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Servant Leadership and Job Satisfaction among Academicians

Abstract

Servant leadership model is not something to have recently been explored that integrates subjects towards better teaming and productivity but playing well in the field ever since the recorded human history. The lives of the known Messengers of the God would explicitly reveal that they displayed servant leadership every now and then by dint of which they are yet followed yet in all social, political and economic spheres of lives. Here, in this study, four dimensions of servant leadership like: Altruistic Calling. (AC), Wisdom (W), Emotional Healing (EH), Organizational Stewardship.(OS) and Persuasive Mapping.(PM), have been examined to find whether, do they have an impact on workplace related outcome (job satisfaction)? Drawing on an information of 335 academicians of public universities in Khyber Pakhtunkhwa, Pakistan, uncovered that all components of servant leadership have direct effect on faculty satisfaction. These results add to the commitment of servant leadership practices, in like manner to values-based authority, which may conceivably demonstrates as originality to the literature about the effect of servant leader model practices on the efficiency of the academicians.

Keywords: Servant, Leadership, Job Satisfaction, Public Universities, Academician, SEM.

Introduction

In today's competitive and complex business environments, organizational settings have become more dynamic and volatile than ever. Strong leadership and guidance are critical, when ensuring employees to perform at work. In another word, a great leader plays a dominant role in once effective performance. Even the top performers benefit from guidance, support, direction and encouragement. Where leadership is absent the skills of employees' involved are less effective. The situation of leader has been noteworthy for quite a while, on the off chance that it was the pastorship of Joseph in Egypt, old time of China in Sun Tzu's period or on the off chance that it was the Jinnah and Gandhi time in the Sub-continent; leaders show others how it is done. The leaders have survived gracefully by the high quality of their important actions (Ali & Hussain, 2012; Dennis & Bocarnea, 2005). Job satisfaction has always been a problem and still it is an issue, when we refer to that in what manner can workers' enhance satisfaction to upgrade their productivity (Donia, Raja, Panaccio & Wang, 2016). Several types of research have been led to tackle the issue; the results showed that servant leadership enhances employee sense of belonging, helps to create a positive working environment and job satisfaction (Contee-Borders, 2002; Luu, 2016).

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Most studies in higher educational institutions revealed that good relationship plays a dominant role in employee satisfaction (Ding, Lu, Song & Lu, 2012; Donia, et al., 2016). The authoritarian style of leadership has been practicing in all public universities of KPK, which demonstrates a lack of employee oriented style (Chughtai, 2016; Drury, 2005). Most studies revealed that employee oriented style brings workers' satisfaction and enhance quality of work in organizations (Bryant, 2003; Dubrin, 2015; Dennis & Winston, 2003; Laub, 2003; Greenleaf & Spears, 1998; Northouse, 2015). Servant leadership is a growing topic in the leadership literature. According to Ding et al. (2012), styles of leadership may improve employees' satisfaction. Darcy (2010), argued that business and institutions require an ethical leader. Spear (2004), has explained that servant leadership behavior plays a good role in educational institutions. We therefore respond, to the call by investigating the servant leader model in influencing employees' satisfaction. The objective was to understand the relation of servant leader's behavior and academician's satisfaction in public universities of KPK.

1) Research Problem

The main idea of this work was to observe the servant leadership model and its impact on academicians' work satisfaction. The aim was to examine and clarify the servant leadership factors influence on staff satisfaction in public universities of KPK. Personnel low-execution rehearses because of uncalled for leadership practices which increase occupational disappointment. The university was primarily influenced by disgraceful administration style with respect to: expanding truancy, diminishing responsibility regarding work, expanding grumblings from understudies, expanding staff turnover and harming the college picture both inside and remotely (Khan & Ali, 2013). The present investigation tends to the substance that includes servant leadership conduct relating factors. In this way, to accomplish the staff work fulfillment and to limit the issues the university needs to discover servant leadership factors significant to every employee and after that attention on these elements to build workforce satisfaction as high as feasible for ideal results.

2) Research Objectives

1. To investigate the outcome of altruistic calling on academicians' satisfaction.
2. To uncover the impact of emotional healing on academicians' satisfaction.
3. To evaluate wisdom effect on academicians' job satisfaction.
4. To analyze persuasive mapping effect on academicians' job satisfaction.
5. To determine the organizational stewardship impact on academicians' work satisfaction.

Review of the Literature

1) Servant Leadership

Servant leadership depends on the possibility of a worker as the leader. The main priority of the servant leader is to serve other people first (Jaramillo et al., 2015). Greenleaf first presented this model in 1977. A genuine leader serves for his devotees, desire to serve makes an awesome leader. Servant leaders are mainly focused to individual development, subordinates empowerment and put enthusiasm of others first (Rimes, 2011). Servant leadership idea is behind the other worldly leader; indicates full most noteworthy responsibility regarding laborers (Ding, Lu, Song & Lu, 2012; Luu, 2016). The most important work was the "Servant Leadership: A Journey into the legitimate power and greatness" written by Van Kuik (1998). As stated by Spears (1994), after reading (Journey to the East) which was written by H.Hesse's, Greenleaf invented the idea of servant leadership. Servant leadership is to serve people, while, Transformational leadership encourages employees to accomplish a goal (Grisaffe, Van Meter, & Chonko, 2016). Van (2011), suggested 8 factors: forgiveness, authenticity, standing back, courage, accountability, humility, stewardship and empowerment. Whereas: humility, Agape, vision, love, altruism, empowering others, trust, and service were suggested by Patterson (2003). Barbuto and Wheeler (2006), presented 5 dimensions as mentioned in abstract. Laub (1998), developed 6 facets: authenticity, value others, develops people, provide leadership, make good communities and share experience of leadership. Page and Wong (2000), presented 11 dimensions: servanthood, modesty, setting of goals, integrity, others development, caring for people, visioning, empowering others, shared decision making, leading and team building Greenleaf and Spears (1998), developed 11 facets: persuasion, awareness, healing, building communities, conceptualization, listening, stewardship, commitment to the growth of others, empathy andforesight.

2) Job Satisfaction

Job satisfaction is persons feeling of their job appraisal (Ilies & Judge, 2004). A Job satisfaction is personal interest of a person in a work and gives value to them (Ding et al., 2012). It is what the business requires and what the person is looking for and seeking and receiving

(Mullins, 1999). Job satisfaction is the inner sentiment of an employee about accomplishment and could be quantitative or qualitative (Lisbijanto & Budiyanto, 2014). A detailed study was done by Adeniji (2011), who mentioned in detail factors of job satisfaction and dissatisfaction about organizational environment between the faculty/staff in private universities in southern Nigeria. He mentioned the job satisfaction factors such: as a) style workload of staff, b) support from supervisors, c) appropriate administration, d) co-workers and the core of communication, e) feedback about performance, f) salary package g) promotional opportunities. Organizational environment factors as mentioned in his study are: a) boredom and frustration, b) personnel policies, c) participation in decision-making, d) challenging job, e) working conditions, f) fringe benefits, g) structure of the organization, and lastly, h) suitable career ladder.

3) Servant Leadership and Job Satisfaction

Babin et al. (2005), found a positve link among satisfaction and servant leader behavior. Jones, Reynold and Arnold (2006), in their work mentioned that servant leadership behavior increases employee satisfaction. Anderson (2005), also concluded that job satisfaction and servant leadership are highly correlated with each others. Behavior of servant leadership increased job satisfaction (Donia, et al., 2016; Jenkins & Stewart 2008; Wright & Bonett, 2007).

For this research study, Barbuto and Wheeler (2006), model was taken to quantify servant leader behaviors. The model consists five dimensios, they are: AC, EH,W, PM and OS.

The AC feature assesses the level of planned actions that aim to develop the welfare of human beings and enhance benefits for others (McCann, Graves, and Cox, 2014). Anderson, (2005), and McCann et al. (2014), mentioned in their studies that servant leader's behavior model had positive impact on job satisfaction. We hypothesize that each dimension of servant leadership enhances satisfaction:

H1. Altruistic calling has positive relation with job satisfaction

The EH as revealed by McCann et al. (2014), this facet advances remedial procedure and revival of people from adversity and strain. Wright and Bonett, (2007), and Barbuto and Wheeler (2006), proved that this action played an active role in workers satisfaction. Hence, the hypothesis below:

H2. Emotional healing positively related with job satisfaction

Wisdom, the ability of servant leaders to aware employee from the environment; enable them to make a logical decision and to enhance their power of rational thinking. Recognize problems and to provide a solution for them (Sosik & Megerian, 1999; Sternberg, 2003). This conduct of leader assumes a key part in employee work satisfaction (Ding et al., 2012). Thus, the hypothesis below:

H3. Wisdom has positive impact on job satisfaction

Persuasive mapping motivates employee to achieve the desired goals by developing logical reasoning and enthusiasm in workers (Searle & Barbuto, 2010). Luu (2016), identified positive relation of work satisfaction with servant leader behaviors. Thus, proposition is:

H4. Persuasive mapping has positive association with job satisfaction

The major characteristic of servant leader is organization stewardship behavior, this mean to prepare and inspire the organization to make programs for serving the society and to think about social responsibility (Searle & Barbuto, 2010; Luu, 2016; Rimes, 2012). McCann et al. (2014), and Jenkins & Stewart (2008), showed that, this conduct played positive impact in one's work satisfaction. Hence, the hypothesis below:

H5. Organizational stewardship has positive relation with job satisfaction.

Research Methodology

1) Target Population

As mentioned by Rahman (2012), population is the aggregate name of the whole gathering of things or occasions wherein the specialist needs to explore. All the existing faculty members of government universities of Khyber Pakhtunkhwa, are the population of the study. The numbers of universities in KPK are 19 out of which two are degree awarding institutes, and the faculty of these universities is 2000 approximately.

2) Object Respondents

The main objective was to evaluate the association of servant leader behavior with faculty satisfaction. To accomplish the expected purpose, a study was carried out in public universities of Khyber Pakhtunkhwa, Pakistan. The main respondents were academicians of public universities of KPK. Structured questionnaire was used to collect research data. Total 380 printed questionnaires were sent to diverse public universities with comeback rate of 88%. Probability sampling technique was used to collect data from respondents to achieve proportional allocation. There were approximately 2000 faculty members working in different public universities of Khyber Pakhtunkhwa. A sample size of 380 respondents was selected by using simple random sampling

method. Cohen (1969), and Krejcie and Morgan (1970), have discussed about the sample size selection. They have explained in detail that how a sample size can be taken as sample. Although the population of this study was 2000 faculty members, so 322 was taken as sample size (Sekaran, 2010, p 294). The reliability and consistency of the instrument was measured with the help of Cronbach's alpha.

3) Instruments Used

A prearranged survey questions were employed to collect data from respondents.

There were two sections of questionnaire: the personal details of each respondent (Demographics), and variables of the research. Question items were taken from prior studies: 8 items from Weiss, Dawis, England and Lofquist (1967), for job satisfaction divided into two categories i.e., intrinsic satisfaction and extrinsic satisfaction while 23 from Barbuto and Wheeler (2006). Experts review was obtained prior to the distribution of all the questions. Total 335 responses were received during the research survey. Details are provided below:

Table 1.

Respondents' details

#	Universities/Institutions	Sent Received	%
1.	Abdul Wali Khan University	30 28	93%
2.	Agriculture University KPK	30 27	90%
3.	Bacha Khan University	25 22	88%
4.	Engineering University KPK	25 22	88%
5.	Frontier Women University	15 13	86%
6.	Gomal University	15 12	80%
7.	Hazara University	20 18	90%
8.	Islamia College University	20 19	95%
9	Khyber Medical University	15 12	80%
10	Khushal Khan University	15 13	86%
11	Kohat University	25 24	96%
12	Shaheed Benazir Bhutto University	15 11	73%
13	Malakand University	15 13	86%
14	University of Peshawar	30 25	83%
15	Bannu University	20 15	75%
16	Swabi University	20 18	90%
17	Swat University	15 13	86%
18	Ghulam Ishaq Institute Sawabi	15 14	93%
19	IMS Hayatabad Peshawar	15 15	100%
	Total	380 335	88%

Results Analysis and Discussion

1) Profile of Respondent

Respondents were academicians between 26 and 58 years age. The respondents had good education background: PhD 96, M.phil 174 and Master 65. Ratio of both genders was: male 265, and female 70. All participants were from public sector universities. Regarding job title: lecturers 60, assistant professor (AP) 45, associate professor 85 and professor 45.

2) Reliability and Validity

The scale reliability and consistency was calculated with the help of alpha and demonstrated high consistency level between items. Standard value of alpha is.70 and for this study all the values were higher than standard

value, for 23 items of servant leadership it was.923, and it was.891 for job satisfaction. The validity of the instrument was also measured. In validity convergent validity and discriminant validity are important. Factor loading was used to calculate convergent validity. The value achieved by calculation was.68 greater than.50. It means that the construct was convergent valid. Discriminant validity was calculated by component correlation matrix and was found that the construct was discriminant valid.

3) Model Evaluation and Overall Model Fit

Model estimation indicators are shown in figure 1, according to Ding et al. (2012), and Rahman (2012), by using structural equation modeling; it is imperative to test the different model indicators. They cited, the indicators are:

RMSEA< 0.08, CFI, the GFI, AGFI >0.9, CMIN/DF < 3 but acceptable up to 5, and Root Mean Square Residual (SRMR) <.05. The estimation indicators of this study model are high which proved that the overall model fit is good. It shows that the supposition of our conceptual model structure is logical and supported. All the fit statistics of the model are in an acceptable range such as CMIN=87.39, DF=13, RMR=0.044, RMSEA=0.07, CFI=0.930, and GFI=0.918. The entire coefficients in the model paths loading are between 0.60 and 0.84 > 0.5 shows significance test which proved that survey instrument has good construct validity and free from any flaws.

Table 2.

Model Fit Statistics (N=335)

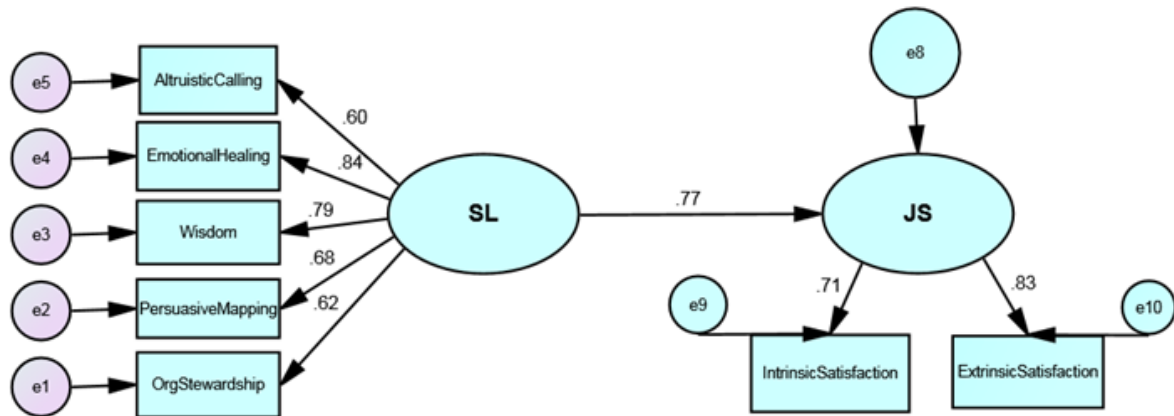| Item	Chi-Square	DF	SRMR	GFI	CFI	RMSEA
Value	87.39	13	0.044	0.918	0.93	0.07
Standard	5-Jan		0.05	0.9	0.90	0.1

Figure 1.

A Path diagram for Theoretical Structural Model

4) Hypotheses Testing

Multiple regressions and analysis of variances (ANOVA) were employed to identify the association among servant leader behaviors and job satisfaction. Hypotheses were tested by implying both techniques i.e., standardized coefficients and t values. Regression summary showed that model was a good fit to the data. R-square was 0.640, which demonstrates that servant leadership explains 64% of the variance in job satisfaction. It means that one unit change in independent variable brings 64% variation in the dependent variable (DV). The linear relation between job satisfactions with servant leadership dimensions with F-value of 121.675 is significant with p< 000. It proves that the model was good fit.

H1. Altruistic calling has positive relation with job satisfaction

Table 3.

Summary of H 1				
	Un-std. coefficients		Std.coefficient	t value	Significance
	b. value	std. error	Beta		
1 Constant	2.369	.105		22.644	.000
Altruistic Calling	.345	.033	.518	10.602	.000
a. DV : Job Satisfaction					

Table 3, result shows a positive relation of altruistic calling with satisfaction. This relation was significant at.000 level which was less than 0.05. To accept this hypothesis t value is very important, the tabulated t value is 1.96, which means that t value should be greater than the

tabulated value. The value is 22.644 at p< 0.05 and thus, hypothesis 1 is supported.

Table 4.

Summary of Hypothesis 2		Un-std. coefficients		Std.coefficient	t. value	sig
		beta value	std. error	Beta		
1	Constant	2.232	.117		19.072	.000
	Emotional Healing	.360	.034	.518	10.584	.000
a.	DV: Job Satisfaction					

As shown in table 4 that significance level of job satisfaction and emotional healing was being less than 0.05, t-value is also in acceptable range and greater than 1.96 at 0.05; coefficient was also strong (beta= 0.518). Therefore, hypothesis 2 is accepted as both have a positive association.

H3. Wisdom has positive impact on job satisfaction

Table 5.

Summary of Hypothesis 3		Un-std. coefficients		Std.coefficients	t value	Significance
Model.		b. value	std. error	beta		
1	(Constant)	1.994	.133		14.953	.000
	Wisdom	.411	.037	.533	11.028	.000
a.	DV: Job Satisfaction					

The results of table 5 present a strong relation of wisdom and satisfaction. This was significant at.000 levels which was less than 0.05. To accept this hypothesis t-value is crucial, the tabulated t-value is 1.96, it means that t value should be greater than the tabulated value. The value is 14.953 at p< 0.05, therefore, H3 is supported.

H4. Persuasive mapping has positive relation with job satisfaction

H2. Emotional healing positively related with job satisfaction

Table 6.

Summary of Hypothesis 4		Un-std.coefficients		Std.coefficients	t value	sig
Model.		b value	std. error	b value		
1	Constant	2.533	.111		22.823	.000
	Persuasive Mapping	.268	.032	.434	8.415	.000
a. DV: Job Satisfaction						

Table 6 shows the results that a positive relation of Job satisfaction with persuasive mapping. This relation was significant at.000 level which was less than 0.05. To accept this hypothesis t value is very important, the tabulated t value is 1.96, which means that t value should be greater than the tabulated value. The value is 22.823 at 0.05 with coefficient.434, which means that a one unit change in independent variable brings 43% variation in the dependent variable. Thus hypothesis 4 is accepted.

H5. Organizational stewardship has positive relation with job satisfaction.

Table 7.

Summary of Hypothesis 5		Un-std. coefficients		Std.coefficients	t value	Significance
Model.		Beta	std. error	beta		
1	Constant	2.193	.138		15.924	.000
	Organizational Stewardship	.369	.040	.465	9.196	.000
a.	DV: Job Satisfaction					

As shown in table 7 that level of job satisfaction and organizational stewardship was less than 0.05, t-value is also in acceptable range and greater than 1.96 at p< 0.05; coefficient was also strong (beta= 0.465). Hence H5 is also accepted.

Discussion

1) Altruistic Calling

This research supported the previous studies of Carter (2012), and Rimes (2011), that this facet of servant leader assists in satisfying employee needs of sympathy and understanding and improves job satisfaction. Patterson (2003), mentioned that altruistic calling is the key precursor that directly impacts workers' satisfaction. Vondey (2010), has also identified that this feature of servant leadership creates employee satisfaction. This study also supports the research results of McCann et al. (2014). Hence, altruistic calling is an important characteristic for universities leaders to magnetize more competent and experienced persons and enhance their job satisfaction.

2) Emotional Healing (EH)

The study also supported the findings of Liden et al. (2008). The EH is that quality which helps workers to get better them from stress. Findings revealed, most academicians are interested with EH behavior of servant leader in public universities. The study also supports prior researches: McCann et al. (2014), and Barbuto and Wheeler (2008).

3) Wisdom

This research supported the earlier studies of Barbuto and Wheeler (2008), Greenleaf and Spears (1998), McCann et al. (2014), Patterson (2003), and Russell and Stone (2002), that this behavior of servant leader creates a sense of confidence in employees and improves job satisfaction. The study also supports the research results of McCann et al. (2014). Hence, wisdom is also an important characteristic for public universities leaders to attract and retain more qualified faculties and increase their job satisfaction.

4) Persuasive Mapping

The result of this dimension also supported prior studies. It is a skill to develop a sense of logical and rational thinking and encourage employee to accomplish goals. As results show, most academicians are interested in persuasive mapping element of servant leader behavior in public universities of Khyber Pakhtunkhwa.

However, this study did not support the findings of Van (2011), Sendjaya, Sarros and Santora (2008), and Northouse (2015).

5) Organizational Stewardship

This dimension of servant leader explains that to what extent an organization is responsible for making policies and rules regulation to serve for community and society as whole (Russell & Stone, 2002). Organizational stewardship was considered prominent indicator for employee satisfaction (McCann et al. 2014; Luu, 2016; Van, 2011). This ability enhances employees' trust (Luab, 2002). This study also supported the previous studies of Barbuto & Wheeler (2006), Greenleaf & Spears (1998), and Northouse (2015). In nutshell, if the public universities management needs academicians to be more productive, they should consider promoting servant leadership behavior and provide good working conditions, pay, environment, promotion, development and encourage them to take more responsibility.

Study Conclusion

The findings revealed that leadership problem in public universities of Khyber Pakhtunkhwa could be overcome by developing and promoting servant leadership behaviors. Overall, five hypotheses were made with a sample size of 335 academician respondents, the results of regression model and structural equation modeling showed that all variables were important predictors of job satisfaction. All hypotheses were supported by data. As H1: altruistic calling is a strong predictor of faculty satisfaction with coefficient of (0.518, p< 0.000); H2: emotional healing is also a good predictor of job satisfaction of beta value 0.518 with p< 0.000); H3: wisdom coefficient of (0.533, p< 0.000) is the strong predictor of academicians job satisfaction in public universities; H4: as the results supported that persuasive mapping is also a good predictor of job satisfaction in public universities (0.434, p< 0.000); H5: organizational stewardship behavior of servant leadership was also a good predictor of academicians job satisfaction with coefficient.465, p< 0.000 level. The SEM showed that the overall model is well fitted to the population.

1) Implications

As the results showed that servant leader behavior has positive impact on academician satisfaction in public universities of KPK. Therefore, the public universities' vice chancellors, directors, academic directors and principals should further improve servant

leadership behaviors to motivate and satisfy academicians. Public universities' management should plan and arrange particular classes, training sessions and lessons on behaviors of servant leadership to instruct further the administrative team. Furthermore, training contents and courses should be kept simple and clear.

Public universities management should also develop healing ability in different managerial staff positions. By doing so, they may be able to recover employee from distress and may sustain a proper relation to retaining the current academicians in the job.

The universities must act to enhance their basic leadership controls by creating intelligent thinking abilities in administrative staff. No all around qualified individual will join there in the event that they feel profession unstable with regards to the leader wisdom competence.

As the results indicate that persuasive mapping ability of servant leader is also important to encourage and motivate the employee. If public universities management wants academicians to be more productive and efficient, they need to design effective motivational policies to persuade and feel them satisfied and happy.

These days, social responsibility has become crucial in satisfying general public and workers. To serve the community is the core idea of organizational stewardship. Provision of quality services such as quality education with less cost, with well qualified faculty members, best facilities at campus, students and teachers meeting, teachers and parents meeting, quick response to parents complaints, social awareness in students as well as in society as a whole, arrangement inside and outside specialized tours for faculty, training sessions, conference opportunities with students participation, should be provided by all public universities' of KPK.

By achieving the criterion stated before, the public universities may get stronger in the education area.

2) Future Research and Suggestions

Upcoming study should focus on expanding population by selecting different others public universities in other provinces such as Punjab, Sindh, and Baluchistan, and to see the influence of the behaviors of servant leadership on various academicians satisfaction. This study can only be generalized if other universities of different countries are included in the population.

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