ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

SERVANT LEADERSHIP PRACTICE AND ITS CORRELATION WITH EMPLOYEE JOB SATISFACTION:

THE CASE OF COMPASSION INTERNATIONAL

IN ETHIOPIA

By
FIKRE LOBAGO

JANUARY 2017

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DECLARATION

I, the undersigned, declare that this thesis is my original work prepared under the guidance of Goitom Abraham. All resources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other learning institutions for the purpose of earning any degree.

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January 2017

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a University Advisor.

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ABSTRACT

Though the modern study of servant leadership may be traced to the revolutionary work of Greenleaf in late 20th, the concept of servant leadership can be traced back to the 4th century (B.C.). The servant leadership model as proposed by Robert Greenleaf seems suitable to providing employees with the empowerment and participatory job features that are related to both employee and customer satisfaction. Though there are considerable studies in the area of servant leadership globally, little or no literature is available in this particular area in Ethiopian context. The level and relationship of practice of servant leadership and employee job satisfaction was assessed using online questionnaire survey and structured interview in Compassion International in Ethiopia. The study involved all professional employees including senior and middle level leadership/management of the organization. Descriptive statistics including correlation and Chi-Square was employed to analyze the quantitative data collected. The findings from both quantitative and qualitative data analysis indicated that servant leadership style is practiced well at the organization and the organization is categorized as servant-oriented organization based on the Organizational Leadership Assessment (OLA) tool. Moreover, it seems that the level of employee job satisfaction of the organization is very high (94%) and it is exemplary for other likeminded organizations. Based on the correlation coefficient analysis finding, the relationship of job satisfaction with the overall practice of servant leadership style and that of the five dimensions of servant leadership was positive. In addition, the various independent variables such as respondents' organizational position, department, sex, service of year and age had significant associations with employee job satisfaction and the level of practice of servant leadership dimensions (with one or more of them). Finally, it was concluded that the leadership of this organization has proven and set the example of the prospect of practice of servant leadership in Ethiopia.

Key Words: Correlation/association, Employee job satisfaction, servant leadership practice.

CHAPTER ONE

INTRODUCTION

Different styles of leadership and leadership theories have been developed and implemented with varying degrees of success. The theory of servant leadership is becoming more commonly accepted among all the various theories of leadership (Anderson, 2005). As Russell (2000) stated, "Numerous academic and popular writers now argue that servant leadership is a valid leadership style for contemporary organizations" (pp.24-25). This study was conducted in Compassion International in Ethiopia (CIET) which is part of Compassion International (CI). Compassion International is a Christian non-governmental not-for profit development organization that operates in 26 countries in Africa, Latin America, and Asia. Compassion International in Ethiopia started its operation in 1993 and currently operates in all parts of the country. CIET as a developmental organization strongly believes in servant leadership style and has been practicing it for long years. Hence this study was initiated to assess the level of practice of servant leadership, employee job satisfaction and their correlation with each other in CIET.

This chapter presents background information, statement of the problem, objectives of the study, significance of the study, scope of the study, limitations of the study, and organization of the Study.

1.1. Background Information

The concept of servant leadership can be traced through passages dating back to the 4th century B.C., most notably passages documented from Lao-Tzu who lived in China 570 B.C. (Brewer, 2010). Accordingly, servant leadership seems to have a deeper or stronger historical base than other types of leadership styles. However, the modern study of servant leadership may be traced to the revolutionary work of Greenleaf (1977). The servant leadership model as proposed by Greenleaf (1977) seems suitable to providing employees with the empowerment and participatory job features that are related to both employee and customer satisfaction.

Servant-leadership represents a model of leadership in which the leader assumes a supportive, service orientated role among stakeholders and followers (Greenleaf, 1977). The fundamental concept of servant leadership is placing others before self and accordingly servant leaders care about the people that work for them, other person's agendas come before their own and commitment to service comes first. Servant leadership promotes the valuing and development of people, the building of community, the practice of authenticity, the providing of leadership for the good of those led and the sharing of power and status for the common good of each individual, the total organization and those served by the organization (Laub, 1999). The servant leader serves by building the skills of followers, removing obstacles, encouraging innovation, and empowering others for creative problem solving (Spears, 2004).

On the other hand, the term "job satisfaction" reflects a person's attitude towards his/her job and the organization and can be defined as an employees' emotional reaction towards their work environment based on the evaluation of the actual results against their expectations (Phillips and Gully, 2012). Saari and Judge (2004) found evidence that job satisfaction is a predictor of employee performance and the relationship is stronger for professional jobs. Effectively managing the variables that influence employee behavior and job satisfaction affects their discretionary efforts and performance levels (Phillips and Gully, 2012). Stringer (2006) found empirical support for the suggestion that high-quality supervisor-employee relationships are positively related to levels of both intrinsic and extrinsic job satisfaction. Mohammad, Al-Zeaud, and Batayneney (2011) also found that a significant link exists between leadership behavior and job satisfaction.

Servant leadership is centered on the core values of caring and serving others, and focuses on the values of trust, appreciation of others, and empowerment (Hoveida, Salari, and Asemi, 2011). The same characteristics offer the servant leadership model to be considered the most appropriate leadership style for increased organizational performance and enhanced employee satisfaction through improved focus on the customer (Jones, 2012). Netemeyer, Maxham, and Pullig (2005) found servant leadership to motivate the employee to go above and beyond the basic requirements of the job responsibilities in their interaction with customers. Walumbwa, Hartnell, and Oke (2010) pointed out that servant leadership is conducive to enhancing positive

employee attitudes as well as creating work environments that promote benefits for both individuals and the work group. Employee satisfaction and organizational commitment are key elements in determining organizational performance and effectiveness (Rehman, 2012).

The servant leader leads by example and enables and empowers the follower with all the tools necessary to succeed. This genuine caring and authenticity for the needs of others has led to improved organizational effectiveness. Various studies support the view that servant leadership positively affects employee behavior and ultimately job satisfaction. Studies by Johns (2006) and Ehrhart (2004) indicated a strong relationship to exist between leaders and followers with the significant benefit of increased organizational effectiveness. In addition, servant leadership possesses a significant positive correlation with employee satisfaction (Donghong et al, 2012).

There are considerable efforts and empirical studies that attempted to explore servant leadership practice and its effect on employees' job satisfaction mostly in the western world (Greenleaf, 1977; Laub, 1999; Spears, 2004; Walumbwa, Hartnell, and Oke, 2010; Hoveida, Salari, and Asemi, 2011; Rehman, 2012). Moreover, there are considerable numbers of research works on servant leadership concepts (Page and Wong, 2000; Patterson, 2003; Winston, 2003) and also on factor analysis (Laub, 1999; Dennis and Winston, 2003; Sendjaya, 2003; Barbuto and Wheeler. 2006; Dennis and Bocarnea, 2005). Based on the literature review of leadership, Spears (1998) described the servant leadership style as an effective and better predictable in nonprofit organizational members' by increasing the employees' satisfaction, commitment, and decrease the turnover intention in the service sector and other organizations.

In addition, it was observed that employee job satisfaction and organizational commitment are key elements in determining organizational performance and effectiveness (Baffie, 2014; Markos, 2015; Rehman, 2012). Moreover, Alemnnew (2014) reported that job satisfaction had a strong positive impact on job performance at the Development Bank of Ethiopia. Moreover, he reported a moderately positive correlation between work itself and job performance and a strong positive correlation between supervisor and job performance. Whereas Whetstone (2002) and Ehrhart (2004) founded the servant leadership directly and positively associated with employees' performance. However, the researcher could not find any published or unpublished research

report in the area of servant leadership practice and/or its correlation with employee job satisfaction in Ethiopian context. Hence this study tried to explore the level of servant leadership practice and its correlation with employee job satisfaction in CIET. Thus, this study involved two major study variables: servant leadership style with its five dimensions as an independent variable and employee job satisfaction as dependent variable.

1.2.   Statement of the Problem

In today's competitive and challenging environment, organizations are crying out for ethical and effective leadership that serves others, invests in their development, and fulfills a common vision. Similarly, nations/people particularly in less developed countries are also craving for efficient and supportive services from their leaders, be in the governmental or in non-governmental organizations in general. Moreover, it is a well-known fact that in the developing world particularly in Africa, leaders are generally known for authoritarian, corruptive and self-oriented leadership style rather than service and people oriented style of leadership. Besides it is clear that the leadership problem could influence considerably job satisfaction and work performance of employees and ultimately productivity in any organization. In line with this, servant leadership is supposed to suit as the most essential concept to play a significant role in guiding employee behavior and formulating organizational values that enhance organizational performance.

In addition, it was observed that employee satisfaction and organizational commitment are key elements in determining organizational performance and effectiveness (Baffie, 2014; Markos, 2015; Rehman, 2012). Despite the availability of considerable number of conceptual and empirical studies globally, the researcher could not find any published or unpublished research report in the area of servant leadership practice and/or its correlation with employee job satisfaction in Ethiopian context. On the other hand, the need to explore servant leadership phenomena becomes more vital if we consider cultural differences between Western and African cultures as Hofstede (1984) emphasis on the consideration of cultural variance in studying people attitudes and behaviors. The reason for this notion is that the organizational behavioral theories developed in one country cannot be applicable in another in an equally effective

approach due to major cultural differences such as individualism/collectivism, power distance, nurturing/achievement, etc. Accordingly, it can be noted that cultural difference could be considered as an additional justification to study servant leadership and its correlation with employee job satisfaction in Ethiopian context.

1.3.   Research Questions

This study was conducted to generate research data that answer the following four research questions:

1. To what level is servant leadership style practiced in CIET?
2. What is the level of employee job satisfaction in CIET?
3. What is the correlation between servant leadership practice and employee job satisfaction in CIET?
4. Are there associations between the study variables (Servant leadership and job satisfaction) and the other demographic and organization related variables?

1.4. Hypotheses

The hypotheses of this study were:

Hlo: The five dimensions of Servant leadership (valuing people, developing people, displaying authenticity, providing leadership, and sharing leadership) either collectively or individually has no significant correlation with employee job satisfaction.

H1A: The five dimensions of Servant leadership (valuing people, developing people, displaying authenticity, providing leadership, and sharing leadership) either collectively or individually has significant correlation with employee job satisfaction.

1.5.   Objectives of the Study

1.5.1. General objective
The general objective of this research was to assess the level of servant leadership practice and employee job satisfaction, and analyze their correlation with each other in Compassion International in Ethiopia.

1.5.2. Specific objectives
1. To determine the level of practice of servant leadership in CIET
2. To assess the level of employee job satisfaction in CIET
3. To examine the existence and level of correlation between the practice of servant leadership and employee job satisfaction in CIET.
4. To assess the association between study variables (servant leadership practice and employee job satisfaction) and demographic and organization related factors.

1.6.   Significance of the Study

The research output from the present study potentially will generate empirical data that assist the practical application and theoretical discussions regarding servant leadership in Ethiopian context. Moreover, the research data obtained from this study has the potential to contribute in resolving the concerns created by a lack of research in the area of servant leadership within nongovernmental organizations or in other service giving organizations in Ethiopian context. In addition, the data that was gathered from the present study can help to provide areas of emphasis for individuals or organizations interested in developing leadership-training programs. Besides, information from this study can offer additional insights into whether an individual leader/manager implements the principles of servant leadership has correlation with their own or others' level of job satisfaction that support work performance in nongovernmental organizations in Ethiopian context.

1.7. Scope of the Study

This study was carried out in CIET located in Addis Ababa and it is one of the international NGOs operating in Ethiopia. The study involved all professional employees of CIET including those working as field based staff through web-based self-administered questionnaire. and its reliance on self-reported questionnaire data are among the delimitations of this research. Moreover, it considered five (each with six statements) out of the six dimensions of the OLA tool to reduce the size of the questionnaire and encourage respondents participation in the survey.

1.8. Limitations of the Study

As this research involved only a single non-governmental organization in Ethiopia, the findings may not be confidently generalized or used for other organizations. Moreover, the cross-sectional nature of the study is one of the limitations.

1.9. Organization of the Study

The research has the following chapters: the first chapter is about general introduction; which contains the background of the study, statement of the problem, research objectives and questions, significance of the study, scope and limitation of the study and organization of the study. While chapter two deals with literature review and chapter three comprises research methodology with detail components of research design, sample size and sampling procedures, data sources and data collection method and data analysis method are presented. Moreover, chapter four presents the results and discussion parts of this research and finally chapter five comprises of the summary of the results, conclusion and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter reviews and presents relevant literature in the area of leadership and job satisfaction with particular emphasis to servant leadership style and the correlation of servant leadership practice and job satisfaction.

2.1. Introduction

Leadership is an area of research which has been extensively examined over the past 30 years; however, an emerging leadership focus since 2004 has been servant leadership (McCann, et al, 2014). It is a well-known fact that leadership is the very heart and soul of organizational management actions. The role of leadership in ensuring high performance of organization and employee cannot be overemphasized. It was reported that local supervisors and managers account for at least 70% of the factors affecting employee engagement and play the most significant role in building engagement (Gallup, 2013). In the current world, the business environment has become so complex and it is no longer possible for organizations to guarantee employees a job for life. It has been noted that one of the key factors that will influence an employee's decision to remain with or leave an organization is the supervisors or manager's leadership style. Since committed employees are bound to perform over and beyond the call of duty, it may be in the organization's best interest for managers to understand how their leadership behavior can influence employees' performance and commitment to the organization.

Greenleaf (1977) defined servant leadership as not just a management technique, but as a way of life which begins with "the natural feeling that one wants to serve, to serve first" (page 27) (Parris and Peachey, 2013). Since Greenleaf's foundational essay The Servant as Leader (1970), research has developed to better understand the tenants of servant leadership. However, significant research contributing to an increased awareness of servant leadership did not occur until 2004. The model for servant leadership, where it has been implemented, has significant implications for the individual and the organization as a whole (Guillaume, Honeycutt and Cleveland, 2012). According to the Greenleaf Center (2011), over 20% of the Fortune magazine

top 100 companies have sought guidance from the Greenleaf Center for Servant Leadership, including Starbuck's, Vanguard Investment Group, and Southwest Airlines, among many other organizations (Parris and Peachey, 2013). As organizations move away from the traditional command and control approach to management, a new and emerging style of leadership has surfaced, namely servant leadership (McCann, et al, 2014).

Freeman (2004) described the benefits of servant leadership by stating, "the mission of servant leadership is especially important in today's social, political, and economic climate because there seems to be a dearth of great leadership in the United States and on international landscapes" (p. 7). Leading scholars (Russell, 2000; Wilson, 1998) recognize the foundation of servant leadership is documented largely in the popular press publications and only more recently in scholarly journals. Scholars (Jennings, 2002; Russell, 2000; Russell, 2001; Russell and Stone, 2002; Thompson, 2002) have detailed various distinguishable attributes possessed by those who implement principles of servant leadership in their lives. As scholars have attempted to formulate a set of characteristics unique to servant leaders, a final consensus has not been reached. Russell and Stone (2002) identified 20 attributes visible in servant leaders, Laub (1999) classified similar traits in six categories, Patterson (2003) sorted related characteristics into eight classes, and other scholars have described 10 distinct attributes of servant leadership (Jennings, 2002; Spears, 1998; Wilson, 1998).

2.2. Definitions of Leadership

Leadership due to being very intangible can be defined in many different ways. Defining leadership is a very hard task and the definitions may not be consistent. What makes it even harder is the fact that there are many different types of leadership depending on the environment–business, political, military or in social organization. There is also something that can be called "personal leadership" and is related to leading one's life in a manner consistent with one's values. The best way to define leadership seems to be defining it through quotes of past inspirational leaders. These quotes often grasp the essence of leadership and provide people with an instant feeling of what leadership is.

According to Rue and Byars (1992), leadership is defined as the ability to influence people to willingly follow one's guidance or adhere to one's decisions. Obtaining followers and influencing them in setting and achieving objectives makes a leader. Effective leadership in organization creates a vision of the future that considers the legitimate long-term interests of the parties involved in the organization, develops a strategy for moving toward that vision, enlists the support of employees to produce the movement, and motivates employees to implement the strategy. Moreover, the ever-changing trends in the business communities worldwide permit every organization to use the most suited leadership styles. In organizational setting, there are several leadership styles that are utilized by the every corporate personnel or authority (e.g. supervisor, manager, etc.). Leadership style is the pattern of behavior used by a leader in attempting to influence group members and make decision regarding the mission, strategy, and operations of group activities (Scholl, 2000).

2.3. Leadership Styles

Throughout history leadership has been classified by scholars into many different styles. It is fairly easy for all of us to define the basic differences between a leader who is authoritarian and abuses his power and a leader who is democratic and looks for consensus and agreement before taking a decision. According to Rue and Byars (1992), there are three basic leadership styles: autocratic, laissez-faire, and democratic. The main difference among these styles is where the decision-making function rests. A leader could possibly be able to adjust the leadership style to the existing situation. For example during a normal project day at a business organization it is probably best to have a democratic style of leadership, but during moments of crisis an authoritarian approach might be more beneficial for the organization. Styles need also to be adjusted to the environment and to the type of organization – it is hard to imagine a military platoon with a democratic style of leadership.

The presence of leadership in management is also one effective factor in addressing organizational technical and non-technical issues (Baruch, 1998). It is important, however that the appropriate leadership style is used. Truly, there are many types of leadership styles that can be utilized within an organization; however such styles are dependent to the strategic

implementations of the organization's mission and vision. Here below is brief description of the various common types of leadership styles that managers implement in different organizations.

2.3.1. Transformational Leadership Style

The concept of transformational leadership was introduced by James MacGregor Burns way back in 1978 particularly on his treatment of political leadership (Bass, 1998). At present, this leadership theory is used in various applications such as organizational psychology. Bass noted that transformational leadership is an expansion of transactional leadership. Transactional leadership emphasizes the transaction or exchange that takes place among leaders, colleagues, and followers (Bass, 1998). This exchange is based on the leader discussing with others what is required and specifying the conditions and rewards these others will receive if they fulfill those requirements. In transformational leadership, strong personal identification of the leader is involved. Furthermore, the relationship in this leadership style is more than the fulfillment of self-interest or provision of rewards (Hater and Bass, 1988).

2.3.2 Transactional Leadership Style

Transactional leadership, the counterpart of the transformational style, is more on controlling people and giving out orders. This style has two main categories. One is called the management-by-exception where leaders tend to make use of their authority to reward or penalize people under them. Managers or leaders who use this category of transactional leadership tend to focus on asserting power, pointing out errors and disciplining subordinates with poor performance (Bass, 1985). Contingent reward leadership is the other category of this leadership style. In this style, the focus is on the communication of work standards and the provision of rewards if these standards are followed. Leaders applying this style ensure that the subordinates know what is expected of them and the consequences should they fail to meet these expectations. Naturally, rewards are given for good performance while punishments are given for poor performance (Avolio, 1999). In general, the qualities of transformational leadership style are opposite to transactional style of leadership.

2.3.3. Other Types of Leadership Styles

Aside from the three aforementioned leadership styles, there are other styles that are rooted on various political and social principles. Among them are: aristocratic (monarchy), autocratic/paternalistic (dictatorial), democratic or participative, laissez-faire, and/or combination of both (Smith & Peterson, 1988). From the viewpoint of systems theory, leadership might be considered as a subsystem of systems administration. It could also be considered as a concept which becomes a part of the conceptual framework of administration theory. Leadership styles are definitely an important part of administrative theory and the issue of leadership has always been considered by the experts and may be it has had the most important role in appearance, progress or failure of organizations.

Today multiple styles of servant leadership are utilized in the organizations across the world. Some of these styles are special for governmental organizations and some are special for non-profit Organizations. But definitely it can be said that servant leadership style has an extensive application in all kinds of organizational environments. Greenleaf believes that servant leadership is a leadership style for all social institutions.

2.4. Servant Leadership Style

Servant leadership is among the most popular leadership approach that was coined and defined by Robert Greenleaf (Greenleaf, 1970). Originally, the attributes of servant leadership was rooted in the history thousand years ago, at least during the time of Jesus. The servant leadership most distinguished feature is the leader's role as steward of the organization's resources from human, finance, and others. It supports leaders to serve others while staying focused on achieving results in line with the values and integrity of the organization. Servant leadership possess six components namely valuing people, developing people, building community, displaying authenticity, providing leadership, and sharing leadership (Laub, 1999). According to service in servant leadership is first started from the individual's natural feeling for service and then deliberate choice leads him towards servant leadership enthusiastically. Servant leadership is a popular concept in the set of leadership styles. It is occurred when leaders accept servant situation in their relations with the followers. Selfishness and personal interest should not motivate servant leadership, rather it must be used to increase focus on others' needs.

There has been no greater time for leaders to establish relations and connect with followers. Among the various leadership styles, the approach with the most intimate touch that embodies the human factor is servant leadership (Page and Wong, 2000). Necessary in thrusting

organizations forward will be the ability for employees to trust in their organizations leadership. "Trust is the foundation of leadership" (Maxwell, 1998). The bottom line is followers careless about how much a leader knows until they know how much a leader cares. Ken Blanchard, who put Leadership Training on the map, defines servant leaders as "humble people who don't think less of themselves, they just think about themselves less. They don't deny their power; they just realize it passes through them, not from them (Blanchard, 2007). A fundamental principle supporting servant leadership is to gain in-depth knowledge of followers. Effective leaders recognize it takes sincere effort and compassion to reach someone's heart and you must touch their heart before you ask them for a hand (Maxwell, 1998). Leaders must win people over before they enlist their support. Fostering cooperation through deepening relations between leaders and followers is a positive stride towards ascending out of economic abyss.

2.4.1 Definitions of Servant Leadership

Greenleaf (1977) defines servant leaders as below: "servant leaders emphasize serving others and sacrifice their personal interests for others' interests so that people would enjoy more knowledge, authority and health and become servant leaders themselves" (page 27). Servant leadership values equality of human beings and looks for individual development of members in the organization. Servant leadership is the leader's perception and action in a way so that he/she prefers others' interests to his personal tendency and interest. According to Greenleaf, servant leadership is based on service philosophy and serving to the followers and satisfying their needs are the priority for servant leaders. Servant leaders prefer empowerment, mutual trust, cooperation, ethical utilization of power and value of serving to followers to anything else in the organization (Greenleaf, 1970). Servant leadership is an approach to leadership and service whereby the leader is servant first and leader second (Stramba, 2003). Servant leadership encourages collaboration, trust, foresight, listening, and the ethical use of power and empowerment. Servant Leadership is an understanding and practice of leadership that places the good of those led over the self-interest of the leader.

Regarding effectiveness of the organization, it is important that leaders always support their followers in achieving their potential capacities and this is what servant leader's conduct through valuing dignity of people, creating mutual trust and influencing their followers.

2.4.2. Servant Leadership Theories and Empirical Studies

While the practice of servant leadership has both present and ancient examples, the contemporary study of servant leadership traces its roots primarily to Greenleaf (1977), who captured the essence of servant leadership for a modern audience through his writing and work. Posing the question - "Who is the servant-leader?" in his book, Greenleaf answered by stating, "The servant-leader is servant first. . . . It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first" (p. 27).

This "servant first" emphasis is a hallmark of servant leadership studies and has captured the attention of leadership scholars and practitioners alike. Built upon this understanding, Laub's (1999) definition of servant leadership emphasized the understanding and practice of leadership that places the good of those led over the self-interest of the leader. Emphasizing the means by which servant leaders accomplish this, Whetstone (2005) noted that servant leaders are characterized by persuasion and example rather than command and control.

From Greenleaf's early work in the 1970s, servant leadership theories began to emerge in the 1990s and early 2000s. The following table presents an overview of the five of those key models.

Table 1. Theories of Servant Leadership Characteristics

Spears (1998)	Farling et al, (1999)	Laub (1999)	Russell (2001)	Patterson (2003)
Listening	Vision	Valuing people	Vision	Love
Empathy	Influence	Developing people	Credibility	Humility
Healing	Credibility	Building community	Trust	Altruism
Awareness	Trust	Displaying authenticity	Service	Vision
Persuasion	Service	Providing leadership	Modeling	Trust
Conceptualization		Sharing leadership	Pioneering	Empowerment
Foresight			Appreciating others	Service
Stewardship			Empowerment	
Commitment				
Community building				

Based upon these models, the field of servant leadership studies has been gradually shifting from theory and conceptualization to empirical testing. Those list of empirical studies mentioned by Lanctot and Irving (2010) include: Barbuto and Wheeler (2006), Bekker (2005, 2006), Dannhauser (2006), Dennis (2004), Dennis and Winston (2003), Dingman and Stone (2006), Drury (2004), Hebert (2004), Helland (2003), Irving (2004, 2005a, 2005b, 2008), Irving and Longbotham (2006, 2007a, 2007b), Koshal (2005), Laub (1999, 2003, 2005), Ledbetter (2003), Liden et al. (2008), McIntosh and Irving (2010), Parolini (2005), Rennaker and Novak (2006), Sendjaya (2003), Sendjaya, Sarros, and Santora (2008), Washington, Sutton, and Field (2006), and Winston (2004).

Moreover, servant leadership is becoming more familiar and being practiced in considerable number of organizations as indicated below.

> *"Not only is servant leadership receiving more attention in the media and popular press, but many key organizations are implementing servant leadership in practice. Among others, companies such as Starbucks, Southwest Airlines, Vanguard Investment Group, The Men's Wearhouse, Synovus Financial Corporation, and TD Industries are taking seriously principles related to servant leadership. Phillips (2004) noted that as many as 20% of Fortune magazine's top 100 companies to work for have sought out guidance from the Greenleaf Center for Servant Leadership."* (Lanctot and Irving, 2010, page 33)

2.4.3. The Relationship between Servant Leadership and Employee Empowerment

Employee empowerment is started by change in managers and leaders. It means that the manager should perceive that authorization is not to free up control rather it is to execute control. Empowerment must put down roots in behavior and perception of the whole organization, managers and employees and is mainly orientation in working with one another. Therefore, empowerment is one of the five skills of leadership. It is a skill by which organizational members share authorities related to work through holding effective processes and take part adequately in determining the purposes, planning and decision-making.

Vanourek (1987) claimed that effective servant leaders place the needs and wellbeing of their followers above their own desires and abandon all selfishness. DePree (1992) echoed these sentiments by stating that followers choose to be devoted to a leader because of the virtue of the leader's selfless commitment to serve the needs of others. Jennings (2002) affirmed that servant leaders "employ stewardship to focus on a strong commitment to serve the needs of others and

emphasize use of openness and persuasion rather than control" (p. 22). Covey (1997) declared the core principles involved with stewardship include "personal trustworthiness, interpersonal trust, managerial empowerment, and organizational alignment" (p. 3).

One of the major requirements of this process is assisting humans in gaining knowledge, skill and special ability which give them the essential capability to play this role. Servant leaders create opportunities more probably to perceive the effect employees have in their status and totally in the organization- like taking part in decision-making and designing the work. Such leaders enhance humans' morale at the work environment and create participation besides creating reliability, service and kindness in their employees. Generally, servant leadership supports individual rights of employees and values their personality and this will be led to more empowerment in employees.

Devoted servant leadership begins with a conscious effort to establish intimate relationships with the organizations followers. Servant leaders understand when employees become aligned with the organizations compass, followers become easier to coach which transcends performance to a higher standard. Intimacy and relationships are the oil that keeps friction down and permits smooth operation within the organization. Servant leaders have a keen understanding of human character and embrace a nurturing teaching style that builds self-esteem. Serving leaders understand institutional objectives are best met when both the needs of the people and the organization are achieved together, and seldom are these two goals equal (Brewer, 2010).

2.4.4. Characteristics of Servant Leader
Servant leadership deals with the reality of power in everyday life -its legitimacy, the ethical restraints upon it and the beneficial results that can be attained through the appropriate use of power. After some years of carefully considering Greenleaf's original writings, a set of characteristics of the servant-leader extracted that is viewed as being of critical importance.

According to Laub (1999), the following characteristics are central to the development of servant-leaders: Servant leadership promotes the valuing and development of people, the building of community, the practice of authenticity, the providing of leadership for the good of those led and the sharing of power and status for the common good of each individual, the total organization and those served by the organization.

Valuing People

People are to be valued and developed, not used, for the purposes of the leader. Leaders accept the fact that people have present value not just future potential. As leaders work with people in organizations they will serve them by displaying the qualities of Valuing People (Laub, 1999). Serve others first, they focus on the needs of others and how they can best meet them. Believe & Trust in people, Leaders are willing to give trust...to believe that others can do the job and have positive intentions. Listen receptively, When leaders truly listen to others they will hear them if they listen non-judgmentally. They listen because they know that it is one of the best ways to show that they value others (Laub, 1999). According to Lubin (2001), the first impulse for a servant leader is to listen first and talk less. Lubin (2001) concurred that successful servant leaders begin by making a deep commitment to listening, not only to others but to their own inner voice as well. Essential to the growth of the leader is the condition to have quiet reflective time for deeper understanding.

Developing People

Leaders see it as their responsibility to help others grow towards their full potential as servants and leaders. The mistakes of others are seen as opportunities to learn. Leaders believe that people have both present value and future potential (Laub, 1999). Provide for learning, offer people opportunities for new learning. They provide an atmosphere where mistakes can lead to new insights. Leaders join them in learning and are never satisfied with the status quo. Model appropriate behavior, leaders don't just tell others what to do. They model it for them and do it with them. They help people to develop by working alongside them so that can learn from their example. Build up through affirmation, organizations encourage others...honor others...accept others...build up others. Leaders recognize accomplishments and celebrate creativity. They speak words of encouragement and intentionally affirm (Laub, 1999).

Building Community

They desire to build community; a sense that all are part of a loving, caring team with a compelling shared vision to accomplish. Leaders know that people will be more impacted by the quality of relationships than they will be by the accomplishment of tasks. Therefore they intentionally work to build a community that works together and learns to serve one other in the

process. As leaders work with people within organizations they will serve them by displaying the qualities of Building Community (Laub, 1999). Build relationships, leaders and workers need the time and space to be together...to share, to listen, to reflect. They need to get to know one another. Work collaboratively, organizations don't allow the natural competitiveness between different individuals to characterize the atmosphere of the group. Leaders work alongside the others to model a dynamic partnership of collaborative work. Value differences, Leaders respect and celebrate differences in ethnicity, gender, age and culture. They are aware of their own prejudices and biases. They confront these boldly so that no individual or group feels less valued or set apart from the team (Laub, 1999).

Displaying Authenticity/Genuineness

As leaders work with people within organizations, they are expected to display the qualities of truthfulness. Leaders are to be open, real, approachable and accountable to others. Leaders will resist the tendency to protect themselves at all cost and rather remain open and accountable. When they make mistakes, they will openly admit them and recognize that they are accountable to others and not just those who are over them. People in a healthy organization can fully risk being open with each other due to the high levels of trust and genuineness (Laub, 1999).

Providing Leadership

Leadership is described as Initiative, Influence and Impact. Leaders do not neglect to take appropriate action; in fact, they have a bias for action. This initiative-taking comes not from being driven to personal ambition but by being called to serve the highest needs of others (Laub, 1999). Organizations are future oriented and hence leaders are expected to envision the future. They look ahead to envision what could be, and should be. The leaders recognize that they serve as partners with other leaders throughout the organization who also are looking ahead to the future for common accomplishments. Leader in the organization shares vision openly with the goal of creating a new and shared vision with others.

Sharing Leadership (vision, power and status)

In organization, leaders share the power they have with others so that others can lead, thus increasing the potential influence and impact of the total organization. Organizations know that

the vision of an organization does not belong to a single leader and the vision has to be shared with others. A clear vision of the future, shared by the entire group, becomes a powerful instrument in drawing together all of the resources, skills and abilities of the entire team. Power in organizational terms it represents the ability to make important decisions, allocate resources...moving people and projects forward to make things happen (Laub, 1999). Shared leadership empowers all people to act, for the good of the group and the mission of the organization. Leadership is not about position, status or prestige. Leaders in healthy organizations resist the strong tendency to accept the special perks and privileges of leadership position. They know that all people throughout the organization need to be affirmed and recognized for their inherent value and for what they contribute to the success of the entire organization.

2.4.5. Practicing Servant Leadership

Practicing servant leadership encompasses three dimensions: motives, means, ends or outcomes. Servant leadership further embraces the "triple bottom line" (sustaining people, profit and the planet) and does practice moral symmetry to balance the needs of all affected (SanFacon and Spears, 2010). Servant leadership affects are closely linked to employee satisfaction and organizational profits as various studies have alluded to a direct causal relationship between leadership and customer satisfaction, employee satisfaction, and financial performance (Khan, et al, 2012; Jones, 2012).

2.5. Job Satisfaction

2.5.1. Definition

The term "job satisfaction" reflects a person's attitude towards their job and the organization and can be defined as an employee's emotional reaction towards their work environment based on the evaluation of the actual results against their expectations (Phillips and Gully, 2012). Saari and Judge (2004) found evidence that job satisfaction is a predictor of employee performance and the relationship is stronger for professional jobs. Effectively managing the variables that influence employee behavior and job satisfaction affects their Discretionary efforts and performance levels (Phillips and Gully, 2012). Stringer (2006) found empirical support for the

proposition that high-quality supervisor-employee relationships are positively related to levels of both intrinsic and extrinsic job satisfaction. Mohammad, Al-Zeaud, and Batayneney (2011) also found that a significant link exists between leadership behavior and job satisfaction. The intrinsic component of job satisfaction is dependent on the individual's personal perception and emotional state regarding the work environment and includes factors such as recognition, advancement, and responsibility. The extrinsic components are comprised of external job related variables that would include salary, supervision, and working conditions, (Negussie and Demissie, 2013).

Job satisfaction has been an important focal point for organizational and industrial psychology. In defining job satisfaction the reference is often made to Locke's (1976) description of job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. The appraisal involves various elements related to the job such as salary, working conditions, colleagues and boss, career prospects and, of course, the intrinsic aspects of the job itself (Arnold et al, 1998).

So job satisfaction is connected to how our personal expectations of work are in congruence with the actual outcomes. And since job satisfaction is merely an employee's attitude towards his job, consequently job satisfaction can be seen as containing three components: an affective component, a cognitive component and a behavioral Component (Jex, 2002). While the affective component refers to a feeling about a job, the cognitive component represents a belief in regard to a job. The behavioral component is an indicator for behavioral intentions towards a job such as getting to work in time, working hard, etc.

In explaining job satisfaction and measuring the level of employees' satisfaction three different approaches have been developed. The first approach turns its attention to the characteristics of the job and it is called the "Information processing model" (Hackman and Oldham, 1976). According to this model employees gather information about the job, the workplace and the organization and cognitively assess these elements in order to determine the level of satisfaction (Jex, 2002).

The second approach - suggests that the measurement of the level of job satisfaction is founded on social information – information based on past behavior and what others at work think. It shifts its attention to the effects of the context and the consequences of past behavior, rather than to individual pre-dispositions and rational decision-making processes (Pennings, 1986). Therefore job satisfaction is dependent on how others at work evaluate the workplace. This approach is called the "social information processing model (Salancik and Pfeffer, 1978). The third approach indicates that job satisfaction relies on the characteristics or the dispositions of the employee. These dispositions can be based on experience or genetic heritage or on both (Jex, 2002). In summary, job satisfaction can be seen as a function of the features of a job, the view of others, and the employee's personality.

2.5.2. Two-Factor Theory
Frederick Herzberg (1959), in his Two-Factor Theory addresses the issue of workplace Motivation. The theory introduces two elements or factors" to account for overall job Satisfaction: **motivators and hygiene factors**. While the presence of motivators in a job can contribute to the increase in the level of satisfaction, the absence of hygiene factors in the workplace can be the cause of dissatisfaction.

Hygiene factors allude to the environment and the context of the work. This can include salary, safe working conditions, etc. Motivators are related to the characteristics of the job itself. According to the theory motivators and hygiene factors are non-exclusive. Satisfaction and dissatisfaction cannot be considered as the opposite ends of one continuum. Therefore an increase in the level of job satisfaction does not necessarily imply a decrease in job dissatisfaction, since the elements affecting satisfaction and dissatisfaction are different.

The Two-Factor is also often referred to as the Motivation-Hygiene Theory (Davies, 2008). Herzberg"s theory offers an explanation to why employees still lack motivation when confronted with high salaries and great working conditions. The latter two elements only represent hygiene factors, which keep dissatisfaction at bay. According to Herzberg, motivation comes from the job itself. Therefore, it is important for managers to look into the nature of the jobs they ask their employees to do. Herzberg's idea is that if you want an employee to perform well and do a good

job, he should have a good job to begin with. So, in order to improve job attitudes and productivity, employers must attend to both factors and not assume that an increase in satisfaction leads to a consequential decrease in dissatisfaction. In consequence, Herzberg's work implies that almost anyone will respond positively to a job with highly motivating factors.

Finally, the presence of these critical states can in turn increase the probability of positive work outcomes, especially for employees with a high growth-need. The positive work outcomes (Tosi et al, 2000) are: high internal work motivation: motivation is caused by the work itself, high quality performance: this results from the meaningfulness of work. Quality, however, does not necessarily imply quantity, high job satisfaction and low absenteeism and turnover.

2.6. Association of Servant Leadership and Job Satisfaction

Servant leadership is centered on the core values of "caring" and "serving others," and focuses on the values of trust, appreciation of others, and empowerment (Hoveida, Salari and Asemi, 2011). The servant leader leads by example and, as such, enables and empowers the follower with all the tools necessary to succeed. This genuine caring and authenticity for the needs of others has led to improved organizational effectiveness.

The same characteristics impart the servant leadership model to be considered the most appropriate leadership style for increased organizational performance and handed employee satisfaction through improved focus on the customer (Jones, 2012).Various studies support the servant leadership positively affects employee behavior. Netemeyer, Maxham, and Pullig (2005) found servant leadership to motivate the employee to go above and beyond the basic requirements of the job responsibilities in their interaction with customers. Walumbwa, Hartnell, and Oke (2010) point out that servant leadership is conducive to molding positive employee attitudes as well as creating work environments that promote benefits for both individuals and the work group.

Studies by Johns (2006) and Ehrhart (2004) further indicate a strong relationship to exist between leaders and followers with the significant benefit of increased organizational effectiveness. Employee job satisfaction and organizational commitment are key elements in

determining organizational performance and effectiveness (Alemnnew, 2014; Rehman, 2012). The nature of servant leadership, putting other people first, and displaying concern and empathy for others, lends itself to be the preferred vehicle to engage healthcare employees into caring for their customers or patients. Servant leadership not only is designed to create a trusting, fair, collaborative, helping culture resulting in greater individual and or organizational effectiveness, but also supports and promotes the followers well-being, whether staff members or patients (Parris and Peachey, 2013).

2.7. Conceptual Framework

The conceptual framework of this study includes two major concepts: servant leadership practice and employee job satisfaction as presented on the diagram below.
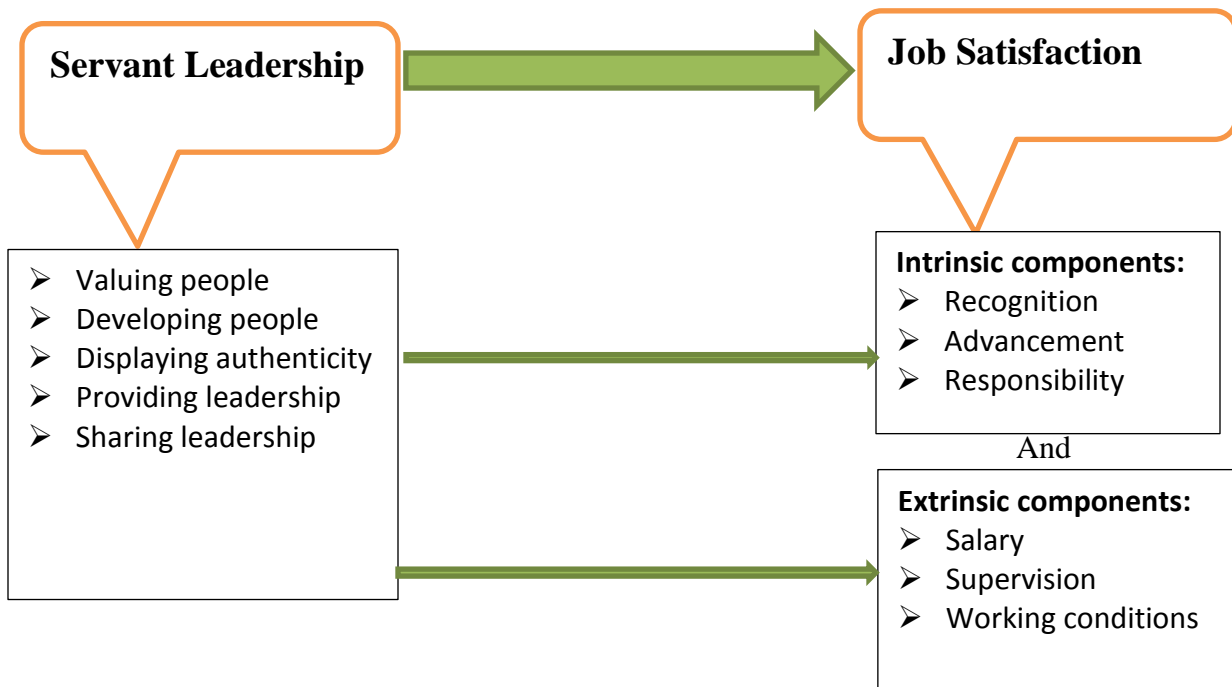
CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.1. Research Design

This study involved both quantitative and qualitative data and it consisted of five parts. Part one of this study enabled to collect demographic information that includes gender, age, education, work experience, and role in the organization. While part two of this study comprised of a quantitative study to determine the level of servant leadership practice among organizational leaders/managers as perceived by their employees in CIET. Thus this second part of the study gathered data on servant leadership practice by utilizing the Organizational Leadership Assessment (OLA) research instrument (Laub, 1999) with some modification that has been known as effective tool for the purpose. Moreover, this research tool (OLA) is known to incorporate both service and leadership qualities of leadership style unlike most of the other similar tools commonly focusing only on the servant aspect of the leadership.

Laub (1999) developed the OLA through a Delphi investigation and then put the instrument through a broader field test for reliability and found a Cronbach's alpha coefficient of .98. There were a total of 30 questions that measured the five dimensions of leadership practice using a five-point Likert scale as a means for participants to report their responses. The categories of responses are: 1=strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, and 5 = strongly agree.

Part three of this study employed a quantitative study using a structured questionnaire with 12 items that measured the level of employee job satisfaction (Laub, 1999). Hence there were 12 questions that measured employee job satisfaction using a five-point Likert scale as a means for participants to report their responses. The categories of responses are: 1=strongly disagree, 2 = disagree, 3 = undecided, 4= agree, and 5 = strongly agree.

In addition, in part four this study analyzed the association of servant leadership practice dimensions with employee job satisfaction. Moreover, the associations of independent variables

(position in the organization, department, sex, and service year of employees) with the level of servant leadership practice and employee job satisfaction were analyzed. Finally, in part five a qualitative approach using structured interview questions that involved CIET leaders/managers was employed.

3.2. Population and Sample Size

 The population involved with this study consisted of all professional employees (all employees except housekeepers, messenger drivers and receptionist) who are working in Compassion International in Ethiopia. At the time of data collection for this research, Compassion International in Ethiopia had 100 professional employees. All of the professional employees were invited to participate in this study. The whole population of professional employees of CIET was considered due to the manageable size of the expected data from this relatively small sized organization. All possible efforts were made to encourage participation of employees and achieved 92% response rate through the support of the leadership of the organization. All CIET senior leaders/managers and six middle level leaders/managers (supervisors) who have been in the role for more than four years were considered for the qualitative data using structured interview questions.

3.3. Data Source and Collection Methods

The source of this research data was primary and collected using structured questionnaire and interview. Prior to the administration of the web-based questionnaire, formal permission for the research was secured from the concerned leadership. Then primary data was collected from Compassion International in Ethiopia professional employees through web-based self-administered questionnaire using individual staff outlook mail account sent through group mail. All CIET professional employees were invited to participate in the study, followed by one consecutive gentle reminder for those who did not complete the survey in the given time. During the survey period, one update on the response rate was given to appreciate and encourage the concerned leadership and employees a week after the distribution of the survey questions through mail. Moreover, all CIET senior leaders/managers and six middle level management

members (supervisors) who have served more than four years in the current managerial role in the organization were considered for the qualitative data using structured interview questions.

3.4.   Methods of Data Analysis

The data was entered and analyzed using the Statistical Package for the Social Science (SPSS) for Windows, version 20.0. Descriptive statistic was used to calculate summations, averages and percentages of the data. Besides, Pearson Chi-Square and nonparametric Spearman's correlation statistics were employed to analyze the data. Prior to statistical analyses, data cleaning and handling of missing values was performed as appropriate. Frequency distributions of all the variables was checked for outliers, missing data, and errors. Analyses of the summary statistics were performed for computing frequency counts and percentage of demographic data. The first step was involved the scoring of the OLA to attain sub-scores and a total score for servant leadership. Sub-scores was derived by summing the items for each scale and dividing by the number of items that make up each scale. Total scores were attained by adding the sub-scores of each scale. The five subscales of servant leadership considered in the current study were: Valuing People, Developing People, Displaying Authenticity, Providing Leadership, and Sharing Leadership. Similar effort was done for the other variables related to employee job satisfaction. Each of the questions was based on a five-point Likert scale, with a response of strongly disagree being given one point and a response of strongly agree given five points for the servant leadership practice and job satisfaction.

Spearman's correlation was employed to answer part of the research question three in this study. It was used to examine the existence of significant relationships between the independent variables of the five subscales of servant leadership with dependent variable of employee job satisfaction. Moreover, Pearson Chi-Square test was employed to assess the associations between the study variables (servant leadership dimensions and job satisfaction) and the other demographic and organization related independent variables considered in this study.

3.5. Reliability and Validity of Data Collection Tools

The reliability of an instrument is defined as the consistence of the instrument in picking the needed information. Whereas the validity of an instrument is defined as the ability to an instrument measure what it is intended to measure. The reliability of the data collection tools that were employed for this study was tested by Laub (1999) using large sample data. Laub (1999) developed this tool through a Delphi investigation and then put the instrument through a broader field test for reliability and found a Cronbach alpha coefficient of .98. In the Delphi process, 54 characteristics of servant leaders were identified and eventually clustered into six key areas.

According to Laub (1999), the Cronbach-Alpha coefficients for each of the five constructs employed in this study are as follows: (a) valuing people (.91), (b) developing people (.90), (c) displaying authenticity (.93), (d) providing leadership (.91), and (e) sharing leadership (.93). Moreover, Laub (1999) indicated the instrument had a reliability of .98 and it could be useful for further research in servant leadership. Besides, Thompson (2002) and Miears (2004) found similarly high levels of reliability in conducting research using this tool in different settings. Moreover, the reliability of the current data collection tools employed were tested and strong reliability results (all greater than .84 Cronbach's alpha coefficient) were found for all of the six variables considered in this study as indicated below (Table 2). According to Nunnally (1978) Cronbach's alpha of .60 is an acceptable level for reliability measure.

On the other hand, to ensure the validity of the data collection tools employed in the current study different intentional actions were taken. The data was collected from primary and reliable source i.e. directly from professional employees through online questionnaire with full confidentiality. All the statements in the questionnaire were developed and tested earlier in similar types of research data collection and adopted to be used for this research purpose.

Table 2. Reliability Test Result

Scale item	Cronbach's Alpha Coefficient	N of items
Job Satisfaction	.905	12
Valuing People	.844	6
Developing People	.838	6
Displaying Authenticity	.874	6
Providing Leadership	.836	6
Sharing Leadership	.881	6

Source; This Research Survey Results, 2017

3.6. Ethical Considerations

In conducting this research, relevant ethical issues were considered. Respondents were informed about the purpose, methods and the intended possible uses of the research. They participated voluntarily with anonymity as it was online survey and were assured that the responses they give will be used with full confidentiality. By explaining the purpose and objective of the research, maximum effort was done to make the respondents feel secured and confidentiality was maintained.

CHAPTER FOUR

RESULTS AND DISCUSSION

In this chapter, the findings of the current study with its data analysis and interpretation parts are presented. The data analysis and interpretation parts are composed of information that was collected using primary data collection methods (self–administered web-based questionnaire and structured interview questions).

4.1.   Response Rate

In this study, the researcher distributed a web-based/online questionnaire with survey link to all professional employees of CIET (both permanent and contract employees of the organization, which equaled to 100) through their individual office outlook email account addressed to all group mail box. After a week a follow up email was sent to all employees with the response progress update, appreciation and encouragement of the remaining staff to complete the survey. Accordingly, at the end of the survey collection period (almost three weeks), 92 (92%) out of the expected 100 professional employees completed the online survey questionnaire that comprised of 50 questions including the demographic data. Hence the response rate for this online questionnaire survey was 92%, which is relatively higher response rate. Traditionally research surveys distributed and returned using postal services seldom achieve a 20% response rate and studies have also shown that online surveys achieve only slightly better return rates (Anderson, 2005). This relatively high response rate can perhaps be attributed to the convenience and nature of the online survey questionnaire and the follow up and encouragement done by the researcher during the survey period. Besides, all of the 92 respondents answered all the 50 questions except two questions (one demographic and another job satisfaction related ones) which were not answered by one respondent.

Moreover, a structured interview questions were administered by face to face to all senior management members (#4) including the Country Director. Moreover, six middle level management members (Supervisors) from the three departments who have served more than four years in the current managerial role in the organization were included.

4.2. Demographic and Organizational Profiles

The demographic and organization related information of the respondents is presented below (Fig.1 & 2; Table 3). Most of the respondents (54/59%) belong to Program implementation department, while remaining are in the other two departments (program communication and Ministry Service). The proportion of male respondents was higher (60/66%) than that of female (only 31/34%). Moreover, majority of the respondents (75/82%) were with age category of 30 – 49 years. Interestingly, half (46/50%) of the respondents have second degree or higher education level, while only 4% of them have diploma and the remaining 46% have first degree. Out of the 92 respondents, 74 (80%) were non-managerial employees, while the remaining 18 (20%) were leaders/managers. As to the respondents service of years, 64 (70%) of them have a minimum of six years of working experience in the organization and only 27 (30%) of them have less than six years of service in the organization. This demographic data indicates that the organization has relatively high number of professional staff (over 96% with first degree or above) and relatively stable (over 70% stayed in the organization for six or more years) employees.
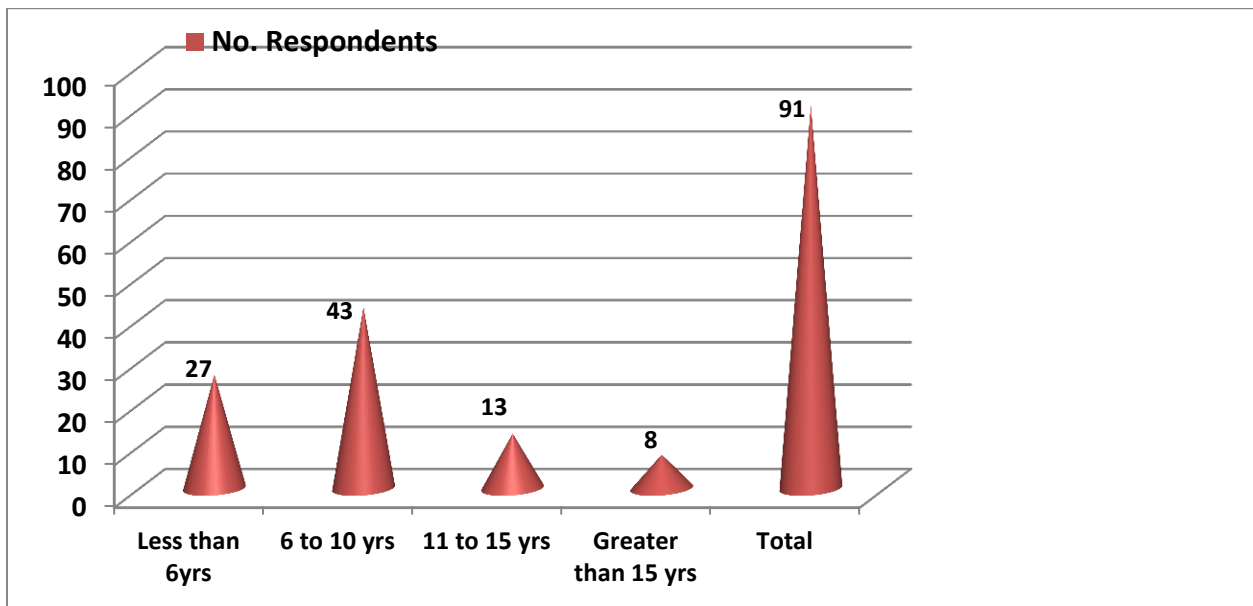
Figure 1. Respondents Overall Service of Years in the Organization

Source; This Research Survey Results, 2017

Table 3. Demographic and Organizational Profiles

Variable	Category	No. of Respondents	Percent (%)
Department	Program Implementation	54	58.7
	Program Communication	22	23.9
	Ministry Services	16	17.4
	Total	**92**	**100**
Sex	Male	60	65.9
	Female	31	34.1
	Total	91	100
Age	Less than 30 years	7	7.6
	30 - 49 years	**75**	**81.5**
	Greater than 49 years	10	10.9
	Total	92	100
Role in the Organization	Leadership/Management	18	19.6
	Employee	74	80.4
	Total	92	100
Duration of Service in the current Role in the Organization	Less than 6 years	36	39.1
	6-10 years	**46**	**50**
	11-15 years	8	8.7
	Greater than 15 years	2	2.2
	Total	**92**	**100**

Source; This Research Survey Results, 2017
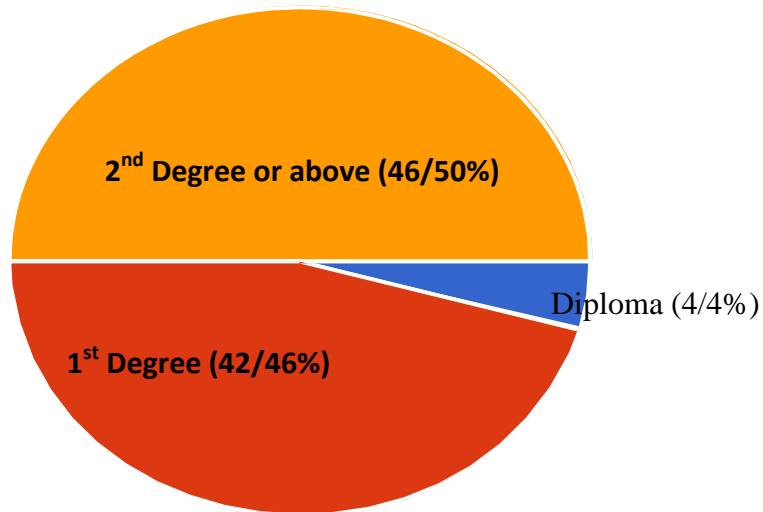
Figure 2. Education Levels of Respondents

Source; This Research Survey Results, 2017

4.3. Level of Practice of Servant Leadership

The level of practice of servant leadership in Compassion International in Ethiopia (CIET) was assessed using online questionnaire survey and structured interviews. Accordingly, the overall perception of level of practice of servant leadership was assessed using a statement in the questionnaire survey distributed to all professional employees and 82 (89.2%) out of the 92 respondents believe (either strongly agree or agree) that servant leadership is practiced well at CIET. On the other hand, seven of the respondents remained undecided, and only the remaining three disagreed with this perception. It was also noted that there was no significant difference on their perception of level of practice of servant leadership between leaders/managers and non-managerial employees.

In line with this, further detailed assessment was carried out using the five dimensions of practice of servant leadership style with a total of 30 statements/constructs (each dimension with 6 constructs) through the online questionnaire. The results of this assessment are presented below in Tables 4-8.

Table 4. The Level of Practice of Sharing Leadership Dimension

In general, people within this organization ….	St. agree (5)		Agree (4)		Undecided (3)		Disagree (2)		St. Disagree (1)	
	No.	%	No.	%	No.	%	No.	%	No.	%
Give workers the power to make important decisions	15	16.3	50	54.3	24	26.1	2	2.2	1	1.1
Provide support and resources needed to help workers meet their goals	34	37.0	52	56.5	5	5.4	1	1.1	0	-
Do not demand special recognition for being leaders	33	35.9	41	44.6	14	15.2	4	4.3	0	-
Lead by example by modeling appropriate behavior	27	29.3	51	55.4	12	13.0	2	2.2	0	-
Are humble – they do not promote themselves	40	43.5	34	37.0	14	15.2	3	3.3	1	1.1
Do not seek after special status or the "perks" of leadership	30	32.6	44	47.8	15	16.3	2	2.2	1	1.1
Sharing Leadership total (out of 552)	179	32.4	272	49.3	84	15.2	14	2.5	3	0.5

Source; This Research Survey Results, 2017

In the construct of sharing leadership dimension, the respondents of this study rated 82.1% (2,266 out of the 2,760 maximum score) of the maximum expected score (Table 4).

Table 5. The Level of Practice of Valuing People and Displaying Authenticity Dimensions

In general, people within this organization ….	St. agree (5)		Agree (4)		Undecided (3)		Disagree (2)		St. Disagree (1)	
	No.	%	No.	%	No.	%	No.	%	No.	%
Trust each other	19	20.7	63	68.5	6	6.5	3	3.3	1	1.1
Respect each other	38	41.3	52	56.5	1	1.1	1	1.1	0	-
Are aware of the needs of others	15	16.3	57	62	15	16.3	5	5.4	0	-
Accept people as they are	25	27.2	52	56.5	12	13.0	3	3.3	0	-
Are receptive listeners	27	29.3	50	54.3	11	12	4	4.3	0	-
Put the needs of the workers ahead of their own	26	28.3	37	40.2	23	25.0	4	4.3	2	2.2
Valuing People total (out of 552)	**150**	**27.2**	**311**	**56.3**	**68**	**12.3**	**20**	**3.6**	**3**	**0.5**
Are trustworthy	29	31.5	52	56.5	11	12.0	0	-	0	-
Demonstrate high integrity & honesty	33	35.9	50	54.3	5	5.4	4	4.3	0	-
Are open to learning from those who are below them in the organization	23	25.0	50	54.3	16	17.4	2	2.2	1	1.1
Are open to receiving criticism & challenge from others	11	12.0	42	45.7	29	31.5	8	8.7	2	2.2
Say what they mean, and mean what they say	16	17.4	50	54.3	20	21.7	5	5.4	1	1.1
Admit personal limitations & mistakes	13	14.1	49	53.3	23	25.0	7	7.6	0	-
Displaying Authenticity total (out of 552)	**125**	**22.6**	**293**	**53.1**	**104**	**18.8**	**26**	**4.7**	**4**	**0.7**

Source; This Research Survey Results, 2017

In the construct of displaying authenticity dimension, the respondents of this study rated 78.4% (2,165 out of the 2,760 maximum score) of the maximum expected score, which is lower than the overall composite score (Table 5). While that of valuing people dimension rated 81.9% (2,261 out of the 2,760 maximum score) of the expected maximum score (Table 5). On the other hand, in the construct of providing leadership dimension, the respondents of this study rated 80.8% (2,229 out of the 2,760 maximum score) of the maximum expected score (Table 6). Whereas that of developing people dimension scored 77.5% (2,138 out of the 2,760 maximum score) of the expected maximum score, which is lower than all the other four dimensions and the overall composite score (Table 6). The overall composite score for all of the five dimensions of servant leadership was 80.0% (11,039 out of the 13,800 maximum score) of the maximum expected score (Table 7). This places CIET in the category of a servant-oriented organization according to the interpretation guide given for the OLA by Laub, 1999 (Appendix-C).

Table 6. The Level of Practice of Developing People and Providing Leadership Dimensions

In general, people within this organization ….	St. agree (5)		Agree (4)		Undecided (3)		Disagree (2)		St. Disagree (1)	
	No.	%	No.	%	No.	%	No.	%	No.	%
View conflict as an opportunity to learn & grow	7	7.6	35	38.0	30	32.6	17	18.5	3	3.3
Create an environment that encourages learning	33	35.9	48	52.2	5	5.4	4	4.3	2	2.2
Encourage each person to exercise leadership	22	23.9	55	59.8	11	12.0	4	4.3	0	-
Provide opportunities for all workers to develop to their full potential	20	21.7	53	57.6	14	15.2	4	4.3	1	1.1
Build people up through encouragement and affirmation	25	27.2	58	63.0	7	7.6	2	2.2	0	-
Provide mentor relationships in order to help people grow professionally	13	14.1	47	51.1	22	23.9	9	9.8	1	1.1
Developing People total (out of 552)	**120**	**21.7**	**296**	**53.6**	**89**	**16.1**	**40**	**7.2**	**7**	**1.3**
Communicate a clear vision of the future of the organization	37	40.2	46	50.0	4	4.3	4	4.3	1	1.1
Use persuasion to influence others instead of coercion or force	30	32.6	44	47.8	13	14.1	5	5.4	0	-
Don't hesitate to provide the leadership that is needed	32	34.8	46	50.0	11	12.0	3	3.3	0	-
Encourage people to take risks even if they may fail	12	13.0	38	41.3	30	32.6	12	13.0	0	-
Seek to influence others from a positive relationship rather than from the authority of their position	37	40.2	37	40.2	14	15.2	4	4.3	0	-
Take appropriate action when it is needed	20	21.7	58	63.0	12	13.0	2	2.2	0	-
Providing Leadership total (out of 552)	**168**	**30.4**	**269**	**48.7**	**84**	**15.2**	**30**	**5.4**	**1**	**0.2**

Source; This Research Survey Results, 2017

Studies conducted previously using the OLA in other organizations utilized the same method for computing a score in rating the level of servant leadership within the organization. These studies were conducted in church education system, women-led businesses, community service organizations, a law enforcement agency, a public school district, and individuals from various organizations (Anderson, 2005). Two of these organizations scored OLA ratings of level five (servant-oriented organization) with similar category to the current organization (CIET). But six of the eight studies utilizing the OLA instrument achieved ratings of a level four organization and were given the label of a positively paternalistic organization.

The overall observed 2,183 (79.1%) positive responses (strongly agree or agree) to servant leadership characteristics statements out of the total 2,760 responses indicate that the various servant leadership characteristics or dimensions are being practiced well at CIET. Whereas 429 (15.5%), 130 (4.7%) and 18 (0.7%) responses were undecided, disagree and strongly disagree to the various characteristics of servant leadership statements, respectively. Based on this finding, it seems that the various dimensions or characteristics of servant leadership are being practiced well at CIET. Moreover, the major proportion of the responses (79%) indicates servant leadership style is an established culture in CIET leadership.

Table 7. The Level of Practice of the Five Dimensions of Servant Leadership

Type and number of Affirmation Responses		Servant Leadership Dimensions					
		Providing Leadership	Valuing People	Sharing Leadership	Displaying Authenticity	Developing People	Total
Strongly Agree	No.	168	150	179	125	120	742
	%	30.4	27.2	32.4	22.6	21.7	26.9
Agree	No.	269	311	272	293	296	1,441
	%	48.7	56.3	49.3	53.1	53.6	52.2
Cumulative (St. agree and agree)	No.	437	461	451	418	416	2,183
	%	79.2	83.5	81.7	75.7	75.4	79.1
Undecided	No.	84	68	84	104	89	429
	%	15.2	12.3	15.2	18.8	16.1	15.5
Disagree	No.	30	20	14	26	40	130
	%	5.4	3.6	2.5	4.7	7.2	4.7
Strongly Disagree	No.	1	3	3	4	7	18
	%	0.2	0.5	0.5	0.7	1.3	0.7
Total (no.)		**552**	**552**	**552**	**552**	**552**	**2,760**

Source; This Research Survey Results, 2017

According to the findings of the current study, the cumulative response rates of the level of practice of the five dimensions of servant leadership for strongly agree and agree were 437

(79.2%), 461 (83.5%), 451 (81.7%), 418 (75.7%) and 416 (75.4%) out of the total 552 responses each for providing leadership, valuing people, sharing leadership, displaying authenticity and developing people, respectively. On the other hand, the undecided responses are 84 (15.2%), 68 12.3%), 84 (15.2%), 104 (18.8%) and 89 (16.1%), respectively, for providing leadership, valuing people, sharing leadership, displaying authenticity and developing people. Whereas, the highest frequency of responses of disagreement (disagree or strongly disagree) were recorded for developing people (47/8.5%) and the lowest is for Sharing leadership (17/3%). These overall findings on the level of practice of servant leadership dimensions suggest that the organization is generally doing very well almost in all dimensions of servant leadership style. However, two of the five dimensions of servant leadership (developing people and displaying authenticity) seem less practiced as compared to the other dimensions.

In discussing the importance of being committed to the growth of people, Taylor (2002) stated,

> *An essential characteristic of servant leadership is a belief that people have intrinsic value beyond their tangible contributions as workers. This belief motivates the servant leader to develop a deep commitment to the growth of each and every individual within his or her organization. This commitment involves a tremendous responsibility to do everything within the leader's power to nurture both the professional and the personal growth of his or her employees. (p. 53)*

In a practical sense, Taylor-Gillham (1998) claimed that this commitment to the growth of people takes place in the form of "making available funds for personal and professional development, taking a personal interest in ideas and suggestions from everyone, encouraging worker involvement in decision-making, and actively assisting laid-off workers to find other employment" (p. 31). DePree (1989) stated that effective servant leaders help their constituents fulfill their highest potential.

On the other hand, out of the 30 statements related to the five dimensions of servant leadership considered in this survey - '*view conflict as an opportunity to learn & grow*', part of developing people dimension had the highest disagreement and undecided responses (22% and 33%, respectively). In addition two statements: '*encourage people to take risks even if they may fail*'-

part of providing leadership and '*are open to receiving criticism & challenge from others*'-part of displaying authenticity had the next highest disagreement and undecided responses. Accordingly, this study discloses that there could be attention areas related to employees' perception about their working environment to encourage them to take risks, and to be creative and innovative. As it is stated by Spears (2004) the servant leader serves by building the skills of followers, removing obstacles, encouraging innovation, and empowering others for creative problem solving. Hence it seems that there are some development needs of the employees which may need to be identified and addressed. The specific questions that yielded responses to lower the OLA servant leadership rating for the organization may lead to look into additional training to particular needs. Moreover, it seems that the following three issues: first, how conflict in the workplace is viewed; second, how risks, criticism and challenges are viewed or handled by leaders need further clarity.

Table 8. Leaders/Managers Level of Passion and Actual Practice of Servant Leadership

Type of Responses (rating out of 5)	Affirmation of Passion for Servant Leadership Style		Affirmation of Actual Practice of Servant Leadership Style	
	No.	%	No.	%
5	216	77.1	129	46.1
4	54	19.3	119	42.5
Cumulative (5 +4)	270	96.4	248	88.6
3	10	3.6	32	11.4
Total (no.)	**280**	**100**	**280**	**100**

Source; This Research Survey Results, 2017

Chi-square=64.98*; DF=4; Sign.=0.000 (2-sided)

Based on the assessment results obtained through the structured questionnaire administered to leaders/managers, it was noted that there is a significant difference (P<0.01) between their passion and actual practice of servant leadership characteristics by CIET leaders/managers (Table 8). In line with this, 270 (96.4%) and 248 (88.6%) responses of the leaders/managers were either 4 or 5 out of five (5) scale rating for their passion and actual practice of servant

leadership, respectively. Because of the various reasons related to individual life experiences and/or the influences of other people surrounding the leader, it may not be usually possible to practice or live out to the level what a leader is passionate and believes in it.

4.4. Level of Employee Job Satisfaction

In this study, a total of twelve statements/constructs of the questionnaire were intended for assessing the level of employee job satisfaction of the organization. Majority of the responses (1,031/93.5%) to the job satisfaction indicator statements were either strongly agree or agree. Whereas, only 61 (5.5%) and 11(1%) responses are undecided and disagree, respectively as depicted below (Table 9). This relatively high rate of perception of employee job satisfaction (95%) could be considered as an exemplary to other organizations. On the other hand, Girmay H. (2015) reported that job satisfaction statements related responses to supervisor role, working condition and interpersonal relation were 37%, 31% and 38% respectively, for agree or strongly agree responses at Head Office Employees of one of the service giving governmental organizations of Ethiopia.

Table 9. The Level of Employee Job Satisfaction

In viewing my own role…	St. agree (5)		Agree (4)		Undecided (3)		Disagree (2)	
	No.	%	No.	%	No.	%	No.	%
I feel appreciated by my supervisor for what I contribute	45	48.9	45	48.9	2	2.2	0	-
I am working at a high level of productivity	34	37.0	53	57.6	4	4.3	1	1.1
I am listened to by those *above* me in the organization	35	38.0	51	55.4	4	4.3	2	2.2
I feel good about my contribution to the organization	51	55.4	39	42.4	2	2.2	0	-
I receive encouragement and affirmation from those *above* me in the organization	42	45.7	42	45.7	5	5.4	3	3.3
My job is important to the success of this organization	62	67.4	28	30.4	2	2.2	0	-
I trust the leadership of this organization	43	46.7	41	44.6	7	7.6	1	1.1
I enjoy working in this organization	57	62.0	33	39.6	2	2.2	0	-
I am respected by those *above* me in the organization	48	52.7	36	39.6	6	6.6	1	1.1
I am able to be creative in my job	29	31.5	56	60.9	6	6.5	1	1.1
In this organization, a person's *work* is valued more than their *title*	35	38.0	39	42.2	16	17.4	2	2.2
I am able to use my best gifts and abilities in my job	36	39.1	51	55.4	5	5.4	0	-
Total	**517**	**46.9**	**514**	**46.6**	**61**	**5.5**	**11**	**1.0**

Source; This Research Survey Results, 2017

4.5. Correlation of Servant leadership with Job Satisfaction

A correlation coefficient is a very useful means to summarize the relationship between two variables with a single number that falls between -1 and +1 (Agresti and Finlay, 1997; Field, 2013). A nonparametric correlation analysis with Spearman's correlation coefficient (rho) was conducted for all variables (independent and dependent) with ordinal scales to explore the relationship between the variables. To interpret the strengths of the relationships between variables, the guideline suggested by Field, 2013 was followed with the following classification of correlation coefficient: $0.1 – 0.29$ as weak or small; $0.3 – 0.49$ as moderate or medium and > 0.5 as strong or large relationship. Accordingly, the correlation of job satisfaction with the overall servant leadership style and that of the three dimensions (sharing leadership, valuing

people and displaying authenticity) is positively moderate whereas with that of providing leadership and developing people was positively weak.

Table 10. The Correlation of the Level of Job Satisfaction with Servant Leadership Dimensions

			Job Satisfaction
Dimensions **of Servant** **Leadership**	**Sharing Leadership**	Spearman's correlation coefficient	0.386**
		Significance	0.000
		N	552
	Providing Leadership	Spearman's correlation coefficient	0.276**
		Significance	0.000
		N	552
	Developing People	Spearman's correlation coefficient	0.250**
		Significance	0.000
		N	552
	Displaying Authenticity	Spearman's correlation coefficient	0.354**
		Significance	0.000
		N	552
	Valuing People	Spearman's correlation coefficient	0.339**
		Significance	0.000
		N	552
	Overall	Spearman's correlation coefficient	0.431**
		Significance	0.000
		N	2,760

Source; This Research Survey Results, 2017

**. Correlation is significant at the 0.01 level (2-tailed).

This finding of positive correlation between employee job satisfaction and servant leadership practice can be explained by the fact that servant leaders lead by example and enable and empower the followers with all the tools necessary to succeed. This genuine caring and authenticity for the needs of others has led to improved organizational effectiveness. In line with this, various previous studies support the current finding in that servant leadership positively affects employee behavior and ultimately job satisfaction. Studies by Johns (2006) and Ehrhart (2004) indicated a strong relationship to exist between leaders and followers with the significant benefit of increased organizational effectiveness. In addition, servant leadership possesses a

significant positive correlation with employee satisfaction (Donghong et al, 2012). On the other hand, as servant leadership is centered on the core values of ''caring'' and ''serving others,'' and focuses on the values of trust, appreciation of others, and empowerment (Hoveida, Salari and Asemi, 2011), it obviously enhances employee job satisfaction and increased organizational performance. Hence it is vital to carry out further deeper cause and effect analysis study by considering the different relevant factors of leadership practice and employee job satisfaction for better understanding and explaining the underlying factors.

4.6. The Associations between Servant Leadership Dimensions, Job Satisfaction and Other Factors

The analysis of this research data included the interactions of the study variables (servant leadership dimensions and job satisfaction) with various factors (independent variables) such as respondents department, sex, age, employee organizational position and employee service of years in the organization. Moreover, it involved the associations of the five dimensions of servant leadership as an independent variables and job satisfaction as dependent variable. Statistical analysis using Pearson Chi-Square test was conducted and the corresponding results of this analysis are presented in Tables 11 – 15.

Accordingly, statistically significant (P<0.01) association was observed between leadership/management and non-managerial employees perception of the overall servant leadership practice and that of job satisfaction. The rating of assessment of the perception of level of servant leadership practice and employee job satisfaction were lower for non-managerial employees as compared to that of leadership or management members' rating (Table 11). In line with this, Ayalew (2014) reported that the perception of leaders about their leadership practice and the employees' perception on the leadership practice of the organization were different at one of the service giving governmental organizations. This difference may be due to the possible information gap between the managerial and non-managerial employees of the organization.

Table 11. Association of Position with the Level of Job Satisfaction and the overall Practice of Servant Leadership

Type, number & % of Responses		Level of Job Satisfaction			Level of Servant Leadership Practice		
		Leaders /Managers/	Employees	Total	Leaders /Managers/	Employees	Total
Strongly Agree	No.	153	364	517	205	543	742
	%	70.8	41.0	46.9	38.0	24.5	26.9
Agree	No.	61	453	514	277	1,164	1,441
	%	28.2	51.1	46.6	51.3	52.4	52.1
Cumulative (St. agree and agree)	**No.**	**214**	**817**	**1,031**	**482**	**1700**	**2,182**
	%	**99.1**	**92.1**	**93.5**	**89.3**	**76.6**	**79.1**
Undecided	No.	2	59	61	44	385	429
	%	0.9	6.7	5.5	8.2	17.3	15.5
Disagree	No.	0	11	11	14	116	130
	%	0	1.2	1.0	2.6	5.2	4.7
Strongly Disagree	No.	0	0	0	0	18	18
	%	0	0	0	-	0.8	0.7
Total (no.)		**216**	**887**	**1,103**	**540**	**2,220**	**2,760**

Source; This Research Survey Results, 2017

Job Satisfaction: Chi-Square = 65.24; DF= 2; Sign. (2-sided)= 0.000
Overall Servant Leadership Practice: Chi-Square = 63.37**; DF= 2; Sign. (2-sided)=0.000

Table 12. Association of Department with the level of Job Satisfaction and Practice of Sharing Leadership and Valuing People Dimensions

Variable	Type of responses	No. (%) of responses based on Department				Pearson Chi-Square	DF	Significance (2-sided)
		PI	PC	MS	Total			
Job Satisfaction	St. agree	293(45)	108(41)	116(60)	517	25.41**	4	0.000
	Agree	318(49)	128(49)	68(35)	514			
	Undecided &/or disagree	36(6)	28(10)	8(5)	72			
	Total	647	264	192	1103			
Sharing Leadership	St. agree	103(32)	34(26)	42(44)	179	12.89*	4	0.012
	Agree	165(51)	64(48)	43(45)	272			
	Undecided &/or disagree	56(17)	34(26)	11(11)	101			
	Total	324	132	96	552			
Valuing People	St. agree	77(24)	35(27)	38(40)	150	14.75**	4	0.005
	Agree	188(58)	71(54)	52(54)	311			
	Undecided &/or disagree	59(18)	26(19)	6(6)	91			
	Total	324	132	96	552			

Source; This Research Survey Results, 2017

**The association is significant at the 0.01 level (2-sided); *The association is significant at the 0.01 level (2-sided).

In addition, department had significant association with the level of employee job satisfaction and practice of Servant Leadership Dimensions (Sharing Leadership and Valuing people) (Table 12). This difference may be due to the difference of the nature of work and working conditions of employees among the three departments.

Table 13. Association of Sex with the Level of Job Satisfaction and Practice of Servant Leadership Dimensions (four of them)

Variable	Type of responses	No. (%) of responses based on Sex			Pearson Chi-Square	DF	Significance (2-sided)
		Male	Female	Total			
Job Satisfaction	St. agree	359(50)	157(42)	516	34.36**	4	0.000
	Agree	323(45)	185(50)	508			
	Undecided &/or disagree	37(5)	30(8)	67			
	Total	719	372	1091			
Providing Leadership	St. agree	121(34)	50(27)	171	23.93**	4	0.000
	Agree	180(50)	85(46)	265			
	Undecided &/or disagree	59(16)	51(27)	110			
	Total	360	186	546			
Valuing People	St. agree	107(30)	43(23)	150	22.54**	4	0.000
	Agree	199(55)	111(60)	310			
	Undecided &/or disagree	54(15)	32(17)	86			
	Total	360	186	546			
Displaying Authenticity	St. agree	97(27)	28(15)	125	31.10**	4	0.000
	Agree	190(53)	103(55)	293			
	Undecided &/or disagree	73(20)	55(30)	128			
	Total	360	186	546			
Developing People	St. agree	86(24)	34(18)	120	20.71**	4	0.000
	Agree	191(53)	104(56)	295			
	Undecided &/or disagree	83(23)	48(26)	129			
	Total	360	186	546			

Source; This Research Survey Results, 2017

**The association is significant at the 0.01 level (2-sided).

As indicted in Table 13, the associations between respondents' sex and that of the four dimensions of servant leadership and job satisfaction were significant ($p<0.01$). It seems that male respondents have relatively higher perception of job satisfaction and rated the servant leadership practice higher than the female respondents.

Table 14. Association of Service of Years with the Level of Job Satisfaction and Practice of Servant Leadership Dimensions (four of them)

Variable	Type of responses	No. (%) of responses based on service of years				Pearson Chi-Square	DF	Significance (2-sided)
		<6yrs	6-10yrs	>10yrs	Total			
Job Satisfaction	St. agree	155(48)	213(41)	138(55)	506	23.03**	6	0.001
	Agree	147(46)	264(51)	102(41)	513			
	Undecided &/or disagree	21(6)	39(8)	12(4)	72			
	Total	323	516	252	1091			
Valuing People	St. agree	42(26)	54(21)	52(41)	148	22.77**	6	0.001
	Agree	87(54)	157(61)	63(50)	307			
	Undecided &/or disagree	33(20)	47(18)	11(9)	91			
	Total	162	258	126	546			
Displaying Authenticity	St. agree	36(22)	44(17)	45(36)	125	24.66**	6	0.000
	Agree	88(54)	139(54)	60(48)	287			
	Undecided &/or disagree	38(24)	75(29)	21(16)	134			
	Total	162	258	126	546			
Providing Leadership	St. agree	59(36)	65(25)	44(35)	168	14.57*	6	0.024
	Agree	78(48)	124(48)	61(48)	263			
	Undecided &/or disagree	25(16)	69(17)	21(17)	115			
	Total	162	258	126	546			
Sharing Leadership	St. agree	50(31)	72(28)	53(42)	175	14.98*	6	0.020
	Agree	76(47)	135(52)	59(49)	270			
	Undecided &/or disagree	36(22)	51(20)	14(9)	101			
	Total	162	258	126	546			

Source; This Research Survey Results, 2017

**The association is significant at the 0.01 level (2-sided); *The association is significant at the 0.01 level (2-sided).

Besides, respondents' service of years had significant association with the level of job satisfaction and Practice of Servant Leadership Dimensions (four of them) (Table 14). It seems that those respondents who have stayed in the organization longer (over 10 years) have relatively higher perception of job satisfaction and rated the servant leadership practice higher than those

respondents who stayed shorter (less than ten years) in the organization. Respondents' age also had significant association with employee job satisfaction and level of practice of servant leadership dimension (developing people) (Table 15). It seems that middle aged employees (between 30-49 years of age) have relatively higher perception of job satisfaction and rated developing people dimension higher than the younger (less than 30 years of age) and the older (greater than 49 years) ones.

The observed differences in the level of employee job satisfaction and practice of servant leadership dimensions as the result of the effect of the various factors (independent variables) such as employees department, sex, service of years, age and organizational position could be related to intrinsic and extrinsic conditions of the job environment. The intrinsic component of job satisfaction is dependent on the individual's personal perception and emotional state regarding the work environment including factors such as recognition, advancement, and responsibility. While the extrinsic components are comprised of external job related variables that would include salary, supervision, and working conditions (Negussie and Demissie, 2013). Besides, the consideration involves other factors like colleagues and boss, career prospects and, of course, the intrinsic aspects of the job itself (Arnold et al, 1998). The difference in the nature of the work itself contributes.

Table 15. Association of Age with the Level of Job Satisfaction and Practice of Developing People Dimension

Variable	Type of responses	No. (%) of responses based on Age				Pearson Chi-Square	DF	Significance (2-sided)
		<30yrs	30-49 yrs	>49yrs	Total			
Job Satisfaction	St. agree	52(62)	394(44)	71(59)	517	27.05**	4	0.000
	Agree	24(29)	441(49)	49(41)	514			
	Undecided &/or disagree	8(9)	64(7)	0	72			
	Total	84	899	120	1103			
Developing People	St. agree	15(36)	86(19)	19(32)	120(22)	14.28**	4	0.006
	Agree	19(45)	242(54)	34(57)	295(53)			
	Undecided &/or disagree	8(19)	122(27)	7(11)	137(25)			
	Total	42	450	60	552			

Source; This Research Survey Results, 2017

**The association is significant at the 0.01 level (2-sided).

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4.7. Qualitative Data Analysis and Findings

This part of qualitative data collection and analysis was done with the intention of better substantiating and triangulating the findings of quantitative data. Accordingly, here below are the findings of qualitative data collected using structured interview of organizational leaders/managers of CIET.

Based on the assessment done through structured interview questions administered to the organizational senior leaders/managers and middle level leaders/managers (supervisors), it was noted that all of them believe that servant leadership style is practice well and it is an established leadership culture of the organization. Moreover, all of them believe that servant leadership style is an appropriate and effective leadership style for accomplishing the organization's intended goal and mission. It is also their full conviction that all of the five dimensions of servant leadership style considered in this study are practiced well in the organization and they fully recommend servant leadership style to be used by other organizations particularly to those service oriented and development organizations. On the other hand, the interviewed respondents indicated that the practice of servant leadership positively impacts employee job satisfaction very critically and ultimately has positive impact on employee performance. Besides they believe that the existence of positive correlation between servant leadership practice and employee job satisfaction and are intentional in their leadership practice.

In response to the enquiry about their thought on the common characteristics or qualities of servant leadership, the following are the qualities or characteristics of servant leadership that were indicated by most of respondents. The mentioned qualities include active listening to others, modeling the way or being an example, selflessness and sacrifice for the good of others, serving the right needs of others, consistency in action and character, earnest love and care for others, people oriented, putting oneself in the shoes of others, loyalty, empathy and emotionally connected with others. Other qualities mentioned are servant leaders have the joy and excitement in people regardless of their nature, good intention of people, tend to focus on good side of people, not only influence people but willing and ready to be influenced by others i.e. they believe in mutuality of leadership, faithful and honest, leadership is primarily for serving the

needs of others, servant leaders lead by consensus and always get opportunity to lead, faithful and honest, recognize their own need and open to be served by others, they recognize they have need and are learners from 360 degree including from followers.

These characteristics of servant leadership identified in the current study are congruent with the definitions/descriptions of servant leadership by various scholars. Greenleaf defines servant leaders as follows: "servant leaders emphasize serving others and sacrifice their personal interests for others' interests so that people would enjoy more knowledge, authority and health and become servant leaders themselves" (page 27). Servant leadership values equality of human beings and looks for individual development of members in the organization. Servant leadership is the leader's perception and action in a way so that he/she prefers others' interests to his personal tendency and interest. According to Greenleaf, servant leadership is based on service philosophy and serving to the followers and satisfying their needs are the priority for servant leaders. Servant leaders prefer empowerment, mutual trust, cooperation, ethical utilization of power and value of serving to followers to anything else in the organization (Greenleaf, 1970).

On the other hand, the respondents indicated some of the major benefits of practicing servant leadership to the leaders and the organization. Among the mentioned benefits of practicing servant leadership include experiencing internal and deep satisfaction because of serving the needs of others, having healthy and conducive working atmosphere/environment, acceptance and building trust, better sense of achievement in serving the needs of others, increased employee engagement and retention, increased productivity, promotes employee motivation and creativity, improved team building and trust, less grievance, promotes inputs and contribution of people, gaining referent power, improved learning and development. The other benefits are: it helps to win the trust of followers as trust is one of the qualities of leadership, leader will be part of his team and the best way is to influence with in and it gives strategic position for influencing people, it makes more meaningful to people, helps to know people about their potential and growth areas for further growth and development of others. Servant leadership helps to put the organization in solid foundation as it focuses on people. The researcher fully shares with these

characteristics of servant leaders and various literatures on servant leadership are congruent with it (Greenleaf, 1970; Spears, 1998; Laub, 1999 and Thomson, 2002).

The respondents also stated their view of the major challenges and costs of practicing servant leadership based on their long years of leadership experiences. Among the commonly mentioned challenges and/or costs of practicing servant leadership include possibility of misunderstanding and abuse of leadership humility by some people, fear or concern for possible disrespect for leaders by some people, failure of discharge of roles and duties by some irresponsible people, slow decision making, it demands to walk together, costs more time and resource for nurturing and cultivating others, sacrificing self-interest and giving priority to the needs of others and requires more tolerance and understanding of others. In order to minimize the risk of some of the commonly mentioned challenges such as misunderstanding and abuse of humility of servant leaders, disrespect and failure to discharge duties and responsibilities by some people, it is important to stress on one of the dimensions of servant leadership which is setting clear expectations and providing leadership to followers.

Some respondents also described the challenges of the practice of servant leadership from three different angles: from leader himself, from followers or people, and environment. It is not easy to deny self and put others first for benefit and it takes courage and commitment, it is not usually acceptable and understood by others, identifying whether the cause that leader living up worthy of dying or self-investing –identifying the right call/purpose, it takes skill or competency and self-discipline. From the people side, people do not give trust easily, convincing others is not easy and may think of manipulating them and may be doubtful or suspicious, may not be open to be served or may not easily admit service, some people can be manipulative or abusive and may stretch it beyond the given limit. The environment of leaders such as cultural bias-leadership is attached with power, benefit, authority and the expectation set by the people is big and it becomes a challenge for the leader as well as to the followers, people may think that leader is there to self-actualize, the way loyalty is ascribed by the society, there is strictness in servant leadership, behaviors ascribed to leadership by the community may not appropriate (societal or cultural influences), way leaders are brought may influence, the way leadership are seen to do all

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the job. Most of the above mentioned challenges related to the practice of servant leadership can be minimized if the leaders properly understand and implement all the dimensions of servant leadership with its full package.

Respondents were requested to suggest their view of the major factors that could be considered by leaders or organizations to establish or sustain servant leadership practice in an organization. Accordingly, they suggested the following points: displaying the values and qualities, and modeling the way by top leadership, cultivating culture of trust, making an organizational direction and priority, work to bring change in mindset, consistent effort and intentionality, understanding individual differences and appreciating diversity, organizational decision and firm commitment, and reinforcing the culture. Personal factors like sense of purpose, call, motive, and passion could enhance the practice of servant leadership. Organizational values and principles and expectations should go with the servant leadership principles, the organization should be servant organization for the people. According to Barna (1997) leaders are the prime creators, keepers and cultivators of corporate culture and determine the value and rules of the working environment. Similarly, leaders' particularly top leaders or founders of the organization have critical role in establishing and sustaining leadership practice as a culture in an organization.

The different challenges identified in this study could be partly explained with the inherent feature of servant leadership practice. There has been no greater time for leaders to establish relations and connect with followers. Among the various leadership styles, the approach with the most intimate touch that embodies the human factor is servant leadership (Page and Wong, 2000). Necessary in thrusting organizations forward will be the ability for employees to trust in their organizations leadership - trust is the foundation of leadership (Maxwell, 1998). The bottom line is followers careless about how much a leader knows until they know how much a leader cares. Ken Blanchard, who put Leadership Training on the map, defines servant leaders as humble people who don't think less of themselves, they just think about themselves less. They don't deny their power; they just realize it passes through them, not from them (Blanchard, 2007).

A fundamental principle supporting servant leadership is to gain in-depth knowledge of followers. Effective leaders recognize it takes sincere effort and compassion to reach someone's heart and you must touch their heart before you ask them for a hand (Maxwell, 1998). Leaders must win people over before they enlist their support. Fostering cooperation through deepening relations between leaders and followers is a positive stride towards ascending out of economic abyss. Intimacy and relationships are the oil that keeps friction down and permits smooth operation within the organization. Servant leaders have a keen understanding of human character and embrace a nurturing teaching style that builds self-esteem. Serving leaders understand institutional objectives are best met when both the needs of the people and the organization are achieved together, and seldom are these two goals equal (Brewer, 2010). As it is indicated by different literatures related to servant leadership, the bases of servant leadership is prioritizing and serving the needs of others and empowering to achieve the common goals.

In line with this, Vanourek (1987) claimed that effective servant leaders place the needs and wellbeing of their followers above their own desires and abandon all selfishness. DePree (1992) echoed these sentiments by stating that followers choose to be devoted to a leader because of the virtue of the leader's selfless commitment to serve the needs of others. Jennings (2002) affirmed that servant leaders "employ stewardship to focus on a strong commitment to serve the needs of others and emphasize use of openness and persuasion rather than control" (p. 22). Covey (1997) declared the core principles involved with stewardship include "personal trustworthiness, interpersonal trust, managerial empowerment, and organizational alignment" (p. 3).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter tries to present the summary of the findings of this study followed by conclusions and recommendations. The summary part encompasses both the findings of quantitative and qualitative data collected and analyzed. Finally, it wraps up with conclusions and subsequent recommendations based on the major findings of the study.

5.1. Summary of Results

The level of servant leadership practice and employee job satisfaction in Compassion International in Ethiopia (CIET) was assessed using online survey questionnaire and structured interview questions. Accordingly, 82 (89.2%) out of the 92 respondents believe (either strongly agree or agree) that servant leadership style is practiced well at CIET. In line with this, further detailed assessment was carried out using the five servant leadership dimensions considered in the current study. Accordingly, 2,182 (79.1%) responses which were either strongly agree or agree out of the total 2,760 responses further indicated that the various servant leadership characteristics or dimensions are being practiced well at CIET and servant leadership is an established culture in CIET. In addition, the overall composite score for all the five dimensions of servant leadership was 80.0% (11,039 out of the 13,800 maximum score) of the maximum expected score (Table 6). This places CIET in the category of a servant-oriented organization according to the interpretation guide given for the OLA by Laub, 1999 (Appendix B).

Moreover, this study found that the frequency of the cumulative responses of the five dimensions of servant leadership (strongly agree and agree) were 437 (79.2%), 461 (83.5%), 451 (81.7%), 418 (75.7%) and 416 (75.4%) out of the total 552 responses each for providing leadership, valuing people, sharing leadership, displaying authenticity and developing people, respectively. Whereas, the highest rate (47/8.5%) of responses of disagreement (disagree or strongly disagree) were recorded for developing people with considerable number of undecided responses (89/16.1%). Next to developing people, the higher rate of disagreement and undecided responses were found for displaying authenticity dimension. Consequently, developing people and

displaying authenticity dimensions of servant leadership seem relatively less practiced as compared to the other dimensions of servant leadership.

In this study, the assessment of the level of employee job satisfaction of the organization revealed that majority of the responses (1,031/93.5%) were strongly agree or agree for those twelve positive job satisfaction related statements. Based on this finding, it seems that the level of employee job satisfaction of the organization is very high and it is exemplary for other likeminded organizations. Further analysis of this research data included the association of various factors and statistically significant ($P<0.01$) association was observed between leaders/managers and non-managerial employees assessment of the overall level of servant leadership practice and that of job satisfaction. The assessment rating for the level of servant leadership practice and job satisfaction was lower for non-managerial employees as compared to that of leadership or management members' assessment. In addition, the various independent variables considered in the current study such as respondents department, sex, service of years and age had significant associations with employee job satisfaction and the level of practice of servant leadership dimensions (with one or more of them).

Based on the nonparametric Spearman's correlation coefficient analysis finding, the relationship of job satisfaction with the overall practice of servant leadership style and that of the three dimensions of servant leadership (sharing leadership, valuing people & displaying authenticity) was positive and moderate whereas with that of the other two dimensions-providing leadership and developing people was positive but weak. Hence it is vital to carry out further deeper cause and effect analysis study by considering the different relevant factors of leadership practice and employee job satisfaction for better understanding and explaining the underlying factors.

Based on the findings of the structured interview, CIET leaders/managers believe that the practice of servant leadership style is being practiced well and it is an established leadership culture of the organization. Moreover, all of them believe that servant leadership style is an appropriate and effective leadership style for accomplishing the organization's intended goal and mission. It is also their full conviction that all of the five dimensions of servant leadership are

practiced well in the organization and they fully recommend servant leadership style to be adopted and used by other organizations particularly to those development and service oriented organizations. Besides, the respondents of the interview indicated that the practice of servant leadership positively impacts employee job satisfaction very critically and ultimately will have positive impact on employee performance.

According to the respondents of the interview, the common challenges and/or costs of practicing servant leadership include possibility of misunderstanding and abuse of servant leaders humility by some people, fear or concern by leaders for possible disrespect from some people, failure of discharge of roles and duties by some irresponsible people, slow decision making, demanding more time and resource for nurturing and cultivating others, sacrificing self-interest and giving priority to the needs of others and requiring more tolerance and understanding of others. Besides it is not easy to deny self and put others first for benefit and it takes courage and high commitment, and it is not usually acceptable and understood by others. The researcher believes most of the above mentioned challenges related to the practice of servant leadership can be minimized if the servant leaders properly understand and implement all dimensions of servant leadership with their full package. A fundamental principle supporting servant leadership is to gain in-depth knowledge of followers. Effective leaders recognize it takes sincere effort and compassion to reach someone's heart and you must touch their heart before you ask them for a hand (Maxwell, 1998).

5.2. Conclusions

Based on the current findings from both quantitative and qualitative data collected and analyzed on the level of practice of servant leadership, employee job satisfaction and the associations of the various independent and dependent variables considered for this study, the following conclusions were drawn.

Generally, it was noted that servant leadership is practiced well at Compassion International in Ethiopia and the organization is categorized as servant-oriented organization based on the Organizational Leadership Assessment (OLA) tool employed in the current study. Furthermore,

it was disclosed that the various servant leadership characteristics or dimensions are being practiced well and servant leadership style is an established culture in CIET. The leaders/managers of this organization believe that all of the five dimensions of servant leadership are practiced well in the organization and they fully recommend servant leadership style to be used by other organizations particularly to those development and service oriented organizations. In line with this, it can be safely concluded that the leadership of this organization has proven and set the example of the prospect of practice of servant leadership in development organizations in Ethiopia and beyond. On the other hand, it was observed that two of the five dimensions of servant leadership (developing people and displaying authenticity) as compared to the other three dimensions need attention and intentionality to better establish these characteristics in the organization leadership style.

Moreover, the findings of this study revealed that the level of employee job satisfaction of the organization is very high and it is exemplary for other organizations. Based on the nonparametric Spearman's correlation coefficient analysis finding, the relationship of job satisfaction with the overall practice of servant leadership style and that of the five dimensions of servant leadership considered in this study was positive. Besides, the respondents of the interview confirmed that the practice of servant leadership positively impacts employee job satisfaction very critically and ultimately will have positive impact on employee performance. The analysis of this research data included the associations of various factors and statistically significant (P<0.01) associations were observed between leaders/managers and non-managerial employees assessment of the overall level of servant leadership practice and that of job satisfaction. In addition, the various independent variables considered in the current study such as respondents department, sex, service year and age had significant associations with employee job satisfaction and the level of practice of servant leadership dimensions (with one or more of them).

5.3. Recommendations

Based on the findings of this research and the subsequent conclusions drawn, the following points are recommended.

❖ Compassion International in Ethiopia should continue to sustain the culture of the practice of servant leadership style with all its dimensions and continue to be role model for other likeminded non-governmental and service oriented governmental organizations in Ethiopia and beyond. The organization should continue to regularly internalize and reflect on the organizational values and cultural traits among its leadership and employees.

❖ The leadership of Compassion International in Ethiopia should pay special attention to the two of the five dimensions of servant leadership (developing people and displaying authenticity) and work intentionally to strengthen the culture of practice of the characteristics of these two dimensions of servant leadership style. The senior leadership/management team of the organization could model the way in improving the practice of the characteristics of servant leadership with particular emphasis to these two dimensions.

❖ The organization (CIET) leadership should continue to be creative and proactive to further strengthen and sustain the observed high level of employee job satisfaction and to attract and retain highly competent and committed employees of the organization to better accomplish its intended mission and goals. In line with this, sustaining and strengthening the servant leadership practice could be considered as one of the factors to maintain the observed high employee job satisfaction.

❖ The leadership of the organization (CIET) should exert all the possible intentional appropriate effort to minimize the observed differences on the perception of the level of practice of servant leadership and employee job satisfaction between the leaders/managers and non-managerial employees. This can partly be addressed through improved communication/sharing information, increased transparency and increased culture of trust among leadership and employees.

❖ It is the unfathomable belief and recommendation of the researcher for other likeminded non-governmental and service oriented governmental organizations in Ethiopia and/or Africa to adopt servant leadership style and implement it for the common benefit of the employees, leaders/managers, organizations and the people/community at large.

5.4.   Suggested Future Research Areas

Finally, the researcher would like to recommend the following areas of further research:

➢ Comparative study on servant leadership practice and its effect on employee job satisfaction in two or more governmental and/or non-governmental development and/or service oriented organizations.

➢ Study on deeper cause and effect analysis of servant leadership practice and employee job satisfaction in Ethiopian and/or African context.

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APPENDICES

Appendix-A: Online Questionnaire (adapted from Laub, 1999)

Introduction

DEAR RESPONDENT: I am currently doing my MBA thesis research on the topic "Servant Leadership practice and its effect on employee job satisfaction: the case of Compassion International in Ethiopia". Considering the long years of practice of servant leadership and its importance in this organization, the significance of this particular study in adding value to the existing knowledge in the Ethiopian context and sharing the experiences to other relevant organizations cannot be overemphasized. However, the result of this questionnaire study is highly dependent upon your cooperation to complete it. Therefore, this is to request your kind cooperation in filling out the questionnaire and confirm you that all the data gathered will be held confidential and will be used for the intended purpose only.

With best regards

Fikre Lobago

This questionnaire is designed to be taken by employees at all levels of the organization. As you respond to the different statements, please answer as to what you believe is generally true about servant leadership practice and your job satisfaction in CIET. Please respond with your own personal feelings and beliefs. There are four sections with concise questions and hope you will carefully read and respond to each question accordingly. Thank you for your willingness and kind cooperation!

Section I: Demographic data
Please complete the following organizational role/position related and demographic data by choosing the appropriate item among the choices given.

1. Department

◯   M

◯   P

◯   C

2. Sex

◯   Male

◯   Female

3. Age (year)

- ◯ Less than 30
- ◯ 30-49
- ◯ Greater than 49

4. The highest level of education you have completed

- ◯ Diploma
- ◯ First Degree (BA, BSc, BT, etc...)
- ◯ Second Degree (MA, MBA, MSc etc..) or higher

5. Current position/role in the organization

- ◯ Senior Leadership (CMT) member
- ◯ Middle level people manager (Team lead, Supervisor or manager)
- ◯ Employee

6. How long have you worked in the current position/role?

- ◯ Less than 6 years
- ◯ 6-10 years
- ◯ 11-15 years
- ◯ Greater than 15 years

7. How long is your overall service years in this organization?

- ◯ Less than 6 years
- ◯ 6-10 years
- ◯ 11-15 years
- ◯ Greater than 15 years

Section II: General

In this next section, please respond to each statement as you believe it applies to the entire organization, including employees, team leads, supervisors, managers, and top leadership. Please provide your response to each statement by choosing the appropriate item among the choices given.

8. In general people within this organization, trust each other

- ( ) Strongly agree
- ( ) Agree
- ( ) Undecided
- ( ) Disagree
- ( ) Strongly disagree

9. In general people within this organization, respect each other

- ( ) Strongly agree
- ( ) Agree
- ( ) Undecided
- ( ) Disagree
- ( ) Strongly disagree

10. In general people within this organization, demonstrate high integrity and honesty

- ( ) Strongly agree
- ( ) Agree
- ( ) Undecided
- ( ) Disagree
- ( ) Strongly disagree

11. In general people within this organization, are trustworthy

○ Strongly agree

○ Agree

○ Undecided

○ Disagree

○ Strongly disagree

12. In general people within this organization, are aware of the needs of others

○ Strongly agree

○ Agree

○ Undecided

○ Disagree

○ Strongly disagree

13. In general people within this organization, accept people as they are

○ Strongly agree

○ Agree

○ Undecided

○ Disagree

○ Strongly disagree

14. In general people within this organization, view conflict as an opportunity to learn and grow

○ Strongly agree

○ Agree

○ Undecided

○ Disagree

○ Strongly disagree

Section III: Job Satisfaction

In this next section, please respond to each statement as you believe it is true about you personally and your role in the organization. Please provide your response to each statement by choosing the appropriate item among the choices given.

15. In view of my own role, I feel appreciated by my supervisor for what I contribute

◯ Strongly agree

◯ Agree

◯ Undecided

◯ Disagree

◯ Strongly disagree

16. In view of my own role, I am working at a high level of productivity

◯ Strongly agree

◯ Agree

◯ Undecided

◯ Disagree

◯ Strongly disagree

17. In view of my own role, I am listened to by those above me in the organization

◯ Strongly agree

◯ Agree

◯ Undecided

◯ Disagree

◯ Strongly disagree

18. In view of my own role, I feel good about my contribution to the organization

Strongly agree
◯
Agree
◯
Undecided
◯
Disagree
◯
Strongly disagree
◯

19. In view of my own role, I receive encouragement and affirmation from those above me in the organization

- ◯ Strongly agree
- ◯ Agree
- ◯ Undecided
- ◯ Disagree
- ◯ Strongly disagree

20. In view of my own role, my job is important to the success of this organization

- ◯ Strongly agree
- ◯ Agree
- ◯ Undecided
- ◯ Disagree
- ◯ Strongly disagree

21. In view of my own role, I trust the leadership of this organization

- ◯ Strongly agree
- ◯ Agree
- ◯ Undecided
- ◯ Disagree
- ◯ Strongly disagree

22. In view of my own role, I enjoy working in this organization

- ◯ Strongly agree
- ◯ Agree
- ◯ Undecided
- ◯ Disagree
- ◯ Strongly disagree

23. In view of my own role, I am respected by those above me in the organization

◯ Strongly agree

◯ Agree

◯ Undecided

◯ Disagree

◯ Strongly disagree

24. In view of my own role, I am able to be creative in my job

◯ Strongly agree

◯ Agree

◯ Undecided

◯ Disagree

◯ Strongly disagree

25. In view of my own role in this organization, a person's work is valued more than their title

◯ Strongly agree

◯ Agree

◯ Undecided

◯ Disagree

◯ Strongly disagree

26. In view of my own role, I am able to use my best gifts and abilities in my job

◯ Strongly agree

◯ Agree

◯ Undecided

◯ Disagree

◯ Strongly disagree

Section IV: Servant Leadership Practice

In this next section, please respond to each statement as you believe it applies to thdeadership of the organization, including managers/supervisors and top leadership. Please provide your response to each statement by choosing the appropriate item among the choices given.

27. In general Team leads, Supervisors, Managers and Top Leadership in this Organization, practice servant leadership well

- ◯ Strongly agree
- ◯ Agree
- ◯ Undecided
- ◯ Disagree
- ◯ Strongly disagree

28. In general Team leads, Supervisors, Managers and Top Leadership in this Organization, communicate a clear vision of the future of the organization

- ◯ Strongly agree
- ◯ Agree
- ◯ Undecided
- ◯ Disagree
- ◯ Strongly disagree

29. In general Team leads, Supervisors, Managers and Top Leadership in this Organization, are open to learning from those who are below them in the organization

- ◯ Strongly agree
- ◯ Agree
- ◯ Undecided
- ◯ Disagree
- ◯ Strongly disagree

30. In general Team leads, Supervisors, Managers and Top Leadership in this Organization, use persuasion to influence others instead of coercion or force

- ◯ Strongly agree
- ◯ Agree
- ◯ Undecided
- ◯ Disagree
- ◯ Strongly disagree

31. In general Team leads, Supervisors, Managers and Top Leadership in this Organization, don't hesitate to provide the leadership that is needed

- ◯ Strongly agree
- ◯ Agree
- ◯ Undecided
- ◯ Disagree
- ◯ Strongly disagree

32. In general Team leads, Supervisors, Managers and Top Leadership in this Organization, give workers the power to make important decisions

- ◯ Strongly agree
- ◯ Agree
- ◯ Undecided
- ◯ Disagree
- ◯ Strongly disagree

33. In general Team leads, Supervisors, Managers and Top Leadership in this Organization, provide support and resources needed to help workers meet their goals

- ◯ Strongly agree
- ◯ Agree
- ◯ Undecided
- ◯ Disagree
- ◯ Strongly disagree

34. In general Team leads, Supervisors, Managers and Top Leadership in this Organization, create an environment that encourages learning

- ⬜ Strongly agree
- ⬜ Agree
- ⬜ Undecided
- ⬜ Disagree
- ⬜ Strongly disagree

35. In general Team leads, Supervisors, Managers and Top Leadership in this Organization, are open to receiving criticism & challenge from others

- ⬜ Strongly agree
- ⬜ Agree
- ⬜ Undecided
- ⬜ Disagree
- ⬜ Strongly disagree

36. In general Team leads, Supervisors, Managers and Top Leadership in this Organization, say what they mean, and mean what they say

- ⬜ Strongly agree
- ⬜ Agree
- ⬜ Undecided
- ⬜ Disagree
- ⬜ Strongly disagree

37. In general Team leads, Supervisors, Managers and Top Leadership in this Organization, encourage each person to exercise leadership

- ⬜ Strongly agree
- ⬜ Agree
- ⬜ Undecided
- ⬜ Disagree
- ⬜ Strongly disagree

38. In general Team leads, Supervisors, Managers and Top Leadership in this Organization, admit personal limitations & mistakes

- ◯ Strongly agree
- ◯ Agree
- ◯ Undecided
- ◯ Disagree
- ◯ Strongly disagree

39. In general Team leads, Supervisors, Managers and Top Leadership in this Organization, encourage people to take risks even if they may fail

- ◯ Strongly agree
- ◯ Agree
- ◯ Undecided
- ◯ Disagree
- ◯ Strongly disagree

40. In general Team leads, Supervisors, Managers and Top Leadership in this Organization, do not demand special recognition for being leaders

- ◯ Strongly agree
- ◯ Agree
- ◯ Undecided
- ◯ Disagree
- ◯ Strongly disagree

41. In general Team leads, Supervisors, Managers and Top Leadership in this Organization, lead by example by modeling appropriate behavior

- ◯ Strongly agree
- ◯ Agree
- ◯ Undecided
- ◯ Disagree
- ◯ Strongly disagree

42. In general Team leads, Supervisors, Managers and Top Leadership in this Organization, seek to influence others from a positive relationship rather than from the authority of their position

◯ Strongly agree

◯ Agree

◯ Undecided

◯ Disagree

◯ Strongly disagree

43. In general Team leads, Supervisors, Managers and Top Leadership in this Organization, provide opportunities for all workers to develop to their full potential

◯ Strongly agree

◯ Agree

◯ Undecided

◯ Disagree

◯ Strongly disagree

44. In general Team leads, Supervisors, Managers and Top Leadership in this Organization, take appropriate action when it is needed

◯ Strongly agree

◯ Agree

◯ Undecided

◯ Disagree

◯ Strongly disagree

45. In general Team leads, Supervisors, Managers and Top Leadership in this Organization, build people up through encouragement and affirmation

◯ Strongly agree

◯ Agree

◯ Undecided

◯ Disagree

◯ Strongly disagree

46. In general Team leads, Supervisors, Managers and Top Leadership in this Organization, are humble- they do not promote themselves

- ◯ Strongly agree
- ◯ Agree
- ◯ Undecided
- ◯ Disagree
- ◯ Strongly disagree

47. In general Team leads, Supervisors, Managers and Top Leadership in this Organization, provide mentor relationships in order to help people grow professionally

- ◯ Strongly agree
- ◯ Agree
- ◯ Undecided
- ◯ Disagree
- ◯ Strongly disagree

48. In general Team leads, Supervisors, Managers and Top Leadership in this Organization, are receptive listeners

- ◯ Strongly agree
- ◯ Agree
- ◯ Undecided
- ◯ Disagree
- ◯ Strongly disagree

49. In general Team leads, Supervisors, Managers and Top Leadership in this Organization, do not seek after special status or the "perks" of leadership

- ◯ Strongly agree
- ◯ Agree
- ◯ Undecided
- ◯ Disagree
- ◯ Strongly disagree

50. In general Team leads, Supervisors, Managers and Top Leadership in this Organization, put the needs of the workers ahead of their own

- ◯ Strongly agree
- ◯ Agree
- ◯ Undecided
- ◯ Disagree
- ◯ Strongly disagree

Appendix-B: Interview Questions

Interview Questions Section I: For Leaders (Senior & middle level managers) Tick one (X):   Senior☐
Middle level manager ☐

Here below are list of characteristics of servant leadership. **In the first column**, please indicate to what level you as a leader believe in it and passionate for the specific servant leadership characteristic stated by rating 1 to 5 (1 being not passionate whereas 5 being highly passionate). **In the second column**, please indicate to what level you as a leader have been practicing the specific servant leadership characteristic stated by rating 1 to 5 (1 being not practicing it whereas 5 being highly practicing it). *Thank you for your kind cooperation!*

Sr. No.	Servant Leadership characteristics	To what level you believe in it and passionate for it (rate 1 to 5)	To what level you have been practicing it (rate 1 to 5)
1	People are to be valued and developed, not used, for the purposes of the leader		
2	Leaders see it as their responsibility to help others grow towards their full potential as servants and leaders		
3	Leaders display the qualities of truthfulness		
4	As leaders work with people in organizations, they serve them by displaying the qualities of Valuing People		
5	A leader has a clear vision of the future which is shared by the entire group		
6	Leaders see mistakes of others as opportunities to learn		
7	Leaders serve others first, they focus on the needs of others and how they can best meet them		
8	Leaders are to be open, real, approachable and accountable to others		
9	Believe & trust in people, leaders are willing to give trust...to believe that others can do the job and have positive intentions)		
10	Leaders believe that people have both present value and future potential		
11	Leader take initiative, influence and impact		
12	Leaders share the power they have with others so that others can lead		
13	Leaders listen to others truly, receptively and non-judgmentally		
14	Leaders resist the tendency to protect themselves at all cost and rather remain open and accountable		
15	Leaders do not neglect to take appropriate action; in fact, they have a bias for action to serve the highest needs of others		
16	Leaders provide an atmosphere where mistakes can lead to new insights		
17	Shared leadership empowers all people to act, for the good of the group and the mission of the organization)		
18	Leaders don't just tell others what to do but model		

	appropriate behavior. They model it for them and do it with them)		
19	Leaders recognize that they serve as partners with other leaders who also are looking ahead to the future for common accomplishments		
20	Leaders affirm and recognize all people for their inherent value and for what they contribute to the success of the entire organization		
21	When leaders make mistakes, they will openly admit them and recognize that they are accountable to others and not just those who are "over" them		
22	Leaders recognize accomplishments and celebrate creativity		
23	Leaders allow people to fully risk by being open with each other and establish high levels of trust and genuineness		
24	Leaders envision the future and look ahead to envision what could be, and should be		
25	Leaders resist the strong tendency to accept the special perks and privileges of leadership position		
26	Leaders in the organization share vision openly with the goal of creating a new and shared vision with others		
27	Leaders offer people opportunities for new learning & join them in learning and are never satisfied with the status quo		
28	Leaders accept the fact that people have present value not just future potential		

Interview Questions Section II:

For senior CIET leadership (CMT) and people managers: place an 'X' CMT ☐ People manager☐

1) Do you think that servant leadership is practiced well at CIET?(Yes/No) ---------

2) Do you think that servant leadership style is appropriate and effective for achieving CIET's goal and mission? ?(Yes/No) -----------

3) To what extent do you think that the following dimensions of servant leadership are practiced by CIET (very well; well; fairly well; not at all)

   a. Value people ---------------------;b. Develop people------------------; c. Authenticity/trustworthy -------------------;

   d. Provide leadership --------------------; e. Share leadership ----------------------

4) To what level do you think that practicing servant leadership positively impact employee job satisfaction? (very critically; critically; less critically; not at all) --

5) Do you recommend servant leadership to other organizations? (Yes/No) -------------

6) What do you think are some of the common characteristics or qualities of servant leadership? (list them).

----

7) Do you prefer servant leadership style from the other types of leadership styles? (Yes/No) Why? -----

----

----

8) What do you think are the major benefits of practicing servant leadership?

    a) To the leader: ---

       ----

       b) To the organization: --

           ----

9) What do you think are the major challenges of practicing servant leadership?

----

10) What do you think are the major costs that are paid by leaders when they practice servant leadership?

----

11) What do you think are the major factors that could help for a leader or an organization to practice or establish servant leadership?

----

12) If you have any other comments about servant leadership and/or its practice.

Thank you for your kind cooperation!

Appendix-C: Detailed Explanation of Laub's Six Organizational Categories

The six categories:

Org6=Servant-minded organization (between 90 & 100% on OLA rating)

Org5=Servant-oriented organization (between 80 & 89% on OLA rating)

Org4= Positive paternalistic organization (between 70 & 79% on OLA rating)

Org3=Negative paternalistic organization (between 60 & 69% on OLA rating)

Org2=Autocratic organization (between 40 & 59% score on OLA rating)

Org1=Absence of servant leadership characteristics (less than 40% score on OLA rating)

Org6   Description

*When an organization reaches this level, it operates with **Optimal Organizational Health** in terms of its workers, leadership and organizational culture, and it exhibits these characteristics to a very high level throughout all levels of operation.*

The Workers: *Motivation, morale, attitude & commitment, listening, relationships vs. tasks*
All workers are valued here, for who they are as well as for what they contribute to the organization. They are believed in and are encouraged to develop to their full potential as workers and as individuals. All leaders and workers listen receptively to one another and are involved together in many of the important decisions of the organization. Relationships are strong and healthy and diversity is valued and celebrated.

The Leadership: *Power, decision-making, goals & direction*
People provide dynamic and effective leadership at all levels of the organization. Power and leadership are shared so that all workers are empowered to contribute to important decisions, including the direction that the organization is taking. Appropriate action is taken, goals are clear and vision is shared throughout the entire organization.

The Team: *Community, collaboration and team learning*
An extremely high level of community characterizes this positive work environment. People work together well in teams and choose collaborative work over competition against one another.

The Culture: *Authenticity, integrity, accountability, creativity, trust, service, communication*
This is an environment characterized by the authenticity of its workers, supervisors and executive leaders. People are very open and accountable to others. They operate with complete honesty and integrity. This is a "people first" environment where risks are taken, failure is learned from and creativity is encouraged and rewarded. People throughout the entire organization are highly trusted and are highly trustworthy. Fear does not exist as a motivation. People are highly motivated to serve the interests of each other before their own self-interest and are open to learning from each other. This is an environment that is characterized by open and effective communication throughout the organization.

The Outlook: *Type of workers attracted, action needed*
This is a servant-minded organization throughout, which will continue to attract the very best and most motivated workers who can welcome positive change and continuous improvement. It is a place where energy and motivation are continually renewed to provide for the challenges of the future. The outlook is extremely positive. Ongoing attention should be given to building new strengths and continuing to maintain and develop as an optimally healthy organization.

Org5   Description

Excellent Organizational Health

This organization is now operating with Excellent Organizational Health in terms of its workers, leadership and organizational culture and it exhibits these characteristics throughout most levels of operation.

The Workers: *Motivation, morale, attitude & commitment, listening, relationships vs. tasks*
Most workers feel valued here, for who they are as well as for what they contribute to the organization. They are believed in and are encouraged to develop to their full potential as workers and as individuals. Most leaders and workers listen receptively to one another and are involved together in some of the important decisions of the organization. Most relationships are strong and healthy and diversity is valued and celebrated.

The Leadership: *Power, decision-making, goals & direction*
People are encouraged to provide leadership at all levels of the organization. Power and leadership are shared so that most workers are empowered to contribute to important decisions, including the direction that the organization is taking. Appropriate action is taken, goals are clear and vision is shared throughout most of the organization.

The Team: *Community, collaboration and team learning*
A high level of community characterizes this positive work environment. People work together well in teams and prefer collaborative work over competition against one another.

The Culture: *Authenticity, integrity, accountability, creativity, trust, service, communication* This is an environment mostly characterized by the authenticity of its workers, supervisors and senior leaders. People are open and accountable to others. They operate with honesty and integrity. This is a "people first" environment where risks are encouraged, failure can be learned from and creativity is encouraged and rewarded. People are trusted and are trustworthy throughout the organization. Fear is not used as a motivation. People are motivated to serve the interests of each other before their own self-interest and are open to learning from each other. This is an environment that is characterized by open and effective communication.

The Outlook: *Type of workers attracted, action needed*
This is a servant-oriented organization, which will continue to attract some of the best and most motivated workers who can welcome positive change and continuous improvement. It is a place where energy and motivation are continually renewed to provide for the challenges of the future. The outlook is very positive. Ongoing attention should be given to building on existing strengths and continuing to learn and develop towards an optimally healthy organization.

Org4   Description

Moderate Organizational Health

This organization is now operating with Moderate Organizational Health in terms of its workers, leadership and organizational culture and it exhibits these characteristics throughout most levels of operation.

The Workers: *Motivation, morale, attitude & commitment, listening, relationships vs. tasks*

The Leadership: *Power, decision-making, goals & direction*
Leadership is positively paternalistic in style and mostly comes from the top levels of the organization. Leaders often take the role of nurturing parent while workers assume the role of the cared-for child. Power is delegated for specific tasks and for specific positions within the organization. Workers are encouraged to share ideas for improving the organization. Goals are mostly clear though the overall direction of the organization is sometimes confused.

The Team: *Community, collaboration and team learning*
Some level of cooperative work exists, and some true collaboration. Teams are utilized but often compete against one another when resources are scarce.

The Culture: *Authenticity, integrity, accountability, creativity, trust, service, communication*
Workers are sometimes unsure of where they stand and how open they can be with one another and especially with those in leadership over them. This is an environment where some risks can be taken but failure is sometimes feared. Creativity is encouraged as long as it doesn't move the organization too much beyond the status quo. There is a moderate level of trust and trustworthiness along with occasional uncertainty and fear. People feel trusted but know that trust can be lost very easily. People are motivated to serve the organization because it is their job to do so and they are committed to doing good work. This is an environment characterized by openness between select groups of people.

The Outlook: *Type of workers attracted, action needed*
This is a positively paternalistic organization that will attract good motivated workers but may find that the "best and brightest" will seek professional challenges elsewhere. Change here is ongoing but often forced by outside circumstances. Improvement is desired but difficult to maintain over time. The outlook for this organization is positive. Decisions need to be made to move toward more healthy organizational life. This organization is in a good position to move towards optimal health in the future.

Org3   Description

Limited Organizational Health

This organization is now operating with Limited Organizational Health in terms of its workers, leadership and organizational culture, and it exhibits these characteristics throughout most levels of operation.

The Workers: *Motivation, morale, attitude & commitment, listening, relationships vs. tasks*
Most workers sense they are valued more for what they can contribute than for who they are. When they receive training in this organization it is primarily to increase their performance and their value to the company not to develop personally. Workers are sometimes listened to but only when they speak in line with the values and priorities of the leaders. Their ideas are sometimes sought but seldom used, while the important decisions remain at the top levels of the organization. Relationships tend to be functional and the organizational tasks almost always come first. Conformity is expected while individual expression is discouraged.

The Leadership: *Power, decision-making, goals & direction*
Leadership is negatively paternalistic in style and is focused at the top levels of the organization. Leaders often take the role of critical parent while workers assume the role of the cautious child. Power is delegated for specific tasks and for specific positions within the organization. Workers provide some decision-making when it is appropriate to their position. Goals are sometimes unclear and the overall direction of the organization is often confused.

The Team: *Community, collaboration and team learning*
This is mostly an individualistic environment. Some level of cooperative work exists, but little true collaboration. Teams are utilized but often are characterized by an unproductive competitive spirit.

The Culture: *Authenticity, integrity, accountability, creativity, trust, service, communication*
Workers are unsure of where they stand and how open they can be with one another, and especially with those in leadership over them. This is an environment where limited risks are taken, failure is not allowed and creativity is encouraged only when it fits within the organization's existing guidelines. There is a minimal to moderate level of trust and trustworthiness along with an underlying uncertainty and fear. People feel that they must prove themselves and that they are only as good as their last performance. People are sometimes motivated to serve the organization but are not sure that the organization is committed to them. This is an environment that is characterized by a guarded, cautious openness.

The Outlook: *Type of workers attracted, action needed*
This is a negatively paternalistic organization that tends to foster worker compliance. The best and most creative workers may look elsewhere. Change here is long-term and incremental and improvement is desired but difficult to achieve. The outlook for this organization is uncertain. Decisions need to be made to move toward more healthy organizational life. In times of organizational stress there will be a tendency to move toward a more autocratic organizational environment.

Org2   Description

<div style="background-color:#d9d9d9; text-align:center; font-weight:bold">Poor Organizational Health</div>

This organization is now operating with Poor Organizational Health in terms of its workers, leadership and organizational culture and it exhibits these characteristics throughout most levels of operation.

The Workers: *Motivation, morale, attitude & commitment, listening, relationships vs. tasks*
Most workers do not feel valued or believed in here. They often feel used and do not feel that they have the opportunity of being developed either personally or professionally. Workers are rarely listened to and only when they speak in line with the values and priorities of the leaders. Their ideas are rarely sought and almost never used. Most decisions are made at the top levels of the organization. Relationships are not encouraged and the tasks of the organization come before people. Diversity is not valued or appreciated.

The Leadership: *Power, decision-making, goals & direction*
Leadership is autocratic in style and is imposed from the top levels of the organization. Power is held at the highest positions only and is used to force compliance with the leader's wishes. Workers do not feel empowered to create change. Goals are often unclear and the overall direction of the organization is confused.

The Team: *Community, collaboration and team learning*
This is a highly individualistic and competitive environment. Almost no collaboration exists. Teams are sometimes utilized but often are put in competition with each other in order to motivate performance.

The Culture: *Authenticity, integrity, accountability, creativity, trust, service, communication*
This is an environment often characterized by lack of honesty and integrity among its workers, supervisors and senior leaders. It is an environment where risks are seldom taken, failure is often punished and creativity is discouraged. There is a very low level of trust and trustworthiness along with a high level of uncertainty and fear. Leaders do not trust the workers and the workers view the leaders as untrustworthy. People lack motivation to serve the organization because they do not feel that it is their organization or their goals. This is an environment that is characterized by closed communication.

The Outlook: *Type of workers attracted, action needed*
This is an autocratic organization, which will find it very difficult to find, develop and maintain healthy productive workers. Change is needed but very difficult to achieve. The outlook is not positive for this organization. Serious measures must be instituted in order for this organization to establish the necessary improvements to move towards positive organizational health.

Org1   Description

Toxic Organizational Health

This organization is now operating with Toxic Organizational Health in terms of its workers, leadership and organizational culture and it exhibits these characteristics throughout most levels of operation.

The Workers: *Motivation, morale, attitude & commitment, listening, relationships vs. tasks*
Workers are devalued here. They are not believed in and in turn do not believe in one another. Workers are used and even abused in this work setting. There is no opportunity for personal development. Workers are not listened to. Their ideas are never sought or considered. All decisions are made at the top levels of the organization. Relationships are dysfunctional and people are only valued for conformity to the dominant culture. Diversity is seen as a threat and differences are cause for suspicion.

The Leadership: *Power, decision-making, goals & direction*
True leadership is missing at all levels of the organization. Power is used by leaders in ways that are harmful to workers and to the organization's mission. Workers do not have the power to act to initiate change. Goals are unclear and people do not know where the organization is going.

The Team: *Community, collaboration and team learning*
People are out for themselves and a highly political climate exists. People are manipulated and pitted against each other in order to motivate performance. Focus is placed on punishing nonperformers.

The Culture: *Authenticity, integrity, accountability, creativity, trust, service, communication*
This is an environment characterized by dishonesty and a deep lack of integrity among its workers, supervisors and senior leaders. It is an environment where failure is punished, creativity is stifled and risks are never taken. People are suspicious of each other and feel manipulated and used. There is almost no trust level and an extremely high level of fear because people, especially the leadership, are seen as untrustworthy. At all levels of the organization, people serve their own self-interest before the interest of others. This is an environment that is characterized by totally closed communication.

The Outlook: *Type of workers attracted, action needed*
This is an organization in name only that will find it impossible to find, develop and maintain healthy productive workers who can navigate the changes necessary to improve. The outlook for this organization is doubtful. Extreme measures must be instituted in order for this organization to establish the necessary health to survive.