

The Effect of Perceived Servant-Leadership on Employees' Job Satisfaction

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ABSTRACT

The main objective of this study is to examine the effect of the perceived servant leadership characteristics on the employees' job satisfaction in Telecommunications sector in Jordan. The perception of servant leadership was measured using the organizational Leadership Assessment (OLA) developed by Dr. James Laub.

The results show that there is a positive and statistical significance relationship of the perceived servant leadership characteristics on the employees' job satisfaction, and emphasizing the importance of the effect of all the characteristics of perceived servant leadership (values people, develops people, builds community, displays authenticity, provides leadership, and shares leadership) on the employees' job satisfaction, the results show also that there were no unique contributions according to the demographic variables (Age, Gender, and Duration in the workforce).

Keywords: Servant Leadership, Job Satisfaction, Perceived.

1. INTRODUCTION

Leading people effectively is a tremendous challenge, a great opportunity, and a serious responsibility. More than ever, Today's organization need effective leaders who understand the complexities of our ever-changing global environment and have the intelligence, sensitivity, and ability to empathize with others to motivate their followers to strive to achieve excellence (Nahavandi,2000). Servant leadership articulated first by Robert Greenleaf in (1977) holds that the most effective leaders are those motivated, not by personal desires for wealth and power, but by the natural impulse to serve the needs of other (Greenleaf, 1977). Servant leadership is an approach to leadership and service whereby the leader is servant first and leader second. (Spears, 2002) define it as "a long-term, transformational approach to life and work; in essence, a way of being that has the potential to create positive change throughout our society". Servant-leadership encourages collaboration, trust, foresight, listening, and the ethical use of power and empowerment.

Servant-leadership has influenced many noted writers, thinkers, and leaders. Max DePree, former chairman of the Herman Miller Company and author of *Leadership Is an Art and Leadership Jazz*, (2004) has said, "The servanthood of leadership needs to be felt, understood, believed, and practiced." And Peter Senge, (1990) author of *The Fifth Discipline*, has said that he tells people "not to bother reading any other book about leadership until you first read Robert Greenleaf's book, *Servant-Leadership*. I believe it is the most singular and useful statement on leadership I've come across."

The research for this study involves looking at servant leadership style. It examines the hypothesis that workers who perceive qualities of servant leadership of their leaders have higher job satisfaction than those who do not hold those perceptions. This research will focus on this issue and add to the body of knowledge about the effect of the perceived servant leadership on employees' job satisfaction.

2. PROBLEM STATEMENT

According to the recent studies conducted by the Gallup organization for conducting polls; more than two thirds of people who leave their jobs resign because of an unsuccessful or incompetent manager. In other words, the vast majority of those who had already left their

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companies did so not because of the company itself, but because of their manager (Hunter 2006). Leaders of today seem to spend more time and energy on traditional activities of planning, organizing and controlling processes in their organization rather than practicing the leadership or influencing people to do their best (Hunter 2006). There is a lack of sufficient understanding about the effect of the leadership style on different organizational variables. Therefore, this study is presented to provide a deeper understanding of the effect of the perceived servant leadership on employees' job satisfaction.

This problem can be expressed by the following question:

"Do the perceived servant leadership characteristics affect the employees' job satisfaction?"

3. IMPORTANT AND JUSTIFICATIONS OF STUDY

There are many studies on leadership in the literature, but there are relatively few on servant leadership and even less that attempt quantitative research on servant leadership that draws perception from the followers' perspective.

The justification behind conducting this study by the researcher is as follow:

- 1- Such a study has not been conducted previously in Jordan according to researcher knowledge especially what is related to servant leadership concept. The researcher's objective from this study is to know the effect of the perceived servant leadership characteristics on the employees' job satisfaction from the employees' perspective in Jordanian Telecommunication sector, which is considered as one of the leading sectors in the market.
- 2- The positive results of foreign studies on servant

leadership, and the interest of renowned thinkers and researchers in this field.

- 3- Attempts of emphasis principles Servant Leadership and creating awareness among leaders on the important of this new style of leadership and its various effects on work which might reflect positive result on the different Jordanian sectors
- 4- Getting to know the effect of the perceived servant leadership characteristics on the employees' job satisfaction. The researcher chooses job satisfaction because of the great results of the studies in this field which reflects the importance of this element and its effect on the organizational variables.

4. OBJECTIVES OF THE STUDY

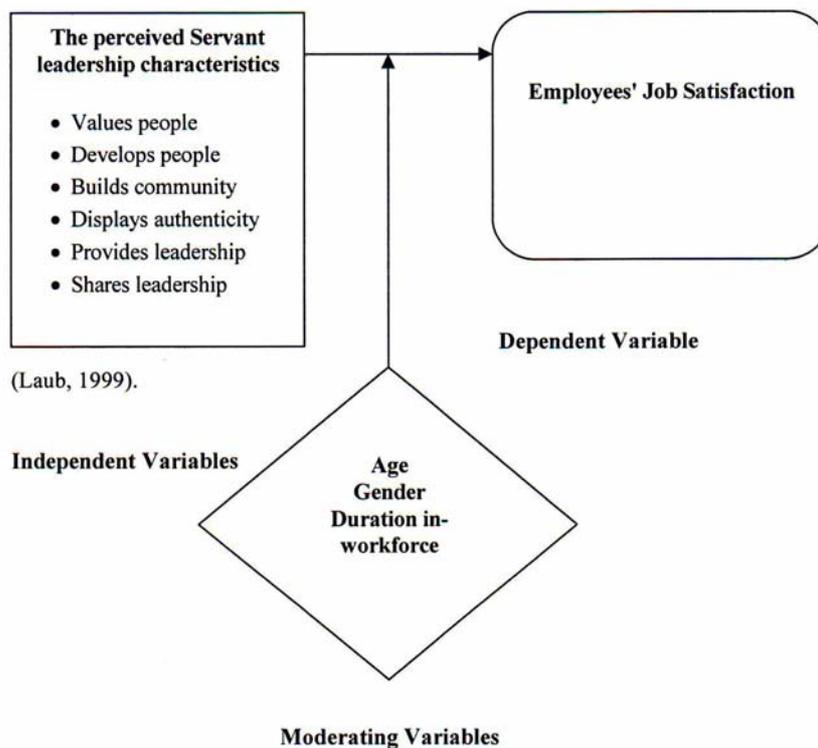
The main objective of this study is to gain a deeper understanding of the effect of the perceived servant leadership on employees' job satisfaction. Further objectives of this study are:

- 1- To know the effect of each and every characteristic of servant leadership on the employees' job satisfaction.
- 2- To know if the employees' job satisfaction is affected by their age, gender, and duration in the workforce.
- 3- To come out with recommendations related to subject of study.

5. THEORITICAL FRAMEWORK

The theoretical framework is the foundation on which the entire research project is based, it's logically developed, described, and elaborated network of associations among the variables deemed relevant to the problem situation (Sekaran, 2003).

For better understanding of the relationships among variables, the relationships schematically diagrammed in the following model:



Research Model

Figure (1): The effect of perceived Servant Leadership characteristics on the employees' job satisfaction model. (This study contains three types of variables: Independent, Dependent and Moderating variables).

6. OPERATIONAL DEFINITIONS OF STUDY VARIABLES

Leadership: Influencing employees to voluntarily pursue organizational goals (Kreitner and Kinichi, 2001).

Servant-Leadership: An understanding and practice of leadership that places the good of those led over the self-interest of the leader. 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 Perceived Servant-Leadership Characteristics:
 (Elements of Servant-Leadership)

- Values People
 - By believing in people
 - By serving other’s needs before his or her own
 - By receptive, non-judgmental listening
- Develops People
 - By providing opportunities for learning and growth
 - By modeling appropriate behavior
 - By building up others through encouragement and affirmation
- Builds Community
 - By building strong personal relationships
 - By working collaboratively with others
 - By valuing the differences of others
- Displays Authenticity
 - By being open and accountable to others
 - By a willingness to learn from others
 - By maintaining integrity and trust
- Provides Leadership
 - By envisioning the future
 - By taking initiative
 - By clarifying goals
- Shares Leadership
 - By facilitating a shared vision
 - By sharing power and releasing control
 - By sharing status and promoting others

Job Satisfaction: an employee's response to their job based on a comparison of their expected outcomes and actual results. It's an employee general attitude toward his or her job (Robbins and Coulter, 2002). The researcher will measure this variable by The Organizational Leadership Assessment (OLA) instrument.

7. RESEARCH HYPOTHESES

The purpose of the study is to test the following hypotheses

H01 - There is no significant effect of employees' perceived servant leadership on employees' job satisfaction.

H02 - There is no significant effect of the six characteristics of servant leadership (values people, develops people, builds community, displays authenticity, provides leadership, and shares leadership) on the employees' job satisfaction.

H03 - There is no significant variation in the effect of the servant leadership on employees' job satisfaction in terms of age, gender, and duration in the workforce.

8. LITERATURE REVIEW AND PREVIOUS RESEARCH

Leadership Theory

Early twentieth century leadership theories focused on the leader trait theories. These traits included physical appearance, personal stature, social standing, speech characteristics, and emotional stability. The premise of this theory is that leaders are born not made. After a lot of studies researchers concluded that traits played an insignificant role in determining leader effectiveness (Nahavandi, 2000). Later research (1940s-1960s) focused on behavioral theories of leadership to determine if there were common elements in the way effective leaders behaved in carrying out leadership tasks. A number of research projects design to assess behavioral theories, notably at the University of Iowa, Ohio state, and the University of Michigan, studied aspects of leadership in efforts to identify behaviors common to all successful leaders (Bass, 1981). These studies reach similar conclusions that leadership styles that were democratic caring, participative, and considerate of the needs of employees were more effective in raising performance and job satisfaction than styles rooted in autocratic, centralized decision making and over-emphasis on task

completion (Robbins and Coulter, 2002).

Later, researchers determined that deeper understanding of the leadership phenomena could be attained by studying the relationship between leadership styles and the situations (contingency theories) in which leaders were called upon to perform (Robbins and Coulter, 2002). However, researchers discovered that not everyone that had similar behavior achieved the same effectiveness and that the same individual displaying the same behavior in two contexts was not always effective in both. This awareness led to the investigation of situational variables (Nahavandi, 2000).

As leadership theory matured some researchers turned to the question of the environment, or situation, in which the leadership dynamic occurred. This research was designed to determine which leadership styles might be most appropriate for contingencies faced by different leaders and different sets of employees. Fiedler (1967) developed the first comprehensive contingency model for leadership. The theory assumes that the leader's traits and behavior are fixed, and when in the right situation the leadership process is very effective (Wood, 1994). Fiedler's model was based on the hypothesis that different leadership styles would be most effective in different types of situations. The model suggested that there are two ways to improve organizational performance, the first way was to change the leader for someone with a style more suited to the environment at hand, or attempt to change the situation to one more accommodating of the present leader's basic style (Robbins and Coulter, 2002).

These are significant developments in understanding the upward distinction between management science and leadership in that they shift emphasis away from what managers do to something else (the needs, abilities and willingness of followers) as a key indicator for determining organizational effectiveness. The emphasis on followers in gauging leadership effectiveness reflects the reality that it is the followers who create leaders through their willingness to accept a given individual in that role. If there are no followers there is no leading. Accepting this premise, it is a small step to understanding the leadership as a collective phenomenon (Senge and Kleiner, 1994).

Servant Leadership

As many small trickles of water feed the mightiest of rivers, the growing number of individuals and organizations practicing servant-leadership has increased

into a torrent, one that carries with it a deep current of meaning and passion (Spears, 2004). The term servant leadership was first coined by Greenleaf (1904–1990) in a 1970 essay titled "The Servant as Leader." Since that time, more than half a million copies of his books and essays have been sold worldwide. Greenleaf's servant-leadership writings have made a deep, lasting impression on leaders, educators, and many others who are concerned with issues of leadership, management, service, and personal growth. Standard practices are rapidly shifting toward the ideas put forward by Greenleaf, as witnessed by the work of Stephen Covey, Peter Senge, Max DePree, Margaret Wheatley, Ken Blanchard, and many others who suggest that there is a better way to lead and manage our organizations. Greenleaf's writings on the subject of servant-leadership helped to get this movement started, and his views have had a profound and growing effect on many people (Spears, 2004).

This leadership theory, articulated first by Robert Greenleaf in 1977, holds that the most effective leaders are those motivated, not by personal desires for wealth and power, but by the natural impulse to serve the needs of others (Greenleaf, 1977). Jawroski (1996) suggest that the shift in consciousness needed to consider the idea of leader as servant is complex and challenges even the most experienced leaders to look into themselves in ways many ways not have ventured before. Guiding an organization through the mists of uncertainty is precisely what leadership is all about (Barger and Kirby, 1995). Since leaders are generally those with the best view, or vision, for organizations to achieve their goals (Vaill, 1989), it's easy to see the difficulty some people have with Greenleaf's suggestion that mere "servant" could have such vision, or lacking that vision, that they could provide the guidance that is the heart of leadership. This is where Jaworski's shift of mind comes in. Effective leaders, according to Maturana (2001), learn to "release certainty" and open themselves to new ideas and pattern of thinking about themselves, their role as leader, and the leadership service they provide to others. The servant leader believes in awareness, empathy, and integrity, and is most likely to engage in responsible reflection (Giampetro-Meyer et al, 1998). It has been called an active, empowering process in which the leader enables the followers to do their work and take responsibility for self-management (King, 1997). The result is a synergy of shared vision, trust, and responsibility that engenders a

flexible organization and a deeply satisfying work life. Greenleaf's idea ran counter to more traditional early to mid-twentieth century theories of organizational management; this was because he was drawing the distinction between leadership as a quality of leader's being and functional management responsibilities in organizations.

The literature noted earlier regarding human psychology, interpersonal relationship dynamics, and the equation of love, spirituality, and humanity is a key to understanding what is at the heart of Greenleaf's theory of servant leadership. Greenleaf discusses the need for a better approach to leadership, one that puts serving others "including employees, customers, and community" as the number one priority. Servant-leadership emphasizes increased service to others, a holistic approach to work, promoting a sense of community, and the sharing of power in decision making. The words servant and leader are usually thought of as being opposites. When two opposites are brought together in a creative and meaningful way, a paradox emerges. So the words servant and leader have been brought together to create the paradoxical idea of servant-leadership. (Spears, 2004). Behr (1998) pointed out that the leaders' modeling of values and behaviors the organization wishes to manifest, in a form of a visible personal example, is an important part of servant leadership. Farling, Stone, and Winston (1999) go so far as to suggest that the leaders' personal values are at the very core of servant leadership, they are the independent variables that actuate servant leadership behaviors. Hunt, Wood, and Chonko (1989) claim that if it is the leader's personal values define their core, they help explain why people make sacrifices and what they are willing to give up to attain goals. The literature highlighted the connection between an attitude of giving and leadership effectiveness. Several studies have been done in the last few years on servant leadership, from these studies:

The study that looked specifically at the question of ethics for transactional, transformational, and servant leadership styles, Giampetro Meyer, Brown, Browne and Kubasek (1998) concluded that servant leadership is the most promising style to help improve the ethics of corporate cultures. Their research results went on to state that servant leadership has the most promise of the leadership models because of the reflective nature of the servant leader.

Recent research into servant leadership has examined

the effect of this leadership style and a number of different aspects of the leader himself or herself.

Russel (2000) explored the values and attributes of servant leaders versus non-servant leaders. His findings validated that some attributes that leadership theorists have attributed to servant leaders are indeed part of the servant leadership model.

Horseman's (2001) research studied the relationship between servant leadership and personal dimensions of spirit. His findings supported the "notion that servant leadership is an emerging model of leadership and identified a relationship between servant leadership and aspects of spirit".

Beazley (2002) conducted a similar study by examining the correlation between the spiritual orientation of a leader and perceived servant leadership behaviors. Beazley's analysis "indicated that the correlated dimension of spirituality is positively significant and influential to servant leader behavior.

Job Satisfaction

The concept of job satisfaction has been typically defined as an individual's attitude about work roles and the relationship to worker motivation (Vroom, 1967). In 1993, Ivanchevich and Matteson defined job satisfaction as "attitude individuals have about their job; it results from their job and the degree to which there is a good fit between the individual and the organization" (cited in Chan, Gee, and Steiner, 2000). There are thousands of studies have examined positive relationship between job satisfaction and other organizational variables (Kreitner and Kinichi, 2001). Therefore, the researcher chooses job satisfaction because of the great results of the studies in this field which reflects the importance of this element and its effect on the organizational variable. There are many researchers who conducted studies that are correlated between the leadership styles and employees job satisfaction in organization. From these studies:

The Otaibi study (1991) aimed at getting to know the level of job satisfaction among employees of both public and private sector. It also aimed to defining the most important elements which achieve the job satisfaction. According to private sector, the elements were styles of leadership and how leaders respect and value employees.

Campbell (1986) examined collaborative leadership style and its subsequent effect on the employees' relative to job-related stress and job satisfaction. The sample consisted of 30 employees working in the coronary care.

The results of the study indicated 60% of the staff felt the leader's willingness to collaborate improved job satisfaction and decreased stress.

There are many studies on leadership in the literature, but there are relatively few on servant leadership and even less that attempt quantitative research on servant leadership that draws perception from the followers' perspective. The literature is clear that leadership has a significant impact on the employees' job satisfaction. This study provides an important addition to the body of the knowledge on this topic. Leadership like all complex concepts is ever evolving. The effect of perceived servant leadership on the employees' job satisfaction is a relationship that needs to be better understood. The purpose of this research is to gain a deeper understanding about this relation through the use of independent survey instrument called Organizational Leadership Assessment (OLA).

9. METHODOLOGY

Study Population and Sample

A survey method is used. It is one of the most common used methods for data collection using standardized measurement tools. The study population is the telecommunications sector's employees in Jordan. The total number of population is 4370 employees. A random sample was taken using the systematic stratified technique. The study population was divided into four strata, each telecommunication company is considered one stratum, they are (Jordan Telecom (Orange now), Fastlink, Express, and Omneih). According to (Kregcie and Morgen 1970), the sample size should be 354.

Data Analysis Method

The researcher used the appropriate data analysis tool, which is: Descriptive statistics (e.g. mean, standard deviation), ANOVA to test the statistical differences among the means of employees' job satisfaction according to each of the variables: gender, age and duration of workforce, and simple linear regression analysis to test the effects of the independent variables on the dependent variable.

The Instrument of Study

The Organizational Leadership Assessment (OLA) was designed by Laub (1999). He constructed an instrument assess servant leadership characteristics in

term of six definable constructs, each with several items further defining the construct as follow: Values people(Questions from 1-10), Develops people(11-19), Builds community(20-29), Displays authenticity(30-41), Provides leadership(42-50), Shares leadership(51-60). In addition to the OLA items, the OLA also contains a six-item Job Satisfaction Scale; (61-66).This instrument uses a five-point Likert scale. According to Dr. James Laub (1999), construct validity was determined by the use of an expert panel to determine the Necessary and Essential characteristics of servant leadership that became the 60 items within the instrument. The constructs for this model were established through a Delphi Survey process utilizing a panel of 14 experts in the field of servant leadership.

Reliability Test

The inter-item consistency of the study instrument has been tested by using Cronbach's alpha coefficient which its value reached 0.98 collectively on the level of perceived leadership characteristics. The OLA shows high reliability in this study according to the accepted percent of .60 (Sekaran 2003). As for the levels of servant leadership characteristics, they reached 0.94 for values people, 0.93 for develops people, 0.93 for builds community, 0.95 for displays authenticity, 0.94 for

provides leadership, and .92 for shares leadership. Dr. James Laub (1999) in the original field test obtained a reliability score of .9802 using the Cronbach-Alpha coefficient. According to Horsman (2001), Thompson (2002), and Ledbetter (2003), they are also conducted reliability tests on the OLA showing scores equal or higher verifying OLA reliability. The consistency of OLA in this study with those from prior studies suggest that employees perceive similar level and variability of servant leadership within the organization represented in this study to those participating in other studies using the OLA. These results also provide evidence, albeit indirect, that study participants understood and responded appropriately to the survey instrument.

10. PRESENTATIONS OF THE FINDINGS

Descriptive Analysis

Table (1) shows the numbers and percentages of the study subjects' characteristics. 62.7% of the study sample are males and 37.3 are females. The majority of the study sample aged 18 to less than 40 years old(66.1% are in the age group 18 - 29 years old and 28.5% are 30 to 39 years old). Also, the majority of the sample have worked less than 15 years (65.5% worked less than 5 years and 28.0 worked from 5 to less than 15 years.

Table 1. Study Sample Characteristics

Characteristic		Number	Percentage
Gender	Male	222	62.7
	Female	132	37.3
	Total	354	100
Age	18 - 29 Years	234	66.1
	30 - 39 Years	101	28.5
	40 - Above	19	5.4
	Total	354	100
Duration in workforce	Less than 5 years	232	65.5
	5 - 14 Years	99	28.0
	15 - 24 Years	18	5.1
	25 years and more	5	1.4
	Total	354	100

From the results of Frequency Distributions and Descriptive Statistics for the responses of the Sample Subjects on the Items Related to servant leadership characteristics, the data presented in table (2) shows that

the characteristics of perceived leadership are presented in a descending order as follow: values people, develops people, shares leadership, provides leadership, builds community, and displays authenticity.

Table 2. Descriptive Statistics for the Responses of the Sample Subject on the Perceived Servant Leadership Characteristics (the Independent Variables)

The Perceived Servant Leadership Characteristics	Mean	Standard Deviation	Order
Values people	3.54	0.86	1
Develops people	3.50	0.85	2
Shares leadership	3.39	0.87	3
Provides leadership	3.29	0.92	4
Builds community	3.24	0.88	5
Displays authenticity	3.18	0.91	6
All items	3.35	0.77	

Table (3) shows that the responses on the items related to job satisfaction (the dependent variable) are presented in a descending order as follow: I am able to use my best gifts and abilities in my job, I am able to be creative in my job, I am respected by those above

me in the organization, I enjoy working in this organization, I trust the leadership of this organization, and In this organization, a person's work is valued more than their title". The responses means ranged from 3.25 to 3.80.

Table 3. Descriptive Statistics for the Responses of the Sample Subject on the Items Related to job satisfaction (the Dependent Variable)

NO.	Job Satisfaction	Mean	SD
61	I trust the leadership of this organization	3.41	1.14
62	I enjoy working in this organization	3.62	1.12
63	I am respected by those above me in the organization	3.65	1.09
64	I am able to be creative in my job	3.72	1.14
65	In this organization, a person's work is valued more than their title	3.25	1.17
66	I am able to use my best gifts and abilities in my job	3.80	1.13
All items related to job satisfaction		3.57	0.87

Table 4. The results of Regression Analysis for the Effect of Perceived Servant Leadership on the Employees' Job Satisfaction

Model	B	Std.Error	Beta	t	Significance level
Constant	0.49	.120	.82	4.06	0.001
Perceived Servant Leadership	0.92	.035		26.35	.0010

11. HYPOTHESES TESTING

The First Main Hypothesis

H01 - There is no significant effect of employees' perceived servant leadership characteristics on employees' job satisfaction.

Table (4) shows the results of the simple linear regression analysis where the dependent variable (Outcome) is job satisfaction and the independent variable (Predictor) is perceived servant leadership. The

estimated value of the regression coefficient of the independent variable B is 0.92 with standard error 0.035.

The estimated linear regression line is

$$\text{Job Satisfaction} = 0.49 + 0.92 (\text{Perceived Servant Leadership})$$

The regression coefficient of the independent variable differs significantly from zero (P-value = 0.001). Therefore, the null hypothesis is rejected at the 0.05 level of significance and we conclude that there is a

statistically significant positive effect of the perceived servant leadership on employees' job satisfaction. Also, the coefficient of determination R^2 for this model equals 0.66 which shows that perceived servant leadership explained 66% of the variation in job satisfaction.

Being R^2 equals 0.66 is considered high enough to interpret the effect of the perceived leadership characteristics on employees' job satisfaction.

The Second Main Hypothesis

Table 5. The Results of Regression Analysis for the Effect of Values People on the Employees' Job Satisfaction

Model	B	Std.Error	Beta	t	Significance level
Constant	1.28	.149	0.65	8.61	0.001
Values People	0.65	.041		15.87	0.001

Table 6. The Results of Regression Analysis for the Effect of Develops People on the Employees' Job Satisfaction

Model	B	Std.Error	Beta	t	Significance level
Constant	1.21	.147	0.66	8.25	0.001
Develops people	0.68	.041		16.56	0.001

Table 7. The Results of Regression Analysis for the Effect of Builds Community on the Employees' Job Satisfaction

Model	B	Std.Error	Beta	t	Significance level
Constant	1.17	.115	0.76	10.16	0.001
Builds community	0.74	.034		21.71	0.001

Table (5) shows the results of the simple linear regression analysis where the dependent variable (Outcome) is job satisfaction and the independent variable (Predictor) is values people. The estimated value of the regression coefficient of the independent variable B is 0.65 with standard error 0.041. The estimated linear regression line is

$$\text{Job Satisfaction} = 1.28 + 0.65(\text{Values People})$$

The regression coefficient of the independent variable differs significantly from zero (P-value = 0.001). Therefore, the null hypothesis is rejected at the 0.05 level of significance and we conclude that there is a statistically significant positive effect of values people on job satisfaction. Also, the coefficient of determination R^2 for this model equals 0.42 which shows that values people explained 42% of the variation in job satisfaction.

The Second Sub Hypothesis

H02/2 – There is no significant effect of develops people on employees' job satisfaction.

Table (6) shows the results of the simple linear regression analysis where the dependent variable

H02 - There is no significant effect of the six characteristics of servant leadership (values people, develops people, builds community, displays authenticity, provides leadership, and shares leadership) on the employees' job satisfaction.

The First Sub Hypothesis

H02/1 - There is no significant effect of values people on employees' job satisfaction.

(Outcome) is job satisfaction and the independent variable (Predictor) is develops people. The estimated value of the regression coefficient of the independent variable B is 0.68 with standard error 0.041. The estimated linear regression line is

$$\text{Job Satisfaction} = 1.21 + 0.68(\text{Develops People})$$

The regression coefficient of the independent variable differs significantly from zero (P-value = 0.001). Therefore, the null hypothesis is rejected at the 0.05 level of significance and we conclude that there is a statistically significant positive effect of develops people on job satisfaction. Also, the coefficient of determination R^2 for this model equals 0.44 which shows that develops people explained 44% of the variation in job satisfaction.

The Third Sub Hypothesis

H02/3 - There is no significant effect of builds community on employees' job satisfaction.

Table (7) shows the results of the simple linear regression analysis where the dependent variable (Outcome) is job satisfaction and the independent variable (Predictor) is builds community. The estimated

value of the regression coefficient of the independent variable B is 0.74 with standard error 0.034. The estimated linear regression line is

$$\text{Job Satisfaction} = 1.17 + 0.74(\text{Builds Community})$$

The regression coefficient of the independent variable differs significantly from zero (P-value = 0.001). Therefore, the null hypothesis is rejected at the 0.05 level of significance and we conclude that there is a statistically

significant positive effect of builds community on job satisfaction. Also, the coefficient of determination R² for this model equals 0.57 which shows that builds community explained 57% of the variation in job satisfaction

The Fourth Sub Hypothesis

H02/4 - There is no significant effect of display authenticity on employees' job satisfaction.

Table 8. The Results of Regression Analysis for the Effect of displays Authenticity on the Employees' Job Satisfaction

Model	B	Std.Error	Beta	t	Significance level
Constant	1.47	.121	0.69	12.14	0.001
Displays authenticity	0.66	.037		18.10	0.001

Table 9. The results of Regression analysis for the effect of provides leadership on the employees' job satisfaction

Model	B	Std.Error	Beta	t	Significance level
Constant	1.48	.125	0.68	11.78	0.001
Provides leadership	0.64	.037		17.38	0.001

Table 10. The results of Regression analysis for the effect of shares leadership on the employees' job satisfaction

Model	B	Std.Error	Beta	t	Significance level
Constant	0.91	.113	0.79	8.03	0.001
Shares leadership	0.78	.032		24.33	0.001

Table (8) shows the results of the simple linear regression analysis where the dependent variable (Outcome) is job satisfaction and the independent variable (Predictor) is display authenticity. The estimated value of the regression coefficient of the independent variable B is 0.66 with standard error 0.037. The estimated linear regression line is

$$\text{Job Satisfaction} = 1.47 + 0.66(\text{Displays Authenticity})$$

The regression coefficient of the independent variable differs significantly from zero (P-value = 0.001). Therefore, the null hypothesis is rejected at the 0.05 level of significance and we conclude that there is a statistically significant positive effect of displays authenticity on job satisfaction. Also, the coefficient of determination R² for this model equals 0.48 which shows that develops people explained 48% of the variation in job satisfaction.

The Fifth Sub Hypothesis

H02/5 - There is no significant effect of provides leadership on employees' job satisfaction.

Table (9) shows the results of the simple linear regression analysis where the dependent variable

(Outcome) is job satisfaction and the independent variable (Predictor) is provides leadership. The estimated value of the regression coefficient of the independent variable B is 0.64 with standard error 0.037. The estimated linear regression line is

$$\text{Job Satisfaction} = 1.48 + 0.64(\text{Provides leadership})$$

The regression coefficient of the independent variable differs significantly from zero (P-value = 0.001). Therefore, the null hypothesis is rejected at the 0.05 level of significance and we conclude that there is a statistically significant positive effect of provides leadership on job satisfaction. Also, the coefficient of determination R² for this model equals 0.46 which shows that develops people explained 46% of the variation in job satisfaction.

The Sixth Sub Hypothesis

H02/6 - There is no significant effect of shares leadership on employees' job satisfaction.

Table (9) shows the results of the simple linear regression analysis where the dependent variable (Outcome) is job satisfaction and the independent

variable (Predictor) is shares leadership. The estimated value of the regression coefficient of the independent variable B is 0.78 with standard error 0.032. The estimated linear regression line is

$$\text{Job Satisfaction} = 0.91 + 0.78(\text{Shares leadership})$$

The regression coefficient of the independent variable differs significantly from zero (P-value = 0.001). Therefore, the null hypothesis is rejected at the 0.05 level of significance and we conclude that there is a statistically significant positive effect of shares leadership on job satisfaction. Also, the coefficient of determination R² for this model equals 0.63 which shows that develops

people explained 63% of the variation in job satisfaction.

The data presented in table (11) for frequency distributions of the effect of perceived servant leadership characteristics on the employees' job satisfaction in which these characteristics are arranged in descending order according to their importance as follow: shares leadership, builds community, displays authenticity, provides leadership, develops leadership, and values leadership.

The Third Main Hypothesis

H03 - There is no significant variation in the effect of the servant leadership on employees' job satisfaction in terms of age, gender, and duration in the workforce.

Table 11. Frequency Distributions of the Effect of Perceived Servant Leadership Characteristics on the Employees' Job Satisfaction

The perceived servant leadership characteristics	Beta	Order
Shares leadership	0.79	1
Builds community	0.76	2
Displays authenticity	0.69	3
Provides leadership	0.68	4
Develops people	0.66	5
Values people	0.65	6

Table 12. The results of the One-Way Analysis of Variance (1-Way ANOVA) for the job satisfaction with each of the moderating variables

Variable		Mean	SD	F -Value	P -Value
Gender	Male	3.60	0.83	0.78	0.38
	Female	3.52	0.92		
Age	18 – 29 Years	3.61	0.88	0.75	0.48
	30 – 39 Years	3.51	0.84		
	40 - Above	3.44	0.82		
Duration in Workforce	4 Years and less	3.60	0.91	0.90	0.44
	5 – 14 Years	3.53	0.76		
	15 – 24 Years	3.32	0.90		
	25 and more	3.90	0.48		

The one-way analysis of variance results presented in table (19) show that the mean job satisfaction for males is not significantly different than that of female (P-Value=0.38). Also, the mean job satisfaction is the same for all age groups (P-Value=0.48) and the mean job satisfaction is not significantly different for different duration in the workforce (P-Value=0.44). Hence, the null hypothesis is not rejected at 0.05 level of significant and we conclude that job satisfaction is not related to the employees' gender, age and duration in the workforce.

12. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

- 1- There is a positive and statistical significance effect of the perceived servant leadership characteristics on the employees' job satisfaction. This result validates the hypothesis that the greater the workers perceive the servant leadership traits in their organizations; the greater the level of job satisfaction among the workforce that can be expected.
- 2- The effect of all the characteristics of perceived

servant leadership (values people, develops people, builds community, displays authenticity, provides leadership, and shares leadership) on the employees' job satisfaction were significant, since the value of (R^2) for all relations ranged between (42% – 63%), and it means that the perceived servant leadership characteristics explained from the variations of the employees' job satisfaction 42% - 63%.

- 3- The results of the One-Way Analysis of Variance (1-Way ANOVA) for the job satisfaction with each of the moderating variables does not show significant effect on the relationship between the perceived servant leadership and employees' job satisfaction. As a result, there is no unique contribution of the demographic variables (Age, Gender, and Duration in the workforce) on employees' job satisfaction. First, there was no significant effect related to gender. This result was consistent with Laub's and Horshman's studies, further validating the conclusion that gender is not a factor in the perception of servant leadership. According to age there is consistent with Laub and inconsistent with Horshman. Finally, years in workforce, there is consistent with Laub's study and inconsistent with Horshman' study.

RECOMMENDATIONS

In the light of the previous conclusions the study

recommends the following:

- 1- Employees want to feel valued as people not just as worker. Leadership model should put the employees first, remembering that leadership is not about the leader; it is about the follower.
- 2- Modeling the behavior through mentoring and coaching; the study recommends the managers that take a personal interest in mentoring and coaching employees, modeling them into leaders who instinctively put employees first. This effort will model the servant leadership characteristics. Modeling the desired behaviors is one of the best techniques in implementing change.
- 3- Need for additional research into servant leadership from the employees' perspective. The literature on the topic to date reflects a discernable bias toward looking at leadership and leadership style merely by looking at leaders.
- 4- Additional research is needed to take the results of this and similar studies to the next level. That is, to determine if the correlations between servant leadership and job satisfaction extends further into higher productivity. Linking the study of servant leadership, job satisfaction, employee well being and productivity would offer much to the field of organizational development, as well as the art and growing science of leadership.

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