (Lilly Endowment Inc. and the W. K. Kellogg Foundation) have sought to encourage the development of programs designed to educate and train not-for-profit boards of trustees to function as servant-leaders" (p.11).

A third application of servant leadership is its expansion in nationwide community leadership organizations. A number of these groups are utilizing this concept within their individual education and training initiatives and some for more than twenty years (Spears, 2004).

A fourth application of servant leadership is its involvement with experiential education or, learning through doing (Spears, 2004). As Spears, Lawrence, & Blanchard (2001) stated, "During the past 25 years the experiential education programs of all sorts have sprung up in virtually every college and university–and, increasingly, in secondary schools, too" (p. 11). Also, in 1980, the new term, service-learning was created as educators began to document the association between servant leadership and experiential learning (Spears, 2004).

A fifth application of servant leadership is its use in formal and informal education and training recommendations in colleges, universities, and corporate programs (Spears, 2004). For example, Spears (2004) demonstrated that undergraduate and graduate courses on management and leadership have integrated the concept of servant leadership within their general course curricula. Also, numerous management and leadership consultants tout the benefits of servant leadership within their education and training programs. As a result, companies such as US. Cellular, Synovus Financial, have

quickly discovered that servant leadership can justly increase the progression of business accomplishments while successfully enjoying financial gain (Spears, 2004).

Finally, a sixth application of servant leadership is through its use in programs which promote individual growth and transformation (Spears, 2004). Servant leadership is bi-functional in terms of organizational and individual levels. As Spears, Lawrence, & Blanchard (2001) stated, for some individuals, this leadership style presents an avenue towards individual, spiritual, professional, emotional, and intellectual growth. Spears further notes that, "A particular strength of servant-leadership is that it encourages everyone to actively seek opportunities to both serve and lead others, thereby setting up the potential for raising the quality of life throughout society" (p. 13).

The emergence and application of servant leadership is essential and influential as a means to fortify a culture which exists less hierarchy, yet establishes an emphasis on follower empowerment. Its emergence invigorates the need for a more employee-based organizational culture, while also providing the foundation for a new leadership style that is firmly based in ethical principles, articulated in an idealistic vision, grounded in an unselfish behavior which emphasizes service to others before self or stewardship, and provides a strong resemblance to virtue ethics (Reinke, 2004). Its application provides several organizations with a guiding philosophy which improves the development and conduct of business while successfully adding them in turning a profit (Spears, 2004).

Review of Servant Leadership Research

A new paradigm to leadership, which includes the use of spirituality, has been introduced to numerous workplaces. According to a scholarly, peer-reviewed journal

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article published by Karakas (2010), three different perspectives were established which explained how spirituality promoted organizational performance. Karakas summarized these perspectives as: (a) Spirituality enhances employee well-being and quality of life; (b) Spirituality provides employees a sense of purpose and meaning at work; (c) Spirituality provides employees a sense of interconnectedness and community (p. 89). Karakas contributes towards the need for such a new paradigm in the workplace where e stated, "At a time when organizations are faced with more complexities, competition, and change than at any other time in history, the need for spirituality is a recurring theme in corporations and businesses" (p. 101). Servant leadership exemplifies the true definition of a spiritual leadership practice.

Increasingly, nonprofit organizations continue to center their leadership practices on those characterized by servant leadership. For example, Spears (2004) showed that in certain nonprofit organizations, servant leadership suggests that boards of trustees are required to undertake an essential shift in their approaches to leadership roles. As Spears, Lawrence, and Blanchard (2001 further illustrated, "Trustees who seek to act as servant-leaders can help to create institutions of great depth and quality. Over the past twenty years, two of America's largest grant-making foundations (Lilly Endowment Inc. and the W.K. Kellogg Foundation) have sought to encourage the development of programs designed to educate and train not-profit boards of trustees to function as servant-leaders" (p. 11). As a result, researchers have pursued to capitalize on this emergence through assessing various aspects of this leadership style and its presence within profit and nonprofit organizations.

Stramba (2003) conducted a study which attempted to assess perceptions of servant leadership practice and job satisfaction from various levels within an education institution. According to Stramba (2003), this study was conducted using Laub's (1999) OLA in order to address the impact of servant leadership as a modern practice as opposed to a traditional, top-down hierarchical leadership from a time when "managers thought and workers simply did" (p. 103).

In gathering data for Stramba's research, the Laub's OLA instrument was distributed to multilevel senior leaders and convenience samples of management and faculty groups employed at a large community college in Toronto during a single-week period in February 2002. Within the study, five senior leaders and the management and faculty groups each contained 10 participants.

According to Stramba (2003), one of the major limitations of the study was the time constraint under the circumstances which it was performed. As Stramba (2003) stated, sample sizes were impacted and only convenience samples of management and faculty were sufficient.

Upon achieving approval and ensuring anonymity and voluntary submissions which was outlined in a cover letter attached to blank surveys, Stramba (2003) received the completed questionnaires, which took each participant approximately 15 minutes to complete, within one week. The results of the scores were as follows:

> The participants' total scores on the six constructs (60 statements, with potential scores ranging from 60 to 300) and their total scores for the six statements related to job satisfaction (potential scores ranging from 6 to 30) were determined. (p. 109).

The sub-scores were also analyzed. Based on the results of the scores, Stramba

(2003) analyzed that although response rates were 100 percent the senior leadership team

and management-level staff, the response rate from the faculty resulted in 70 percent.

Stramba's (2003) data resulted in a mean score of 226.7 out of a possible score of 300.

Also, Stramba (2003) stated that, "senior leadership and faculty believed less in the

existence of opportunities for learning and growing (developing people) than does the

management level" (p. 110). Management also had higher perceptions of mutual working

relationships (community building), openness, accountability and trust (authenticity), and

leadership than do the other participative groups.

In terms of the constructs of servant leadership, Stramba (2003) stated the

following:

> It is interesting to note that four of the six constructs (develops people, builds
> community, provides leadership and shares leadership), senior leadership exhibits
> the lowest scores of the three groups and management level demonstrates the
> highest scores. (p. 110)

Stramba (2003) stated that the results from this study demonstrated that those participants

within each group with clear perceptions of servant leadership practices expressed

increased levels of job satisfaction. However, in regards to the perceptions of servant

leadership, faculty and management levels had higher levels than did senior management

as the OLA's mean score was the lowest among the senior leadership group (Stramba,

2003). Faculty and management were also alike in their perceptions of the existence of

shared leadership (Stramba, 2003). Regarding the relationship to job satisfaction,

Stramba (2003) also stated, "Whether the leadership traits truly exist or not, perceptions

of the characteristic of the servant leadership model correlate with increased job

satisfaction" (p. 112). Stramba (2003) recommended that his study raised questions that would benefit from the replication of the research with more than just convenience samples to further examine the relationship between the perception of servant leadership and job satisfaction. He also recommended a larger study, which would further investigate the relationship between the constructs in the OLA as doing so would assist the analysis of supplementary research related to "the dynamic that enables the true potential of people as evolving, sentient beings" (p. 112).

Additional academic literature supported research which assesses the presence of servant leadership practices within contemporary workplaces. For example, in the research study, *Development of the Servant Leadership Assessment Instrument*, Dennis and Bocarnea (2005) investigated the use of a new servant leadership instrument which assists servant leaders on assessing their effectiveness. This instrument was created based upon the seven component concepts as created by DeVellis' study, *Guidelines in Scale Development* and Patterson's (2003) theory of servant leadership: agapao love, acts with humility, is altruistic, is visionary for the followers, is trusting, is serving, and empowers followers.

Participants from this DeVellis' study consisted of a stratified sample taken from a study response database (Dennis & Bocarnea, 2005). Data for the study was collected via and online survey. According to Dennis and Bocarnea (2005), the study sought to respond to the following question: Can the presence of Patterson's servant leadership concept be accessed through a written instrument? As stated by Dennis and Bocarnea (2005), threats to validity of the limitations to the study were listed as follows:

> An incentive of $350 in total prizes to take the survey may have caused some to rush toward the end of the survey. During the last data collection, 13 participants

were removed because either data was missing or had the same measurement, e.g. all zeros or one. Overall, based on the first data collection which included negative responses to catch the "agreers", and a much longer survey (71 items versus 42 in the last data collection), this did not appear to be a problem. A second limitation is how well the participants may understand the concept of "servant leadership" even with Patterson's definition. (p. 611)

Dennis and Bocarnea (2005) concluded that the instrument failed to measure two of the seven factors from Patterson's (2003) theory of servant leadership: altruism and service. As a result, the possibility exists of a method to be used to measure these factors. Dennis and Bocarnea (2005) provided the recommendations for future research which includes administering surveys to organizations and companies which practice servant leadership concepts or characteristics. Also, Dennis and Bocarnea (2005) suggested an assessment of an individual organization's staff examining an identified servant leader.

Joseph and Winston (2005) conducted a study, *A Correlation of Servant Leadership, Leader Trust, and Organizational Trust*, which attempted to explore the association between employee perceptions of servant leadership and leader and organizational trust. They hoped to examine this association in order to support Greenleaf's outlook on servant leadership as a precursor of leader and organizational trust. During data collection, Joseph and Winston utilized Laub's (1999) OLA and the Organizational Trust Inventory (OTI) as the survey instruments. The instrument was distributed among a convenience sample of 69 employees, 51 of whom were employed students attending a Bible college and 15 employees from a small Christian-based high school in the Republic of Trinidad and Tobago, West Indies (Joseph & Winston, 2005). They determined the following additional factors used in analysis and discussion where they stated:

To investigate the relationship between perception of servant leadership and leader trust and organizational trust (H1 ND h2), separate Pearson's product moment coefficients of correlation were calculated between employee perceptions of servant leadership and leader trust and between employee perceptions of servant leadership and organizational trust respectively. Although not part of the hypotheses, linear regression was used to determine the amount of variance of leader trust and organizational trust explained by employee perceptions of servant leadership. (pp. 13-14).

While investigating whether servant-led organizations contained higher levels of leader trust than non-servant-led organizations, and whether servant-led organizations contained higher levels of organizational trust than non-servant-led organizations, Joseph and Winston (2005) used a comparison of means through independent samples t-tests. Additionally, an analysis of variance by demographic categories was utilized in determining whether these variables had any influence on the relationship. This study indicated that the servant leadership outlook is directly associated with leader and organizational trust (Joseph & Winston, 2005). This indicated that a significant relationship existed. Also, this study discovered that servant-led organizations perceived higher levels of leader and organizational trust than non-servant led organizations (Joseph & Winston, 2005).

The analysis of variance indicated that the association between the servant leadership perception and leader and organizational trust was persistent among the demographic variables with the exception of age. Joseph and Winston (2005) concluded that future research proposed the need to "replicate this study with a larger, more religiously, nationally, and culturally diverse sample." (p. 16).

Job Satisfaction within the Modern-day Workplace

Robbins (2005) describes job satisfaction as the approach or outlook an individual express towards the common nature of their work. Compared to other variables of organizational behavior, job satisfaction is often characterized as an attitude or outlook rather than a behavior. For example, in some instances, employees may view their jobs as arduous everyday tasks which are required to be fulfilled in order to support individual or family's well-being. Others may view their jobs as the means of personal gratification or fulfillment.

Commonly, work inspires self-esteem and individuality while unemployment lowers self-worth and produces anxiety. Simultaneously, tedious jobs can diminish a worker's initiative and enthusiasm. It can also lead to absenteeism and unnecessary turnover. Also, job satisfaction and job-related success are major factors in personal satisfaction, confidence, and self-worth. To the employee, job satisfaction conveys a congenial emotional status that often leads to an optimistic and encouraging employment outlook. As a result, a satisfied employee is more likely to be inspired, innovative, dependable, and faithful.

Two types of job satisfaction are intrinsic and extrinsic. First, Morse (1977) defined intrinsic job satisfaction as the satisfactory level which the employee acquires by performing and completing various, assigned tasks, which comprise the requirements of the job. In other words, intrinsic job satisfaction occurs when an employee's job outlook solely considers the classification of work they do, the tasks which makes up the job.

Furthermore, as Morse (1977) illustrate, intrinsic job satisfaction is measured upon the results of employees' survey responses to the following four interview questions:

A) "How well do you like the sort of work you are doing?"

B) "Does your job give you a chance to do the things you feel you do best?"

C) "Do you get any feeling of accomplishment from the work you are doing?"

D) "How do you feel about your work, does it rate as an important job to you?"

(p. 15).

Second, as Smucker, Whisenant, and Pedersen (2003) illustrate, extrinsic job satisfaction, also referred to as the hygiene factor, and is illustrated when workers consider the conditions of work, such as compensation, workload, co-workers, job security, and supervisors. This type of job satisfaction incorporates Herzberg's theoretical development which provides a measure of job dissatisfaction. As a result, extrinsic job satisfaction is more tangible in nature than intrinsic job satisfaction on an employee's outlook.

According to Robbins (2005), a relevant correlation exists between job satisfaction and productivity, absenteeism, and turnover. For instance, if an employee is not satisfied with an aspect of a job, they may not be inclined to produce within satisfactory job requirements. As a result, this may lead to lost profits due to lower productivity.

Furthermore, if this trend of dissatisfaction continues, the employee may resort to display certain traits of job dissatisfaction. Robbins (2005) further stated that rather than quit a job, some employees may resort to unethical means of outbursts such as criticizing

or whining, insubordination, steal organizational property, or portions of their work responsibilities. Eventually, employees either relinquish employment with the company or are subsequently liberated for not performing within corporate, ethical standards.

As a result, the company is forced to assign another employee to fill the position. This can result in a tedious cycle which ultimately points to the importance of job satisfaction. If this situation of job dissatisfaction is not solved, it can potentially, pose an appalling effect on a corporation's profitability standings. In other words, in order for an organization to be productive, the employees' concerns should be fulfilled.

The Y

The Young Men's Christian Association (YMCA), recently renamed The Y (YMCA.net, 2010), and remains one of the largest functioning nonprofit organizations in the United States. Its mission is clearly distinguished through the concept of servant leadership as YMCA.NET (2010) stated, "To put Christian principles into practice through programs that build healthy spirit, mind, and body for all." Furthermore, its practice indicates an application of servant leadership where YMCA.net (2010) stated, "We empower, encourage, and equip YMCA staff and volunteers to fulfill the Christian Purpose by developing strategies that influence the movement through literature, conferences, workshops, and networking."

George Williams founded the Y in London, England more than 150 years ago on June 6, 1844 (YMCA.net, 2010). Originally, he founded this nonprofit organization in response to detrimental social circumstances which arose in larger, metropolitans towards the end on the Industrial Revolution (YMCA.net, 2010). Based upon the foundation of

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Christian principles and beliefs, the Y flourished from an organization originally created in support of putting Christian principles into practice through the young men across London, England to a social movement supporting its critical mission across the world.

Approximately 2,686 Ys are present within 124 countries across the world (YMCA.net, 2010). Since 1844, the Y has grown to more than 45 million members within over 11.8 million faculty members, 8.4 million program members, 561,909 volunteers, 509,022 programs, and 51,987 boards (YMCA.net, 2010). Collectively, this organization works to develop and put into practice effective community–based resolutions within each community where it is present. As these resolutions are, in fact, community driven, some of these resolutions are as follows: childcare, adolescent leadership, sports and recreational activities. Ultimately, these resolutions, along with numerous others, offer vast opportunities for individuals to grow in spirit, mind, and body (YMCA.net, 2010).

Although unique in its practice and promotion of the principles of servant leadership, the Y expounds upon the teaching of servant leadership principles through courses taught through its "Servant Leadership Academy" located in Charlotte, North Carolina (YMCA.net, 2010). YMCA.net (2010) lists the importance and commitment of this academy as follows:

> In this time of extraordinary change and uncertainty throughout the world, the Servant Leadership Academy's (SLA) clarity of purpose provides great strength and influence. It's commitment to the principles of servant leadership and the character values of the Y help to effectively serve our constituents in highly relevant and time-tested ways. Servant Leadership Academy aims to teach the core philosophies of the Y in the context of 21st century society and to aspire to be regarded as a place of higher learning and the ideals of servant-hood. (n. p.)

YMCA.net (2010) also lists its purpose through three primary statements. These statements are as follows:

1. Help people discover their God-given talents and enable them to use those talents to serve others.

2. Bring people from all walks of life together through a vibrant community of learning.

3. Instill Y values and the principles of servant leadership throughout society. (n. p.)

Through attending this academy, leaders, faculty members, volunteers, and members of the community are provided with the necessary information and training required to become servant leaders within their respective organizations. Although open to everyone, the academy is most convenient to those who reside near its sole location in Charlotte, North Carolina.

This research study focused intently on the metropolitan YMCA in Texas. While no previous or current research existed which assesses the perception of servant leadership within the Y, particularly, the metropolitan YMCA in Texas, and this research attempted to provide such an assessment in order to further the current research of servant leadership and its presence within formal organizations.

Conceptual Framework of the Study

Punch (2005) described a conceptual framework as an illustration, in either graphical or narrative form, of the focal concepts or variables including their presumed relationships to each other and their conceptual statuses. Cargan (2007) highlighted this description where he stated the following:

Thus, the conceptual framework works in conjunction with your goals to justify the study. Considering the functions of your purpose determines the conceptual framework, which comes before the decision of how to collect the data–the method for carrying out the research. (p. 29)

Also, Bickman and Rog (2008), illustrated that this framework presents a tentative theory or hypothesis of what a researcher actually assumes is going to happen concerning the outcome of the researched phenomena.

Usually illustrated in the form of a diagram, this explicit framework can present researchers with the following advantages (Punch, 2005):

1. It brings clarity and focus, helping us to see and organize the research questions more clearly.
2. It helps to make explicit what we already know and think about the area and topic.
3. It can help considerably in communicating ideas about the research; therefore, it can simplify the preparation of the research proposal and can also make it more convincing.
4. It encourages selection, and assists in focusing and delimiting thinking during the planning stage. (p. 56)

The conceptual framework of this study is illustrated below in figure 1. Accordingly, the left column displays the dependent variable: job satisfaction. This characteristic is the dependent variables used to measure the outcome of servant leadership within the organization. The right column displays independent variables: gender, age, and employment level from which the dependent variable was measured. An assessment of these variables was conducted in order to provide answers to the proposed research questions of this study.

Gender

Independent Variables

Age

Job Satisfaction

Dependent Variables

Employment Level

Presence of Servant Leadership Within the Organization

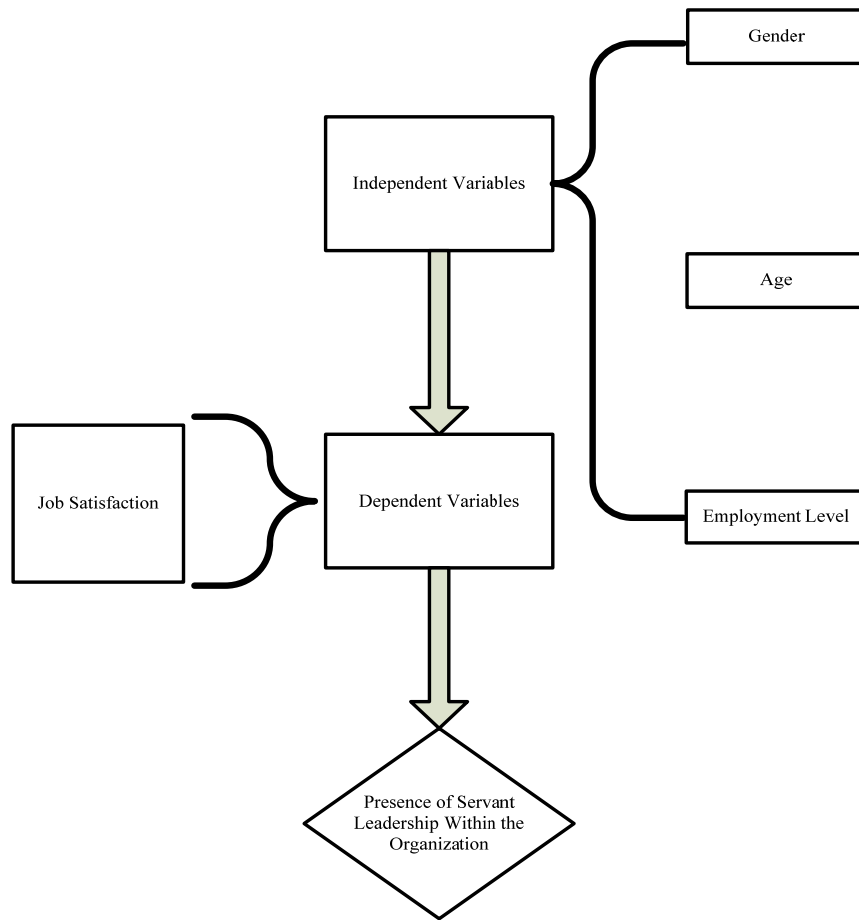*Figure 1.* Conceptual framework for the study.

Summary of Literature Review

This study bridged the gap of research and its influence on effective leadership practices within contemporary workplaces. Aforementioned research studies offered critical reviews of the servant leadership practice from various perspectives. These reviews provided a solid foundation to build upon for this study. For example, Stramba

(2003) contributed to the study of the servant leadership practice by assessing its multilevel perception and correlation to job satisfaction within an education institution. Based upon Stramba's (2003) findings, further recommendations of replicating this research with more than convenience samples and through a larger study are suggested.

This study utilized a stratified random sampling method. This method, which involved a division of the population into smaller groups, or strata, grouped the participants based upon their individual gender, age, and employment level. It also utilized a larger population, which involved a larger sample. Through fulfilling these recommendations, this research study further investigated the relationship between the constructs in the OLA as doing so assisted the analysis of supplementary research related to "the dynamic that enables the true potential of people as evolving, sentient beings" (p. 112).

Dennis and Bocarnea's (2005) research provided the recommendations for future research which included administering surveys to organizations and companies which practice servant leadership concepts or characteristics. This recommendation influenced this study's focus on administering the OLA as this instrument allowed the measurement of the remaining factors from Patterson's (2003) theory of servant leadership: altruism and service.

Joseph and Winston (2005) concluded that future research proposed the need to "replicate this study with a larger, more religiously, nationally, and culturally diverse sample." (p. 16). As with Dennis and Bocarnea's (2005) research, this recommendation influenced this study's focus on administering the OLA to assess the employee perception of the servant leadership characteristics within one of the country's largest

nonprofit organizations, the metropolitan YMCA in Texas. This organization ranks 13th largest within the United States as it employs over 2,400 full time and part time employees, and volunteers (YMCA, 2010). Additionally, this study attempted to add to the current body of servant leadership knowledge by assessing the employee perception of servant leadership practices as it relates to job satisfaction within this organization.

In conclusion, this literature review began with a discussion on the theoretical foundation of leadership and its modern-day observation. It was followed by samples of various researchers' observations of leadership, as it has changed over the past 50 years, and evaluated the construct of servant leadership from a historical view from its origin and originator, Jesus Christ, to its modern-day facilitator, Robert K. Greenleaf.

Bowman (1997) affirmed that only subjective and untrustworthy confirmation exists to sustain a thorough commitment in comprehending the concept of servant leadership. Stramba (2003), Dennis and Bocarnea's (2005), Joseph & Winston (2005) further asserted that as an innovative observation, this leadership concept requires considerable empirical research.

With the observations of modern-day leadership and construct of servant leadership established, this literature review provided a review of the emergence and application of servant leadership plus current examples of researchers who have assessed the presence of servant leadership within various organizations.

The literature review was concluded by a brief overview of the nonprofit organization chosen for this research, the metropolitan YMCA in Texas. This conclusion also included a conceptual framework of the study, its relevance towards bridging the gap

of research surrounding the servant leadership practice and presence throughout modern-

day workplaces, and any proposed limitations, failures, or problems with the research.

CHAPTER 3. METHODOLOGY

The purpose of the research study was divided into two factors. The first factor elucidated the presence of servant leadership from an employee perception. The second factor described the association between the presence of servant leadership and job satisfaction within a nonprofit organization.

Accordingly, the research questions, along with each null hypothesis as they related to each question, are as follows:

RQ$_1$. Did statistically significant differences exist between the females and males on the nine subscales of the OLA: values people, develops people, builds community, displays authenticity, 'provides leadership', 'shares leadership', job satisfaction, organization and leadership?

H$_0$: No statistically significant differences existed between the females and males on the nine subscales of the OLA.

H$_A$: No statistically significant differences existed between the females and males on the nine subscales of the OLA.

RQ$_2$. Were the following subscales of the OLA statistically significant predictors of the participants' job satisfaction: values people, develops people, builds community, displays authenticity, 'provides leadership', 'shares leadership', organization and leadership?

H$_0$: The OLA subscales were not statistically significant predictors of the participants' job satisfaction.

H$_A$: The OLA subscales were statistically significant predictors of the participants' job satisfaction.

RQ$_3$ Was the participants' leadership approach a statistically significant predictor

of job satisfaction?

H$_0$: Leadership approach was not a statistically significant predictor of job

satisfaction.

H$_A$: Leadership approach was a statistically significant predictor of job

satisfaction.

Evaluation of Research Design Methodology

Researchers within diverse industries are often faced with providing sustained and

proficient knowledge with anticipation of improving or creating innovative business

knowledge and research. Potentially, the consequences of this knowledge and research

can prove to be very constructive to resolving general methodological issues in relation to

various business and economic issues. Additionally, the perception of this knowledge

research may be utilized in support of creating innovative business methodological

knowledge.

Commonly, researchers tend to take biased approaches towards developing their

researches, observations, and proposed knowledge of reality within particular business

environments (Arbnor & Bjerke, 1997). Often, their findings are based upon their

personal background assumptions and observations, or paradigms of reality without

understanding and implementing realistic approaches towards developing and

maintaining knowledge creation.

Research designs help minimize the probable alternative elucidations for

theorized cause-and-effect relationships. These designs help connect various,

experimental concepts and inquiries concerning pragmatic intricacies and tests (Robson, 2005). In social research, a research design is either flexible, fixed, or both in design in order to adapt these complexities while pointing researchers towards relevant data. In any regards, flexible (usually theory-building designs) and fixed (usually theory-testing designs; quantitative) research designs present very distinct advantages when designing research methodology. This study adopted the fixed research design as the primary focus.

Fixed research designs are non-flexible in the treatment of data, in terms of comparative analyses, statistical analyses, and repeatability of data collection in order to verify reliability (Cooper & Schindler, 2006). When describing phenomena at one point-in-time, quantitative research design is extremely effective for collecting data from large populations and identifying the beliefs, understandings, and information of subjects. Specifically, these research methods places a primary focus on relationship between one thing, an independent variable and another, a dependent or outcome variable in a population. If utilized effectively and interchangeably, these designs can potentially create high-quality strategies of establishing the validity reliability, and design of data required for answering the proposed research questions and hypothesis.

The research tool for this study was a survey. When describing phenomena at one point-in-time, surveys are extremely effective for collecting data from large populations while identifying conclusions about the populations sampled within descriptive research studies. Specifically, this research method placed a primary focus on relationship between one thing, an independent variable and another, a dependent or outcome variable in a population (Leedy & Ormrod, 2005).

For the purpose of research, surveys were useful generalization tools which extracted and analyzed data. As Aiman-Smith and Markham (2004) state, surveys are the process which establishes objectives for the assembling and sampling of information, proposing research, preparing a reliable and valid data collection instrumentation, analyzing data, eliminating bias, and describing the results. Kamil (2004) stated that it is appropriate when management of the independent and dependent variables is impracticable or not advantageous.

Surveys are designed to illustrate the "big picture" and provide researchers with real-time statistics which can aid in enlightening audiences to the direction and purpose of research (Kamil 2004). Their main objective is to effectively measure the responses of the general public. Surveys advance scientific knowledge while providing a firm foundation in supporting decision-making processes. Based on the validity and reliability of the sampled results, researchers are able to simplify the results while reducing the possibility of errors (Fowler, 2002).

As Tinnila (1995) noted, surveys allow researchers to have obtain reliable, precise data in order to provide a reliable arrangement from which to systematically construct new information through a system of well-organized steps. Malhotra (2004) supports this statement in saying, "Surveys are the most flexible means of obtaining data from respondents" (p. 117). According to Kelley, et al. (2003), some of the advantages towards quantitative research that surveys provide are:

1. The research produces data that is supported through actual observations.
2. They are efficient in obtaining data from a large number of respondents.
3. Since they are standardized, surveys are reasonably free from inaccuracies.

4. They are simple to administer and replicate.

5. They are less time consuming than other research methods.

6. They provide liberated atmospheres for the respondents during their responses.

Austin and Pinkelton (2006) demonstrated that business organizations usually rely on survey when they want to comprehend their sample populations' awareness, opinions, outlooks, knowledge, behavioral motivations, and other diverse information. These factors might include opinions about a political candidate or feelings about certain issues or practices. During this study, a field test and/or pilot study was not done.

Sample

Sampling is the most essential method in survey research (Cooper & Schindler, 2006). This method questions a set of individuals who meet pre-defined sampling criteria to identify an association or correlation that may be applied to a larger population. According to Cooper and Schindler (2006), sampling is the operation, development, or procedure of selecting an appropriate sample, or a representation of a population for the purpose of establishing constraint or characteristics of the entire population. Numerous issues are involved when sampling data which Trochim (2001) stated can be best illustrated based on the following questions: What data is available? Can respondents be found? Who are the respondents? Can all members of the population be sampled?

One of the most important benefits of sampling is that it encompasses all aspects of research and appears in various appearances or structures no matter what research strategy or investigatory technique is used (Krosnic, 1999). It is vital that the sample

population belong to the population and that the sample selection not be biased in a systematic approach.

The population studied for this research was the employees of the metropolitan YMCA in Texas. Collectively, as one of the largest nonprofit community service organizations, 2,686 Ys are established across the United States (YMCA.net, 2010). As a whole, this organization maintains over 19,000 full-time and part-time employees, plus volunteers.

This study incorporated a sample size of employees, including full time and part time employees, volunteers, and leaders within the metropolitan YMCA in Texas area. The sample size was determined through utilizing a *Sample Size Calculator* (Creative Research System, 2010). According to the web site, the confidence level of 95 percent was calculated along with a confidence interval of 10 against a population of 19,000. Based upon this formula, the sample size needed was 96. The sample was somewhat biased by drawing it from the metropolitan YMCA in Texas area. Statistics were tracked and exhibited from the metropolitan YMCA in Texas location.

This organization was chosen based upon its practices and high regards for servant leadership. In order to be selected for participation within this study, employees, volunteers, and leaders must have volunteered or worked full time or part time for the metropolitan YMCA in Texas for at least three years. Also, they must be at least 18 years or older and must have available access to the Internet. No former volunteers or employees were considered.

This researcher has no relationship with the sampled organization. Participants were treated professionally and with reverence in response to the standards set forth by

Capella University's treatment of human participants. No screening was conducted to eliminate pregnant women from the sample, but the survey did not relate to that condition or pose any additional risks to them if some women within the population are pregnant. Also, no vulnerable populations such as the following: pregnant women, human fetuses, neonates, prisoners, children, or persons who are handicapped, mentally disabled, economically disadvantaged or educationally advantaged, racial minorities, sick, or institutionalized participants, were involved with the study.

The sampling method proposed for this study incorporated a random sample where HR selected participants from the population in a stratified random approach. Particularly, the sample characteristics included participants selected from multiple males and females within each organization. The researcher briefed the participants on the process of sampling the participants involved for the study. Along with this process, they were briefed on the type of survey, access to the survey, length of time requested to complete the survey, and affirming the confidentiality of each participants as it pertained to the disclosure of personal information. Furthermore, through the Senior VP/COO, the researcher introduced himself and the survey process to the participants via an initial, corporate-approved recruitment letter sent via email to the approximate 100 employees through the human resource department. Within this email, the voluntary nature of participation was noted and supported with the consent form which highlights the nature of the work and request for participation without intimidation or force. The anticipated response rate for this study was 70% for an acceptable sample size of 300 because of the introduction and support the process received from upper management of the Y. If the desired sample size was not achieved, the researcher would have reduced the interval

within which the numerical result is expected to lie in the specified level of confidence. Then, the researcher would have re-run the sample size calculator to determine the proposed sample size while achieving the confidence level of 95% and confidence interval of 3.

Instrumentation / Measures

The data collection instrumentation utilized to collect the data within this research study was the OLA survey (Laub, 1999). This copy-written instrument, developed by James Alan Laub, provided a statistical assessment which measured the principles and practice of servant leadership and the level of job satisfaction within servant-led organizations.

The OLA is a 66-item survey which used a Likert-type scale to evaluate how organizations' leadership practices and ideas relate to the way members within the organization function (Laub, 1999). It is designed to be utilized by workers and managers to consider those at the top leadership level within an organization. The OLA is divided into three sections: the first section consists of general statements in regards to the whole organization; section two focuses on the leadership approaches of managers, supervisors, and the top leadership of the organization; section three focuses the attention onto the individuals and their roles within the organization or unit within the organization (Laub, 1999). All statements related to job satisfaction are also contained in section three.

Laub (1999) stated that the OLA contains strong psychometric properties can be dependent to assess the characteristics of the healthy servant-led organization. For example, in terms of validity, he determined that through the application of a panel of

experts to establish the essential servant leadership characteristics assessed within the OLA instrument. Laub (1999) determined that a Delphi process was employed in order to gain a consensual agreement of the construct of a typical servant-led organization.

The validity of the OLA has been shown in previous research to be consistent and reliable. Laub (199) illustrated this through the original field test which the OLA obtained a reliability score of .9802 implementing the Cronbach-Alpha coefficient.

In relation to an individual item analysis, Laub (1999) summarized the lowest item correlation (.41) and the highest correlation (.77) through implementing the OLA during the original field test. This range very similar to the research by Ledbetter (2003) who obtained scores of .44 as the lowest item correlation and a .78 as the highest item correlation (Laub, 1999). As a result, Laub (1999) concluded that all of the OLA items possessed a strong correlation through the instrument simultaneously.

Laub (1999) concluded that a section of the Job Satisfaction Scale obtained a score of .81 while utilizing the Cronbach-Alpha coefficient. A correlation of Job Satisfaction to the OLA scores was employed through a Pearson correlation. As a result, a significant ($p<.01$) positive correlation of .635 existed, accounting for 40% of the variance in the total instrument score (Laub, 1999).

The OLA, distributed to participants through an online format, assessed these measures based upon the characteristics of servant leadership to include: valuing people, developing people, building of communities, practicing of authenticity, providing of leadership, and sharing leadership (Laub, 1999). The characteristics were assessed in conjunction with independent variables: gender, age, and employment level as well as the dependent variable: job satisfaction.

In addition to the employment level, which was included in Laub's original study, this study included the age and gender subgroups. As suggested and included by Dr. Laub, questions for these organization subgroups were included as additional variables on the online version of the OLA. The subgroups, which was assessed from the general instructions page as the participant logs into the survey, are as follows: female age 18-25, female age 26-35, female age 36-45, female age 46 and over, male age 18-25, male age 26-35, male age 36-45, male age 46 and over.

Data Collection

Prior to data collection, an established method was implemented to ensure anonymity and voluntary submission was outlined in the recruitment letter and was distributed to the 100 employees. Then, the Senior VP/COO facilitated contact with the human resources department who, in turn, accessed a corporate listing of volunteers', employees' and leaders' names, email addresses, and telephone numbers the metropolitan YMCA in Texas area.

The data collection process included the distribution of an online password-protected version of the OLA on the Internet, or the worldwide web at home, work, or any public location with Internet access. Participants were emailed permission forms which requested their participation in the research study. Then, the participants were emailed consent forms which outlined specific details concerning the study as well as the protective standards of anonymity and confidentiality. This form, which was to be returned if they chose to participate, verified informed consent and was required in order

to fully participate in the study. Upon receipt of the completed form, participating employees were provided access to the OLA, a confidential user-id, and a password.

Prior to accessing the OLA, each participant was informed that they had approximately one week to complete the survey. Each participant browsed to the OLA Group Website to access the OLA. Using the user-id and password, they immediately gained access to the OLA survey. Once logged in, the participants had to input their individual organization location, selected one of the organization subgroups which they belong, and indicated their employment level. Then, they answered the questions on the survey.

The responses from each survey were stored by the web host company. When accepting the principled terms of the survey, each participant was allowed a noted time limit in order to complete the survey. Like the efforts of Dr. Laub, email and phone reminders were conducted in order to assist in obtaining responses from the participating employees. Participants were forwarded a reminder email within two days following the specified time period.

Upon completion of the survey, all collected data was transmitted by the OLA Group Website to the researcher for detailed analysis. Within one week following completion of the OLA, each participant was be emailed a letter thanking them for his or her participation in the study.

According to OLAgroup (2010), a report of the data was retained in its main database, but will only be used for ongoing research analysis of the total OLAgroup database. Specific data or information about any participating organizations or individuals won't be shared with anyone. No identification of participants was included

in the data. A report of the data won't be maintained on the OLAgroup's main database repetition for ongoing research and validation of the OLA instrument. Only Dr. Laub and select designees who may be involved with data analysis will have access.

Data Analysis

Cooper and Schindler (2006) highlight the process of data analysis as the extraction of accumulated data to a convenient dimension. This extraction is equally important as it aids researchers in facilitating conclusions, determining or noting significant patterns, and applying statistical methods. For example, as Cooper and Schindler (2006) stated, "Scaled responses on questionnaires and experimental instruments often require the analyst to derive various functions, as well as to explore relationships among variables" (p. 77).

Primarily, this research study highlighted the presence of servant leadership within a nonprofit organization through utilizing quantitative data analysis. As a result, this analysis attempted to assess the presence of servant leadership characteristics from an employee perspective within the metropolitan YMCA in Texas. Also, it described its correlation to employee job satisfaction within this organization.

The workforce, management, and top leadership characteristics included the following items which are considered nominal measurements: gender and employment level; value of people, development of people, building of communities, practicing of authenticity, providing of leadership and sharing leadership, and exhibiting job satisfaction. Ordinal measurements included: age.

The data that was collected, using the OLA and SPSS, validated the presence of servant leadership characteristics from an employee perception and described the association between the presence of servant leadership and its correlation to job satisfaction within a nonprofit organization.

For the first research question, data analysis was undertaken using Spearman Correlations among the age and servant leadership characteristics and Multivariate Analysis of Variance (MANOVA) to reveal the nature and strength of the relationships among the gender and employment level variables. There were analyses that could have incorporated more than one independent variable at a time, but they would have required much larger sample sizes than what was proposed in this study.

For the second research question, multiple regression was used to analyze whether the servant leadership characteristics were predictors of job satisfaction. This approach only made sense in this study if job satisfaction was the dependent variable. Otherwise, a correlation approach could have been used if the servant leadership characteristics were the dependent variables.

Using a component of the Job Satisfaction Scale within the OLA, workplace, management, and top leadership's job satisfaction was assessed through obtaining an estimated reliability, using the Cronbach-Alpha coefficient. Pearson's correlation coefficient ($p<.01$) was utilized to establish the potential scale of this relationship.

The researcher rejected the null hypothesis if the p-value is smaller than or equal to the significance level (0.05). Acceptance or rejection of the null hypothesis determined if a positive relationship existed between servant leadership and job satisfaction within the NPO. The means of each measurement was compared to the significance of .05.

For the third research question, simple linear regression was used to assess whether a leadership approach to servant leadership was a predictor of job satisfaction. Pearson's Correlation Coefficient test was utilized to establish the potential correlation of the leadership's approach to servant leadership to the workforce's perception of job satisfaction within the NPO. Because the possibility occurred that the leaders' approach to servant leadership may have a significant correlation to the workforces' perception of servant leadership, this test was utilized. As Field (2009) stated, Pearson's Correlation tests a null hypothesis which stated that the frequency distribution of observed events within a sample is dependable to a specified theoretical distribution.

Also, using a component of the Job Satisfaction Scale within the OLA, worker's and management's job satisfaction was assessed through obtaining an estimated reliability, using the Cronbach-Alpha coefficient. The researcher rejected the null hypothesis if the p-value is smaller than or equal to the significance level (0.05).

Acceptance or rejection of the null hypothesis was based on a significant correlation to the workforce's perception of servant leadership within the NPO. Furthermore, the null hypothesis determined if the job satisfaction of employees is directly correlated to the presence of servant leadership within the NPO. The means of each measurement was compared to the significance of .05.

Validity and Reliability

Validity and reliability are key facets in the assessment of sampled data. In survey research, these facets assure the resilience of the collected data to guarantee that the results are creditable. They provide a feasible instrument which establishes whether the

data are dependable and trustworthy. While validity is the extent to which a research

survey accurately assessed the relationships that the researcher measured, reliability was

the precision of the assessment tool or method.

The validity and liability of this research was determined by comparing to the

outcome produced by Laub's (1999) OLA. According to the results of Dr. Laub's

research, the OLA produced a mean of 223.79 based upon a possible score of 300 and a

standard deviation of 41.04. Additionally, while using the Cronbach-Alpha coefficient of

.9802, the OLA had an adequate reliability score of .90 or above Laub (1999).

Ethical Considerations

When conducting survey research, ethical principles were followed as the primary

justification for ethical prescriptions and evaluations of human actions. In the *Belmont*

Report, the Department of Health, Education, and Welfare (1978) list these principles as

follows:

- Respect for Persons: Respect for persons incorporates at least two ethical convictions: first, individuals should be treated as autonomous agents, and second, that persons with diminished autonomy are entitled to protection. The principle of respect for persons thus divides into two separate moral requirements: the requirement to acknowledge autonomy and the requirement to protect those with diminished autonomy.

- Beneficence: Persons are treated in an ethical manner not only by respecting their decisions and protecting them from harm, but also by making efforts to secure their well-beings.

- Justice: Who ought to receive the benefits of research and bear its burdens? This is a question of justice, in the sense of "fairness in distribution" or "what is deserved."

According to Goree and Marszalek (1995), researchers are ethically obligated to safeguard the confidentiality of their sampled participants and to reassure that they will do so. As De Vaus (2001) illustrated, three primary reasons were presented for assuring confidentiality in social research:

1) To improve the quality and honesty of responses, especially on sensitive issues;

2) To encourage participation in the study and thus to improve the representativeness of the sample;

3) To protect a person's privacy.

This researcher had no relationship with the sampled organization. Participants were treated professionally and with reverence in response to the standards set forth by Capella University's treatment of human participants. No vulnerable populations such as pregnant women, human fetuses, neonates, prisoners, children, or persons who are handicapped, mentally disabled, economically disadvantaged or educationally advantaged, racial minorities, sick, or institutionalized participants were involved with the study.

The selected participants were composed of 100 workforce, management, and top leadership employees and volunteers from the metropolitan YMCA in Texas area. This sample of participants was part of and represented the population of the 19,000 full-time and part-time employees, plus volunteers from the 2,686 YMCAs are established across the United States (YMCA, 2010). These participants were selected based upon a specific condition-based sampling which included: gender, age, and level of employment.

Participants within this study encountered risks upon which they've never experienced with any other research. Potential risks for the participants included: disclosure of the participants' identities, offensive or disturbing contents of the survey, the possibility of exposure of participants' unlawful behaviors, and disclosure of identifiable information about third parties.

Required actions were taken to further ethical considerations, while also ensuring ethical compliance. As established by Capella University's IRB, adherence to the guidelines towards protecting the confidentiality and anonymity of each participant was vital. At each point within this study, proper research protocol was provided in order to maximize the safeguards and minimize the risks.

The researcher assured participants that fair treatment of autonomous agents not a sentence. Participants were assured entitlement to protection as their names were not included in the results of the study. None of the selected participants received any benefits of the research or tolerated any of its burdens as they are not co-authors of the study.

In order to meet these assurances, a signed consent form and recruitment letter was provided which highlighted the assurances and protection of their well-beings throughout this study. The informed consent form included discussed information such as: the title of the research, the researcher's name and telephone numbers(s), an introduction to the research, an overview of the procedures involved, an acknowledged statement that emphasized non-anticipation of risks and discomforts and lack of benefits, confidentiality and anonymity, right to refuse or withdraw, and a copy of the completed research.

Since a web host company maintained the data prior to final analysis, the researcher was the only one with access As the Capella protocols require, procedures were set in place to maintain the confidentiality and anonymity of the participants. Because this study involved Internet-based research via an internet survey, the unique concerns that reviewers should be aware of including informed consent, recruitment, authentication, confidentiality, special populations, questionnaire design, and data security was addressed by the researcher through the compliance of specific protocols for Internet-based research. A required signed waiver was issued that was appropriate towards foundation of the researcher's study. This waiver explained how the survey data was collected and handled to include anonymity and confidentiality of participation, and authentication of the participants. Also, established protocols within the survey explained the introduction of the survey questions as well as gratitude pages, survey instructions, and help menus. The participant was required to acknowledge the understanding and compliance of the rules set forth within website which sponsors the survey.

CHAPTER 4. RESULTS

The purpose of this quantitative, descriptive study was to bridge a gap in empirical research by exploring the perception and presence of servant leadership characteristics within contemporary organizations. In accordance, this study collected and assessed data based upon the employee perception of the presence of servant leadership. Participants were asked to give or state their perceptions of the characteristics of servant leadership as practiced within their organizations.

Furthermore, this study described the association between the presence of servant leadership and job satisfaction within a nonprofit organization. The results supplement the current body of knowledge which emphasizes the characteristics, assessment, and the presence of servant leadership within formal organizations. Chapter 4 presents analyses of the collected data. Chapter 5 presents discussions, conclusions, and recommendations for future research.

Demographic Statistics

Seventy-seven individuals participated in the study. The descriptive statistics for the participants' demographics are listed in Appendix A. Forty-five (58.4%) of the participants were female, and 32 (41.6%) were male. The participants' age was reported as follows: 10 (13.0%) 18 to 25, 27 (35.1%) 26 – 35, 15 (19.5%) 36 – 45 and 25 (32.5%) 46 and over. More than half (44, 57.1%) of the participants were in management position. Eight (10.4%) respondents reported being in top leadership, and 25 (32.5%) were in the workforce. A table of these descriptive statistics for 'values people' items is as follows:

Table 1: *Descriptive Statistics for the Participants' Demographics*

Variable	n	%
Gender		
Female	45	58.4
Male	32	41.6
Age		
18 to 25	10	13.0
26 – 35	27	35.1
36 – 45	15	19.5
46 +	25	32.5
Work Role		
Top Leadership	8	10.4
Management	44	57.1
Workforce	25	32.5

A bar chart of the distribution of males and females per work role is as follows:
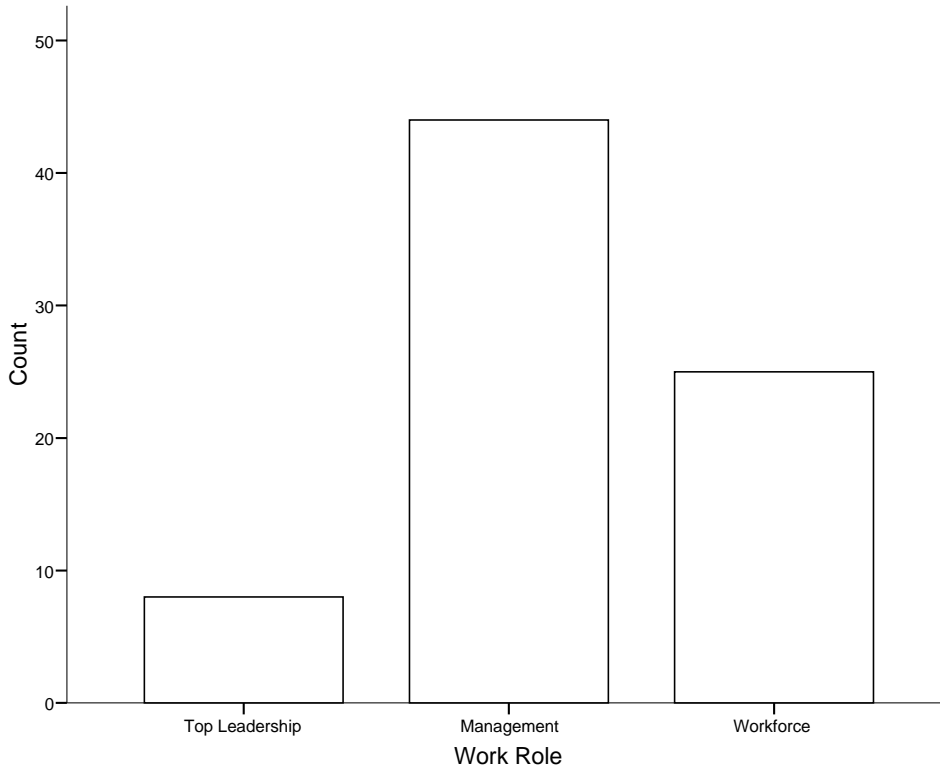
Figure 2. Frequency of Participant Work Role Group

Descriptive Statistics for Organizational Leadership Assessment Subscales

The participants completed the 66-item *Organizational Leadership Assessment (OLA)*. The instrument was designed to assess the following nine subscales: values people, develops people, builds community, displays authenticity, 'provides leadership', 'shares leadership', job satisfaction, organization and leadership (Laub, 1999). The descriptive statistics of the raw data for the individual items of the values people, develops people, builds community, displays authenticity, 'provides leadership', 'shares leadership' and job satisfaction subscales are listed in Appendix G – Appendix M, respectively.

The descriptive statistics for each subscale are listed in Table 2. The distributions of OLA subscale scores are displayed in Figures 3 – 11. These distributions are as follows:

Figure 3. Distribution of Values People

Figure 4. Distribution of Develops People

Figure 5. Distribution of Builds Community

Figure 6. Distribution of Displays Authenticity
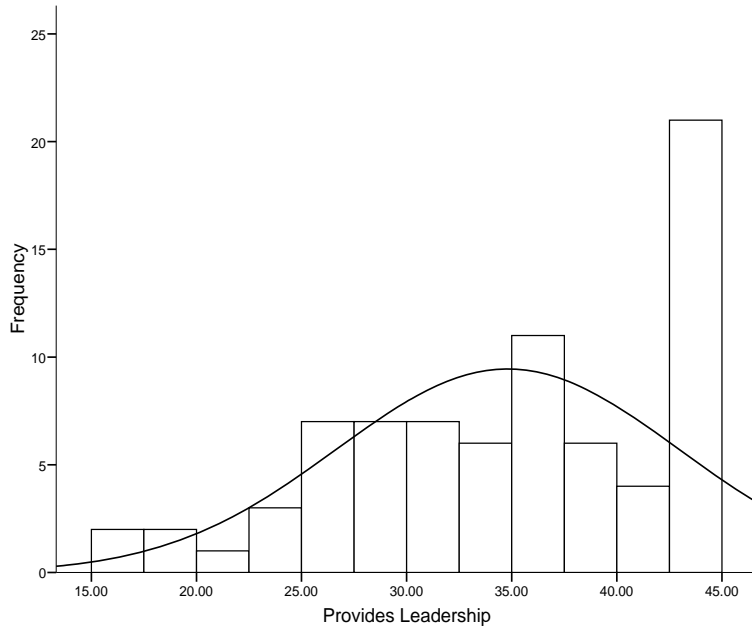
Figure 7. Distribution of Provides Leadership
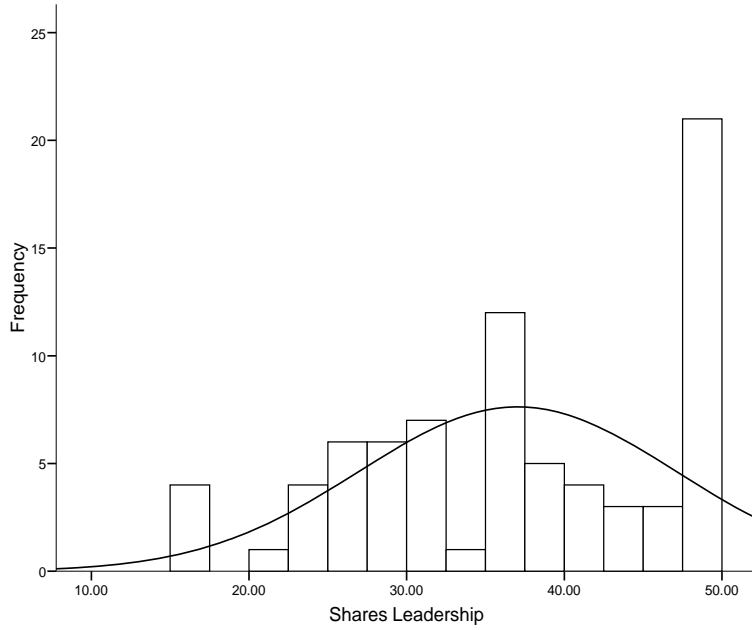
Figure 8. Distribution of Shares Leadership

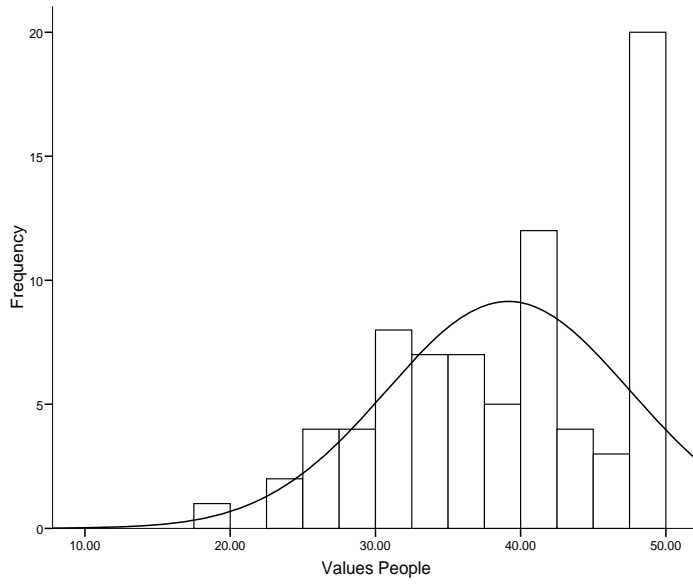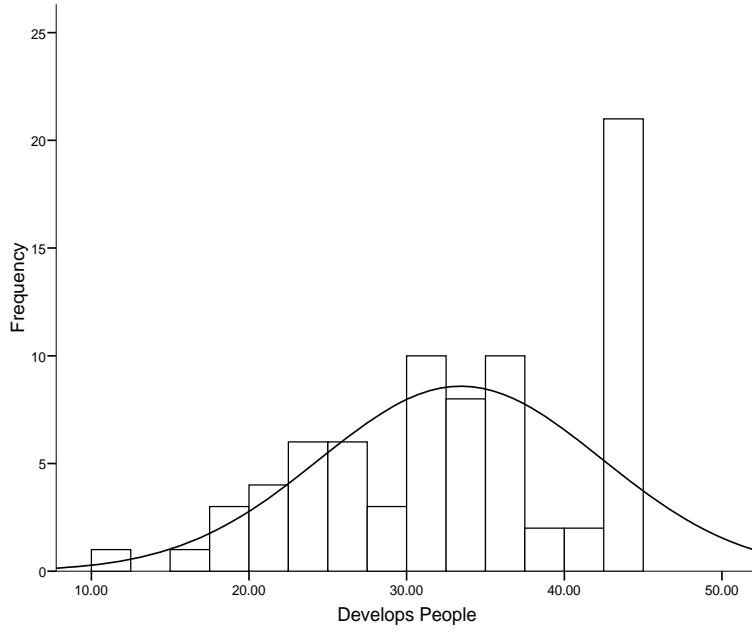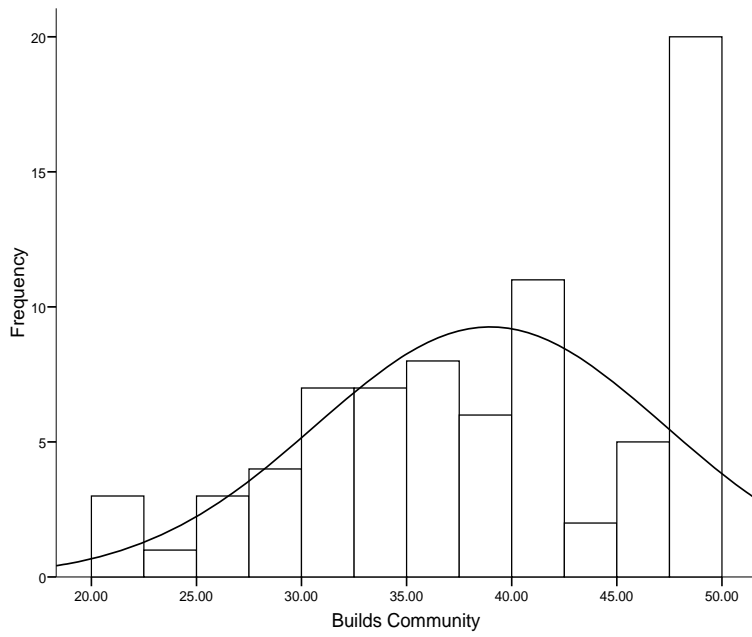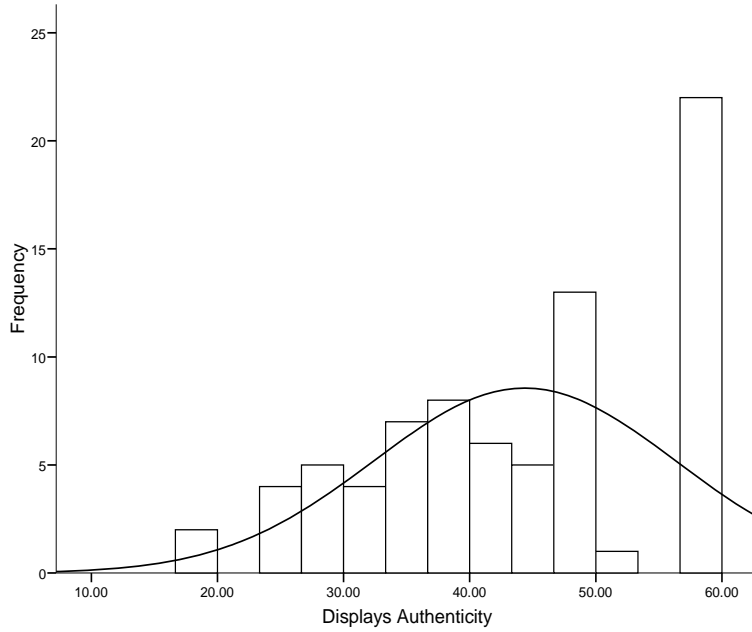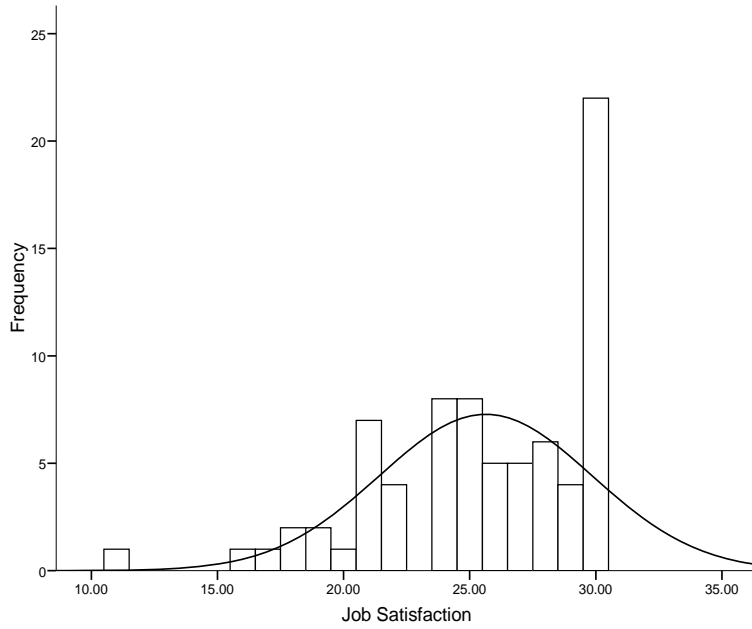*Figure 9. Distribution of Job Satisfaction*
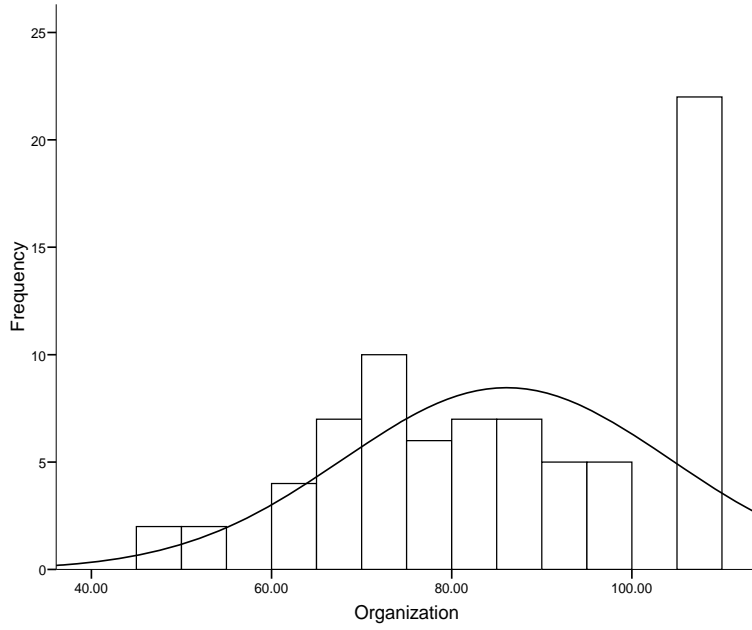
Figure 10. Distribution of Organization
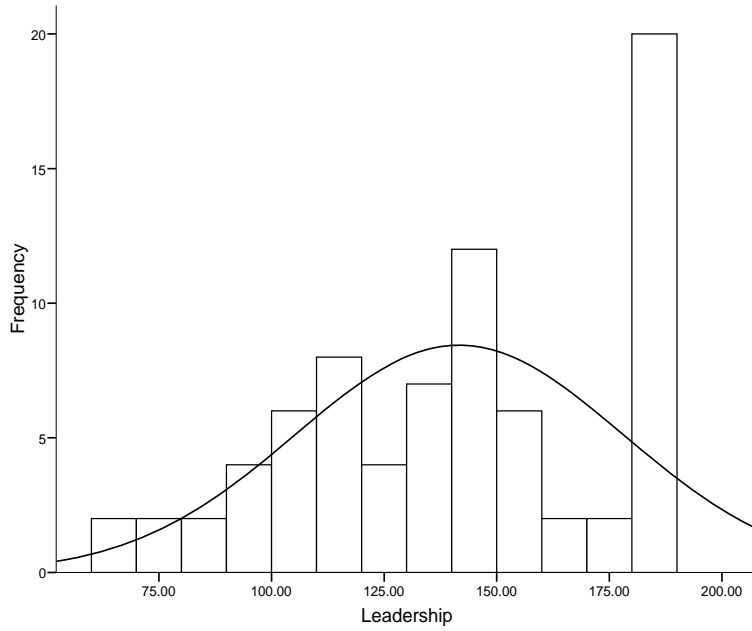
Figure 11. Distribution of Leadership

These histograms indicated that the distributions of participants' OLA subscale scores were negatively skewed. This indicates that the extreme (i.e., uncommon) scores on each scale were on the low end of the OLA subscale scoring range. The relatively long left tail in each histogram is indicative of the negatively skewed distribution.

Hypothesis Testing

Research question 1a. Did statistically significant relationships exist among the participants' age and the nine subscales of the OLA: values people, develops people, builds community, displays authenticity, 'provides leadership', 'shares leadership', job satisfaction, organization and leadership?

H_o: No statistically significant relationships existed among the participants' age and the nine subscales of the OLA.

H_A: Statistically significant relationships existed among the participants' age and the nine subscales of the OLA.

Several Spearman correlations were calculated to address research question 1a. The Spearman correlation is the non-parametric equivalent of the Pearson correlation (Howell, 2004). The Spearman correlation is appropriate when assessing relationships among ordinal scaled variables. It was used in this case because age was measured on an ordinal scale (18 – 25, 26 – 35, 36 – 45, 46 +). The correlation matrix is presented in Appendix B with the pertinent correlations in bold. The correlations revealed significant negative relationships among age and all nine OLA subscales. The negative coefficients among age and the OLA subscales indicated that each subscale score decreased with increasing age. The strongest relationship was the significant negative correlation

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between age and 'shares leadership', $r = -.47$, $p < .01$. This indicates that the 'shares leadership' variable decreases with increasing age. Not surprisingly, were significant positive correlations among the nine OLA subscales.

Research Question 1b. Did statistically significant differences exist between the females and males on the nine subscales of the OLA: values people, develops people, builds community, displays authenticity, 'provides leadership', 'shares leadership', job satisfaction, organization and leadership?

H_0: No statistically significant differences existed between the females and males on the nine subscales of the OLA.

H_A: Statistically significant differences existed between the females and males on the nine subscales of the OLA.

A two-group MANOVA (multivariate analysis of variance) was conducted to address research question 1b. The two-group MANOVA is appropriate when comparing two groups on several continuous dependent variables (Stevens, 2002). Gender (female vs. male) was the between-subjects independent variable, and the nine OLA subscales were the dependent variables. The data was screened for outliers prior to analysis. The participants' dependent variable scores were standardized by group, and the resulting z-scores were utilized to identify outliers in the data. A participant is considered an outlier when the |standardized z-score| is greater than 3. This process revealed one outlier on the job satisfaction variable.

The means and standard deviations of the OLA subscales by gender are listed in Appendix C. Levene's test was not significant for any of the dependent variables,

suggesting that the groups had equal error variances. Box's test was not conducted because of covariance matrix singularity. The MANOVA failed to reveal a significant global multivariate difference between the females and males on the nine OLA subscales, $F (8, 67) = 1.78$, $p > .05$ ($\eta^2 = .18$, power = .72). This indicates that the females and males did not significantly differ on the dependent variables. Univariate post hoc tests were not conducted because of the non-significant multivariate effect.

Research Question 1c. Did statistically significant differences exist among the work role groups (top leadership vs. management vs. workforce) on the nine subscales of the OLA: values people, develops people, builds community, displays authenticity, 'provides leadership', 'shares leadership', job satisfaction, organization and leadership?

H_0: No statistically significant differences existed among the work role groups on the nine subscales of the OLA.

H_A: Statistically significant differences existed among the work role groups on the nine subscales of the OLA.

A MANOVA was conducted to address research question 1c. Work role (top leadership vs. management vs. workforce) was the between-subjects independent variable, and the nine OLA subscales were the dependent variables. The data was screened for outliers prior to analysis in the same manner described for research question 1b. The participants' dependent variable scores were standardized by group, and the resulting z-scores were utilized to identify outliers in the data. This process revealed one outlier on the job satisfaction variable.

The means and standard deviations of OLA subscales by work role are listed in

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Appendix D. Levene's test was not significant for any of the dependent variables, suggesting that the groups had equal error variances. Box's test was not conducted because of covariance matrix singularity. The MANOVA failed to reveal a significant global multivariate difference between the work role groups on the nine OLA subscales, F (16, 132) = 1.28, p > .05 (η^2 = .14, power = .78). This indicates that the top leadership, management and workforce participants did not significantly differ on the dependent variables. However, these results should be interpreted with caution given the low sample sizes for the top leadership and workforce groups in each group. Univariate post hoc tests were not conducted because of the non-significant multivariate effect.

Research Question 2. Were the following subscales of the OLA statistically significant predictors of the participants' job satisfaction: values people, develops people, builds community, displays authenticity, 'provides leadership', 'shares leadership', organization and leadership?

H0: The OLA subscales were not be statistically significant predictors of the participants' job satisfaction.

HA: The OLA subscales were statistically significant predictors of the participants' job satisfaction.

A multiple regression was conducted to address research question 2. The OLA subscales (values people, develops people, builds community, displays authenticity, 'provides leadership', 'shares leadership', organization and leadership) were the predictors, and job satisfaction was the criterion. The data was screened for outliers prior

to analysis. The participants' residuals were standardized, and the resulting scores were utilized to identify outliers in the data. A participant is considered an outlier when the |standardized residual| is greater than 3. This process revealed one outlier in the data (Appendix E).

The variance inflation factors and tolerance levels indicated severe multicollinearity which invalidated the regression model (Tabacknick & Fidell, 2007). Thus, the model was revised to find a model that would work without multicollinearity. This was accomplished by removing the predictors with variance inflation factors greater than 10. This process yielded a viable model with no multicollinearity with the following four predictors: values people, develops people, 'provides leadership' and 'shares leadership' variables. However, a plot of standardized residuals (Figure 12) did reveal some evidence of model heteroscedasticity.

The omnibus model was a significant predictor of job satisfaction, $F(4, 72) = 34.92$, $p < .01$, $R^2 = .66$. This indicates that together the four predictors accounted for a significant amount of variation in the criterion. The regression coefficients are listed in Table 6. The coefficients indicated that values people was a significant positive predictor of the participants' job satisfaction, $\beta = 0.60$, $p < .01$. This indicates that job satisfaction increased with increasing levels of values people. The remaining predictors were not significant within this model.
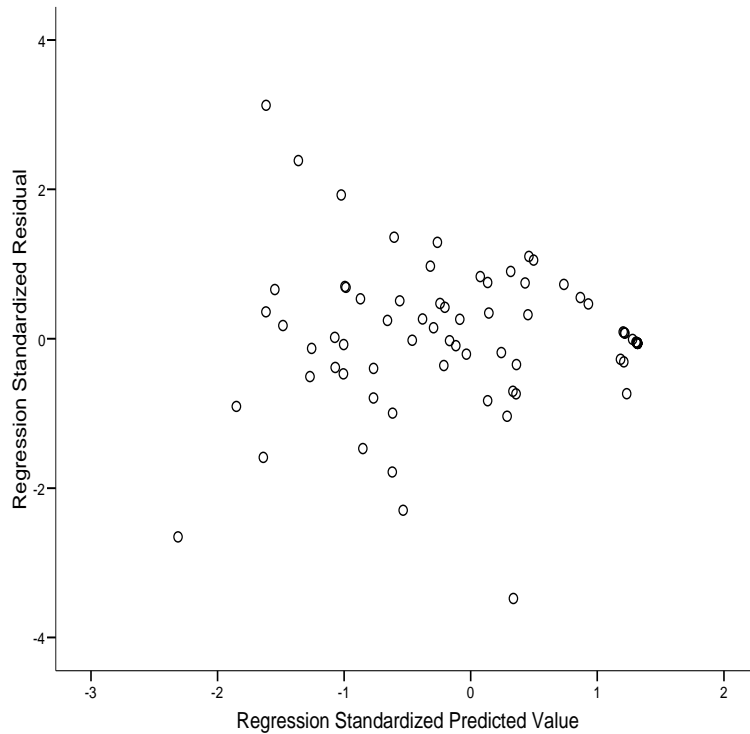
Figure 12. Residual Plot for Research Question 2

Research Question 3. Was the participants' leadership approach a statistically

significant predictor of job satisfaction?

H_0: Leadership approach was not a statistically significant predictor of job

satisfaction.

H_A: Leadership approach was a statistically significant predictor of job

satisfaction.

A simple linear regression was conducted to address research question 3.

Leadership approach was the predictor, and job satisfaction was the criterion. The data

was screened for outliers prior to analysis in the same manner described for research

question 2. This process revealed two outliers in the data.

The regression model revealed that the participants' leadership approach was a significant positive predictor job satisfaction, $F(1, 73) = 154.72$, $\beta = 0.82$, $p < .01$, $R^2 = .68$. This indicates that the predictor accounted for a significant amount of variation in the criterion. The regression coefficients are listed in Appendix F. The positive coefficient indicates that the level of job satisfaction increased with increasing levels of leadership within this model. The scatterplot regression line (Figure 13) for the model illustrated the significant positive slope.
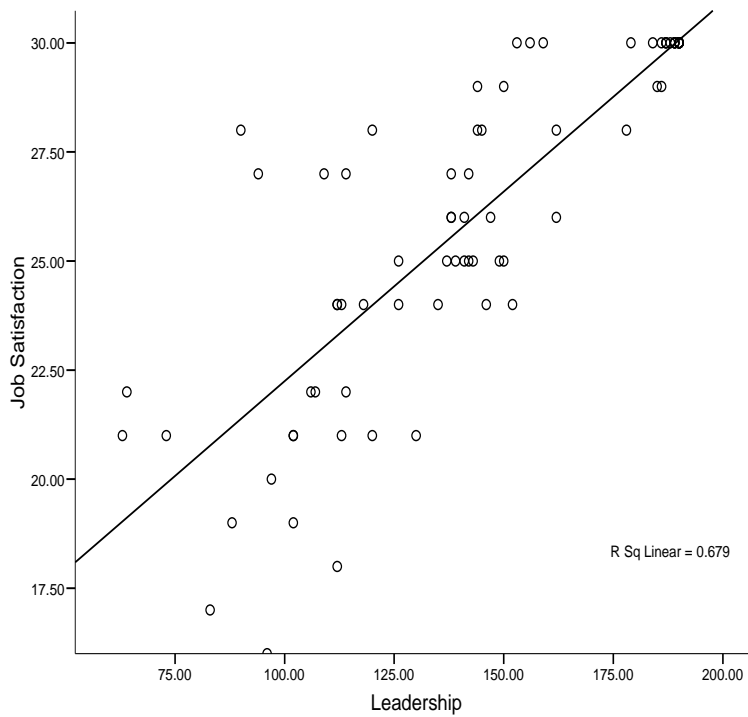
Figure 13. Scatterplot for Leadership as a Predictor of Job Satisfaction

Regression Equation. A regression model can be computationally described as

follows:

$$\hat{Y} = a + \beta_1 (X_1)$$

Where

$\hat{Y}$ = predicted value of Y

β = the slope of the regression line

a = the predicted value of Y when $X = 0$ (Y-intercept)

The following regression formula was derived from this model:

$$\hat{Y} = 13.56 + 0.09 \text{ (Leadership)}$$

Analysis of the Findings

The findings of this study suggest that the growing presence of servant leadership

helps promote employee job satisfaction within nonprofit organizations. In the following

section, each research question is analyzed and the results documented. Results that were

derived from these questions provided an assessment concerning the participants'

perceptions of servant leadership taken from the different roles within a nonprofit

organization.

Results of RQ$_1$. Significant negative relationships existed between the

participants' age and all nine servant leadership characteristics thus supporting the

hypothesis that were statistically significant differences between the participants ages and

the nine subscales of the OLA. This was indication that the older the participants ages,

the more irrelevant the relationship. However, the strongest significant, negative

relationship was between the participants' ages and the shares relationship characteristic, which is an indication that as the participants' ages increased, the lower their perceptions of the 'shares leadership' variable.

Laub (1999) indicated that healthy servant-led organizations recognize that leaders possess power and should persistently make choices on how to utilize that power. Laub (1999) further indicated that within these organizations, the leader share the power so that employees may be empowered to lead, thus enhancing the potential influence throughout the organization. Based on the results of this question, it is shown that everyone, regardless of age, has similar perception of most of the characteristics of servant leadership within the YMCA. It can also be assumed that the older the participant, the more biased the perspective is towards sharing leadership with younger participants due to a reluctance to delegate, an apprehension for the future direction of the organization, or conflicting perspectives due to a generational gap in leadership philosophies.

The results indicated there were no statistically significant differences between the females and males based on their perception of the presence of servant leadership characteristics. The majority of the participants' scores indicated perceptions were extremely similar in regards to these characteristics. However, because so many subscales were present, numerous opportunities were present for someone to have an extreme score, or to be classified as an outlier.

One outlier existed. The outlier was identified as a female, age 46 and over, who is a top leadership participant. According to the results, the job satisfaction variable was particularly lower than the total participants' within the metropolitan YMCA in Texas.

Consequently, this person's survey scores were eliminated as an unusual observation in comparison to this and other scores of the remaining participants.

Conversely, outliers should be cautiously examined. Howell (2004) illustrated in some cases, outliers could possess valuable information about a particular study or the data gathering process. Howell (2004) also illustrated that before one considers removing potential outliers from a group of data, one should seek to determine why they occurred and the likelihood that similar values will continue to occur.

Based upon the results of this question, it can be assumed that females and males share a similar perception of all the servant leadership characteristics analyzed within this study. However, with the single outlier having an extremely contrasting perception on job satisfaction as well as other characteristics, this person's responses was removed from the results.

In analyzing differences among the work role groups (top leadership vs. management vs. workforce) on the nine subscales of the OLA, a MANOVA was conducted to reveal any significant differences between the work role groups and the nine servant leadership characteristics. The results were noted in Appendix D. Accordingly, the results failed to identify a statistically significant difference between the work role groups based on their perceptions of the presence of servant leadership characteristics (F (16, 132) = 1.28, p > .05 (η^2 = .14, power = .78). On the surface, the variations of the means score for each work role was considerably close. As concluded through a MANOVA test in research question 1b, a single outlier on the job satisfaction variable was revealed. However, due to the small sample size, these results should be interpreted with caution.

Results of RQ2. A multiple regression test was conducted in responding to predictors of the participants' job satisfaction. An omnibus model was a significant predictor of job satisfaction ($F (4, 72) = 34.92$, $p < .01$, $R^2 = .66$) as it indicated that together the four predictors (values people, develops people, 'provides leadership', and 'shares leadership') accounted for a significant amount of variation in the criterion. According to the regression coefficients (Figure 12), the most significant predictor of job satisfaction ($\beta = 0.60$, $p < .01$) was the 'values people' variable (Appendix G). This indicated that as the more the participants felt valued by leadership, more their levels of job satisfaction increased.

According to a research review of over 70 scientific studies, Rhoades and Eisenberger (2002) discovered that employees who feel valued are more committed to the organization and have improved job satisfaction. They also stated three main characteristics that make people feel valued within an organization: fairness, support from supervisors, and rewards and job conditions. For example, if a company is fair with politics, rewards (recognizing employee contributions), and promotions, the employee will feel more valued as the sense of fairness and beliefs in the company are heightened (Rhoades and Eisenberger, 2002). Also, employees who feel support from supervisors tend to feel support from the overall organization as well (Rhoades and Eisenberger, 2002). As indicated from the results of this study, participants revealed heightened satisfaction with their jobs the more they were valued within the YMCA.

Results of RQ3. In analyzing the participants' leadership approach as a statistically significant predictor of job satisfaction, a simple linear regression was

conducted. Although the regression model revealed two outliers within the data, the results of the model also indicated that the participants' leadership approach was a statistically positive predictor (F (1, 73) = 154.72, β = 0.82, p < .01, R^2 = .68) of job satisfaction. Basically, as the level of leadership approach increased, the level of job satisfaction increased as plotted in a scatterplot regression line (see Figure 12).

A possible explanation for significant amount of variation between leadership and the job satisfaction criterion is the relationship between leadership and job satisfaction. Yun et al. (2007) asked if a leader is an empowering leader, through empowering followers to work autonomously, without restriction, and amicably, the leadership is more likely to conform to the changing expectation of contemporary employees. Because of the emphasis on self-initiative, these leaders are more likely to meet this expectation. Consequently, Yun et al. (2007) illustrated that empowering leaders can enhance follower behavior either directly or indirectly through job satisfaction as empowering leadership is positively related to job satisfaction.

CHAPTER 5. DISCUSSION, CONCLUSIONS, RECOMMENDATIONS

This chapter provides a discussion of the purpose of the study and conclusions and recommendations for future. The purpose of this quantitative, descriptive study was to assess the perception of servant leadership from employees of various levels within a NPO. Accordingly, this research centered on (a) assessing the presence of servant leadership, from an employee perception, within a NPO and (b) how this perception relates to job satisfaction within a NPO.

Discussion

During this study, the employee perceptions of servant leadership practices were explored within a contemporary nonprofit workplace. These perceptions were assessed in order to determine the relationship between the servant leadership practice and employee job satisfaction (Carroll, 2005). As this leadership style continues to evolve within such ideal workplaces as the metropolitan YMCA in Texas, an increased emphasis on its characteristics could develop as workplaces continue to exercise this practice while successfully achieving organizational goals.

As a leadership style, servant leadership embodies the characteristics of humility, patience, kindness, respectfulness, selflessness, forgiveness, honesty, commitment, results orientation and self-worth directed toward accomplishing organizational accomplishments (Goonan, 2007). In regards to the characteristics a servant leader, Caldwell and Dixon (2010) stated that love, forgiveness, and trust are critical values that contemporary leaders must demonstrate while maximizing organizational value and guiding members to develop. Caldwell, Hayes; Tien and Long (2010); Karakas (2010);

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Hawkins (2009); and Hays (2008) confirmed Greenleaf's (1997) writings that listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community.

Growing Recognition of Servant Leadership

Since its introduction by Robert Greenleaf in 1970, the servant leadership movement continues grow and gain recognition as a chosen leadership practice in contemporary workplaces. For example, de Sousa and van Dierendonck (2010) illustrated by promoting meaningfulness and purpose within a knowledge-driven organization, servant leadership allows contemporary leaders to adjust and adapt to environmental changes more swiftly than hierarchical or dictatorial leadership practices. Torres and Evans (2005) and Hawkins (2009) declared in community colleges, presidents and executives view servant leadership as a vital component in institutional effectiveness through valuing the collaboration and engagement of relationships among faculty and staff. Hays (2008) illustrated applying the values, characteristics, and practice of servant leadership towards teaching causes a philosophical difference on the impact on the learning experiences for students and teachers by inverting the traditional, hierarchical leadership practices. Joseph and Winston (2005) asserted that servant leadership is likely to develop the efficiency of an organization including organizational satisfaction, safety measures, productivity and cost-effectiveness through an organizational leadership's implementation, adherence, and practice. Johnson (2001) asserted that the advantage of self-awareness is eminent because of its altruism, simplicity, and consciousness.

While growing in recognition, numerous corporations have implemented the servant leadership style as a focal philosophy. As Spears (2004) stated, corporations such as Toro Company (Minneapolis, Minnesota), Synovus Financial Corporation (Columbus, Georgia), ServiceMaster Company (Downers Grove, Illinois), the Men's Wearhouse (Fremont, California), Southwest Airlines (Dallas, Texas), and TDIndustries (Dallas, Texas) have included this philosophy as a foundation of their mission statements. Consequently, these corporations have attributed the servant leadership philosophy as improving their organizations' way' of life and as they have placed implemented policies and procedures which govern their employees while further impacting job satisfaction.

Job Satisfaction Outlook from a Contemporary Perspective

Job satisfaction is viewed as an employee's affection to a job as it relates to what one wants from a job and what one perceives it as offering (Locke, 1969). It is an attitude that workers possess and exude about their jobs and the organizations by which they are employed (Ali Al-Zu'bi, 2010). Ali Al-Zu'bi (2010) believed that job satisfaction is typically viewed as a complicated construct that comprised employee feelings concerning intrinsic and extrinsic job characteristics. Misener et al. (1996) stated that job satisfaction includes detailed characteristics which relate certain aspects such as working conditions, supervision, organizational practices and working relationships with co-workers throughout certain workplaces. Based on previous research results, contemporary researchers such as: Ali Al-Zu'bi (2010); Ekaterini (2010); Malik, Danish, and Usman (2010); Lee et al. (2010); and Dixon and Hart (2010) believed that employee job

satisfaction is optimistically related to individual leadership styles and practices throughout various types of workplaces.

This study supplemented the current body of knowledge while providing a more comprehensive understanding of servant leadership through assessing the presence of its characteristics and quantifying its relationship to employee job satisfaction within an NPO (Carroll, 2005). Also, it further validated Laub's (1999) OLA instrument as an effective servant leadership assessment tool by providing a reliable and valid measure of its construct while also assessing the worker, management, and top leadership perception (Page and Wong, 2000) of its practice. This measure was taken utilizing questions surrounding the servant leadership concept and a credible conclusion was drawn from this study's evaluation. Based upon the document outcome of its previous use in servant leadership research, the OLA yielded similar results were achieved throughout different workplaces.

Overall, this study was conducted with a relatively small sample population within a brief amount of time. Because of this, the results indicate that everyone shares the same views on the perception of the servant leadership practices within the YMCA with the exception of 'shares leadership' and 'job satisfaction level' among some of the top leadership level participants. This organization may want to build a stronger perception amongst these participants through determining any job satisfaction concerns and resolutions for these concerns.

Conclusions

In conclusion, the following table displays the positive, negative, and non-significant relationships of the employees' perceptions and the OLA subscales within the NPO. They are as follows:

Table 2. *Relationships between the employees' perceptions and the OLA subscales*

Research Questions	Positive Relationships	Negative Relationships	Non-significant Relationships
Question 1a		Age vs. OLA subscales.	
Question 1b			Gender vs. OLA subscales.
Question 1c			Level of employment vs. OLA subscales.
Question 2	'Values people' as a predictor of job satisfaction.		
Question 3	Leadership approach as a predictor of job satisfaction.		

Little has been researched on the concept of servant leadership and its impact within contemporary organizational cultures. This study was conducted to bridge the empirical gap of servant leadership research and this impact. This study also advanced Arfsten's (2006) recommendation of utilizing the OLA to assess the employee perception of servant leadership characteristics within NPOs. Arfsten's (2006) study determined no significant distinction existed between the servant leadership characteristics of valuing people, developing people, building community, and display authenticity and the gender, tenure, and employment level within a for-profit organization. Key conclusions are derived from the results of this study. They are as follows:

1. According to this study's results, the presence of servant leadership is apparent within the metropolitan YMCA in Texas. For example, significant relationships existed between the employee perception of this practice and the OLA subscales.

2. Negative relationships existed between the participants' ages; non-significant relationships existed between the participants' genders and levels of employment; and, 'values people' and the leadership approach are significant predictors of job satisfaction within the metropolitan YMCA in Texas.

This study enhances the body of knowledge in the field of management by analyzing servant leadership as an effective leadership practice within an NPO. Servant leadership is an extremely influential philosophy which has gained momentum throughout various widespread workplaces. Spears (2004) noted that this leadership style

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is providing the framework from which numerous workers are helping to enhance how they treat others or how they would like to be treated within many institutions. According to Spears (2004), servant leadership justly suggests leadership and optimism towards a new era in employee growth and for the establishment of healthier, more compassionate workplaces.

Implications for Theory Development

The findings of this study have implications for theory development in the area of organizational leadership and practice and research methods. Specifically, this study included an overview of a contemporary leadership style, and the type of organization examined.

In the area of organizational leadership and practice, this study focused on the employee perception of a contemporary leadership style, servant leadership. As stated in aforementioned text, little has been researched regarding the practice and influence of this style within a contemporary workplace. As a result, the assessment of servant leadership is methodically undefined and not yet supported through empirical research (Russell and Stone, 2002). Also, Andersen (2008) stated that the positive effects of the servant leadership style on organizational outcomes have not been empirically established. This study not only highlighted servant leadership as a contemporary leadership style, but showed how employees within an NPO perceived servant leadership variables and how it relates to individual job satisfaction. In this respect, the perception of servant leadership and its influence can elucidate how favorable it could be if utilized within a particular organizational culture.

In regards to the development of research methods, the employee perceptions of servant leadership style variables were assessed utilizing Laub's (1999) OLA. As a recommendation from Arfsten's (2006) study, utilizing the OLA to quantitatively assess nonprofit organizations to determine the employee perception of the characteristics of servant leadership would help further the recognition of this particular leadership style. Laub's (1999) OLA was used by few researchers as a primary instrument in assessing and evaluating the concepts and characteristics of servant leadership in various research studies. This research study further validated the OLA as a viable survey by utilizing this instrument to achieve effective and attainable results within an NPO.

Lastly, the type of organization investigated within this study was an NPO. Previous studies focused on assessing servant leadership within gender-led businesses, academic institutions, and for-profit organizations. This study assessed a rather diminutive sample population from a large NPO. A NPO was chosen based on the assumption that these types of organizations typically practice this type of leadership style. Furthermore, as previously mentioned, Spears (2004) illustrated that a myriad of profit and nonprofit organizations are witnessing the hierarchical, conventional, and democratic leadership styles yielding to those practices demonstrated by the principles of servant leadership.

The findings of this study not only further supported the implication for theory and practice but also supported the need for future recommendations. It also advanced previous research studies by adding to current body of knowledge which emphasized the characteristics, assessment, and the presence of servant leadership within formal organizations.

Recommendations

Limitations of this study focused on differential selection and attrition. For example, with the threat of differential selection, workforce, management, and top leadership were compared and randomly assigned to different groups. They were be grouped according to gender, age, and employment level. Each group was provided with a different variation of survey questions. As a result, various groups' responses may be compared to a larger population – like all employees of the company or workforce – to assure that none of these factors unduly influence the conclusions drawn.

Since a portion of the participants within the study were unpaid YMCA volunteers, attrition may have posed a limitation to internal validity as well. Volunteers may have chosen to discontinue participation in the research if they deemed the study a hindrance that consumes too much time. Others participants may have discontinued participation if they found the survey process to be too demanding. Due to its relatively small sample size (approximately 26%), this limitation may have resulted in the research outcome statistics to be less valid than they really are. Therefore, due to this study's focus on the metropolitan YMCA in Texas, the small sample population posed a limitation that could potentially decrease the chances of observing statistically significant results.

Consequently, the results of this study proposed the recommendations for additional research as follows:

1. While utilizing the OLA to assess its presence, positive responses were provided for the characteristics of servant leadership within an NPO. Further research

should provide a comparison of this study's results to that of an NPO utilizing qualitative research methods.

2. Further assessing servant leaders as they attain job satisfaction and goal achievement while supplementing and comparing the results of this study within larger sample populations from public and private sector organizations.

Bass (2000), Torres and Evans (2005), Hamilton (2008), Hays (2008), Hawkins (2009), and de Sousa and van Dierendonck (2010) illustrated that although servant leadership is steadily gaining recognition as an encouraging leadership practice, numerous organizations exists that are unfamiliar with its presence and impact. However, Anderson (2009) conducted a research study which discredited servant leadership as a viable leadership theory while attaining organizational goals.

The first recommendation proposed a comparison of this study's results to that of an NPO utilizing qualitative research methods. For instance, while utilizing discussions through smaller, non-randomized focus groups and in-depth interviews, a researcher will be able to further explore more observational behavior within a contemporary servant-led for-profit organization. Questions would be based more on the participants' subjective responses than on a pre-determined order of fixed responses to questions including their individual perception on the presence of servant leadership within their organization. Also, a qualitative approach would help researchers comprehend less generalized results based upon this study's quantitative research.

The second recommendation proposed further assessing employee job satisfaction, employee productivity, and goal achievement while supplementing and comparing the results of this study within larger sample populations from other public

and private sector organizations. During a research study, Anderson (2009) scrutinized the servant leadership concept from a management or leadership point-of-view. Anderson (2009) also stated that servant leaders are hardly able to achieve organizational goals due to their concerns with follower wellbeing rather than organizational concerns and achieving organizational goals as set by the owners. Through this recommendation, researchers could further provide empirical data which addresses the positive effectiveness and impact of servant leadership as applied to larger organizations of the public and private sector.

In summary, these recommendations would further advance to the body of knowledge in the field of management by allowing researchers copious opportunities to analyze and comprehend the perception and impact of servant leadership. This researcher proposes the study of this leadership practice will necessitate extensive quantitative and qualitative research in order to fully develop into a foremost leadership concept. This researcher also believes that through utilizing Laub's (1999) OLA as a valid survey instrument, future researchers will be able to thoroughly assess the presence and impact of servant leadership, determine how employees view their organization including its leadership, and help identify the kind of culture an organization desires to uphold, then take detailed strides towards creating optimistic job satisfaction and goal achievement.

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APPENDIX A. DESCRIPTIVE STATISTICS FOR OLA SUBSCALES

Descriptive Statistics for OLA Subscales

Variable	n	Min.	Max.	M	SD
Values People	77	19.00	50.00	39.14	8.40
Develops People	77	12.00	45.00	33.44	8.95
Builds Community	77	20.00	50.00	38.97	8.29
Displays Authenticity	77	17.00	60.00	44.36	11.97
Provides Leadership	77	16.00	45.00	34.81	8.13
Shares Leadership	77	16.00	50.00	37.04	10.07
Job Satisfaction	77	11.00	30.00	25.64	4.22
Organization	77	46.00	110.00	86.09	18.15
Leadership	77	63.00	190.00	141.68	36.40

Bivariate Spearman Correlations Among Age & OLA Subscales

	1	2	3	4	5	6	7	8	9	10
Age (1)	---	-.34**	-.33**	-.38**	-.34**	-.39**	-.47**	-.31**	-.39**	-.36**
Values People (2)		---	.94**	.94**	.95**	.89**	.91**	.84**	.96**	.96**
Develops People			---	.93**	.93**	.88**	.91**	.82**	.91**	.97**
Builds Community (4)				---	.96**	.89**	.93**	.82**	.96**	.96**
Displays Authenticity (5)					---	.89**	.92**	.82**	.96**	.97**
Provides Leadership (6)						---	.85**	.78**	.90**	.92**
Shares Leadership (7)							---	.82**	.92**	.95**
Job Satisfaction (8)								---	.80**	.84**
Organization (9)									---	.95**
Leadership (10)										---

*Note. *p < .05, **p < .01*

APPENDIX C. MEANS AND STANDARD DEVIATIONS OF OLA SUBSCALES GENDER

Means and Standard Deviations of OLA Subscales Gender

Dependent Variable	Gender	n	M	SD
Values People	Female	44	37.48	8.00
	Male	32	42.06	7.63
	Total	76	39.41	8.12
Develops People	Female	44	32.11	9.06
	Male	32	35.69	8.29
	Total	76	33.62	8.87
Builds Community	Female	44	37.45	8.42
	Male	32	41.59	7.11
	Total	76	39.20	8.11
Displays Authenticity	Female	44	41.61	12.12
	Male	32	48.72	10.29
	Total	76	44.61	11.85
Provides Leadership	Female	44	33.36	8.27
	Male	32	37.34	6.88
	Total	76	35.04	7.92
Shares Leadership	Female	44	35.32	10.63
	Male	32	39.84	8.55
	Total	76	37.22	10.00
Job Satisfaction	Female	44	25.36	3.93
	Male	32	26.47	3.81
	Total	76	25.83	3.89
Organization	Female	44	82.05	17.76
	Male	32	92.84	15.91
	Total	76	86.59	17.73
Leadership	Female	44	135.30	37.33
	Male	32	152.44	31.80
	Total	76	142.50	35.91

APPENDIX D. MEANS AND STANDARD DEVIATIONS OF OLA SUBSCALES BY WORK ROLE

Means and Standard Deviations of OLA Subscales by Work Role

Dependent Variable	Role	n	M	SD
Values People	Top Leadership	7	40.29	7.74
	Management	44	37.14	8.03
	Workforce	25	43.16	7.15
	Total	76	39.41	8.12
Develops People	Top Leadership	7	34.43	7.68
	Management	44	31.23	8.28
	Workforce	25	37.60	9.00
	Total	76	33.62	8.87
Builds Community	Top Leadership	7	38.71	6.82
	Management	44	37.16	78.00
	Workforce	25	42.92	7.57
	Total	76	39.20	8.11
Displays Authenticity	Top Leadership	7	45.00	10.89
	Management	44	41.89	11.25
	Workforce	25	49.28	12.10
	Total	76	44.61	11.85
Provides Leadership	Top Leadership	7	33.71	8.46
	Management	44	33.23	7.41
	Workforce	25	38.60	7.74
	Total	76	35.04	7.92
Shares Leadership	Top Leadership	7	36.71	9.14
	Management	44	35.41	9.56
	Workforce	25	40.56	10.52
	Total	76	37.22	10.00
Job Satisfaction	Top Leadership	7	26.86	3.02
	Management	44	24.75	4.03
	Workforce	25	27.44	3.29
	Total	76	25.83	3.89
Organization	Top Leadership	7	85.14	16.88
	Management	44	82.25	16.83
	Workforce	25	94.64	17.34
	Total	76	86.59	17.73
Leadership	Top Leadership	7	143.71	32.60
	Management	44	133.80	34.31
		25	157.48	35.79
	Workforce			
	Total	76	142.50	35.91

APPENDIX E. REGRESSION COEFFICIENTS FOR RESEARCH QUESTION 2

Regression Coefficients for Research Question 2

Predictor	B	SE	β	t	Sig.
Values People	0.30	0.10	0.60	2.89	.005
Develops People	0.03	0.10	0.06	0.27	.792
Provides Leadership	0.07	0.08	0.14	0.88	.383
Shares Leadership	0.02	0.07	0.04	0.22	.824

APPENDIX F. REGRESSION COEFFICIENTS FOR RESEARCH QUESTION 3

Regression Coefficients for Research Question 3

Predictor	B	SE	β	t	Sig.
Leadership	0.09	0.01	0.82	12.44	.000

APPENDIX G. DESCRIPTIVE STATISTICS FOR VALUES PEOPLE ITEMS

Descriptive Statistics for Values People Items

Item	n	Min.	Max.	M	SD
Respect each other	77	2.00	5.00	3.92	0.96
I am respected by those *above* me in the organization	77	1.00	5.00	4.05	1.01
Accept people as they are	77	2.00	5.00	3.99	0.94
Trust each other	77	1.00	5.00	3.88	1.08
Are receptive listeners	77	1.00	5.00	3.77	1.09
I am listened to by those *above* me in the organization	77	2.00	5.00	4.01	0.97
Are aware of the needs of others	77	1.00	5.00	3.73	1.19
I feel appreciated by my supervisor for what I contribute to the organization	77	2.00	5.00	4.26	0.91
Put the needs of the workers ahead of their own	77	1.00	5.00	3.49	1.29
Are caring & compassionate towards each other	77	1.00	5.00	4.04	0.92

APPENDIX H. DESCRIPTIVE STATISTICS FOR DEVELOPS PEOPLE ITEMS

Descriptive Statistics for Develops People Items

Item	n	Min.	Max.	M	SD
Provide opportunities for all workers to develop to their full potential	77	1.00	5.00	3.64	1.18
Use their power and authority to benefit the workers	77	1.00	5.00	3.74	1.08
Provide mentor relationships in order to help people grow professionally	77	1.00	5.00	3.49	1.27
View conflict as an opportunity to learn & grow	77	2.00	5.00	3.61	1.09
Build people up through encouragement and affirmation	77	1.00	5.00	3.68	1.19
I receive encouragement and affirmation from those *above* me in the organization	77	1.00	5.00	3.88	1.19
Create an environment that encourages learning	77	1.00	5.00	4.00	0.97
Lead by example by modeling appropriate behavior	77	1.00	5.00	3.74	1.22
Practice the same behavior they expect from others	77	1.00	5.00	3.66	1.25

APPENDIX I. DESCRIPTIVE STATISTICS FOR BUILDS COMMUNITY ITEMS

Descriptive Statistics for Builds Community Items

Item	n	Min.	Max.	M	SD
Relate well to each other	77	1.00	5.00	3.91	0.99
Know how to get along with people	77	2.00	5.00	3.96	0.92
Work to maintain positive working relationships	77	2.00	5.00	3.97	0.96
Facilitate the building of community & team	77	1.00	5.00	3.73	1.14
Encourage workers to work *together* rather than competing against each other	77	1.00	5.00	3.91	1.00
Work well together in teams	77	2.00	5.00	4.10	0.90
Work alongside the workers instead of separate from them	77	1.00	5.00	3.45	1.30
Attempt to work with others more than working on their own	77	2.00	5.00	3.86	0.96
Value differences in culture, race & ethnicity	77	1.00	5.00	4.21	0.95
Allow for individuality of style and expression	77	1.00	5.00	3.87	1.04

APPENDIX J. DESCRIPTIVE STATISTICS FOR DISPLAYS AUTHENTICITY ITEMS

Descriptive Statistics for Displays Authenticity Items

Item	n	Min.	Max.	M	SD
Admit personal limitations & mistakes	77	1.00	5.00	3.47	1.29
Promote open communication and sharing of information	77	1.00	5.00	3.66	1.21
Are accountable & responsible to others	77	1.00	5.00	3.74	1.09
Are non-judgmental – they keep an open mind	77	1.00	5.00	3.65	1.12
Are open to learning from those who are *below* them in the organization	77	1.00	5.00	3.44	1.27
Honestly evaluate themselves before seeking to evaluate others	77	1.00	5.00	3.49	1.22
Are open to receiving criticism & challenge from others	77	1.00	5.00	3.52	1.21
Are trustworthy	77	1.00	5.00	3.91	1.03
I trust the leadership of this organization	77	1.00	5.00	3.90	1.17
Demonstrate high integrity & honesty	77	1.00	5.00	3.97	1.00
Say what they mean, and mean what they say	77	1.00	5.00	3.56	1.25
Maintain high ethical standards	77	2.00	5.00	4.05	0.97

APPENDIX K. DESCRIPTIVE STATISTICS FOR PROVIDES LEADERSHIP ITEMS

Descriptive Statistics for Provides Leadership Items

Item	n	Min.	Max.	M	SD
Communicate a clear vision of the future of our organization	77	1.00	5.00	3.90	1.11
Know where this organization is headed in the future	77	2.00	5.00	3.88	1.06
Encourage people to take risks even if they may fail	77	1.00	5.00	3.60	1.25
Don't hesitate to provide the leadership that is needed	77	1.00	5.00	3.86	1.13
Take appropriate action when it is needed	77	1.00	5.00	3.96	1.02
Are clear on the key goals of the organization	77	2.00	5.00	4.10	1.01
Communicate clear plans & goals for the organization	77	1.00	5.00	3.96	1.06
Are held accountable for reaching work goals	77	1.00	5.00	3.96	1.12
Provide the support and resources needed to help workers meet their goals	77	1.00	5.00	3.58	1.20

APPENDIX L. DESCRIPTIVE STATISTICS FOR SHARES LEADERSHIP ITEMS

Descriptive Statistics for Shares Leadership Items

Item	n	Min.	Max.	M	SD
Allow workers to help determine where this organization is headed	77	1.00	5.00	3.32	1.32
Give workers the power to make *important* decisions	77	1.00	5.00	3.52	1.18
Are encouraged by supervisors to share in making *important* decisions	77	1.00	5.00	3.62	1.19
Encourage each person in the organization to exercise leadership	77	1.00	5.00	3.88	1.04
Use persuasion to influence others instead of coercion or force	77	1.00	5.00	3.65	1.12
Are humble – they do not promote themselves	77	1.00	5.00	3.82	1.18
Seek to influence others out of a positive relationship rather than from the authority of their position	77	1.00	5.00	3.66	1.15
Do not demand special recognition for being leaders	77	1.00	5.00	3.88	1.15
Do not seek after special status or the "perks" of leadership	77	1.00	5.00	3.79	1.21
In this organization, a person's *work* is valued more than their *title*	77	1.00	5.00	3.88	1.18

APPENDIX M. DESCRIPTIVE STATISTICS FOR SHARES LEADERSHIP ITEMS

Descriptive Statistics for Shares Leadership Items

Item	n	Min.	Max.	M	SD
I am working at a high level of productivity	77	2.00	5.00	4.26	0.82
I feel good about my contribution to the organization	77	2.00	5.00	4.35	0.72
My job is important to the success of this organization	77	2.00	5.00	4.30	0.78
I enjoy working in this organization	77	1.00	5.00	4.38	0.84
I am able to be creative in my job	77	2.00	5.00	4.19	0.86
I am able to use my best gifts and abilities in my job	77	1.00	5.00	4.16	1.03