EXPLORING SERVANT LEADERSHIP EFFECTS ON EMPLOYEES SATISFACTION FROM WORK

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ABSTRACT

This research tries to identify server leadership effect on employees' job satisfaction. Statistical society of this research is Khoram Abad telecommunication employees that 65 people were selected randomly for statistical analysis. To measure research variables 2 standard close ended questionnaires in Likret spectrum have been used. To measure job satisfaction dependent variable Smith, Candle and Hiulin questionnaires of American Kernel University including aspects of satisfaction from work, satisfaction from supervisor, satisfaction from salary, satisfaction from promotion and satisfaction from colleague and to measure server leadership independent variable, Laub (1999) server leadership model including elements and 6 criterions of values people, develops people, builds community, authenticity, provides leadership and shares leadership and to analyze data structural equation modeling (SEM) and vector variance have been used. Research results have confirmed server leadership positive effects on satisfaction from work.

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Keywords: Servant leadership, Employees' job satisfaction, Satisfaction from supervisor, Satisfaction from salary, Develops people, Builds community, Authenticity**.**

Contribution/ Originality

This study contributes in the existing literature, and seeks to identify the impact of leadership on job satisfaction of servants. The statistical sample of the study is staffs of Khorramabad Telephone Company.

1. INTRODUCTION

In today competitive and pressuring world, having high utilization is a necessary constraint to continue competitiveness. Unfortunately, a lot of studies have been done on employees' effectiveness and efficiency in utilization field, but still there are many problems about employees' utilization that indicates inefficiency of done researches in this field (Samadi and Shirvani, 1998).

Satisfaction from work is a variable that can be said courageously has the most articles and books written among managerial and organizational variables. Therefore, it has great importance. So, exploration, evaluation and identification of effective variables on employees' satisfaction from work are necessary and important in all organizations and need certain attention of managers, because principally without employees' satisfaction from work no organizations activities are possible.

One of effective variables on employees' satisfaction is leadership concept. There are many theories suggested about server leadership field, but server leadership concept has been less attended as something salient among other leadership styles. Server leadership offers a model of leadership that leader has supporting and central role among stockholders and followers. (Greenleaf, 1977) it has a great role in making skill in followers, omitting obstacles, appraise for creative reinforcement renovation of problems (Spears, 2004). Therefore, exploring this style on managers' effectiveness is important and challenging especially if mangers were busy of management in industries.

The most salient anxiety of server leader is supplying followers the most necessary needs. Constructing structure of server leadership is excellent and honorable excellence and features (Patterson, 2003).

They don't know their followers as a tool to arrive to their goals but see as humans with their all human needs with reason, sense and need. They show their love and kindness by helping them. Their presence is both physical and spiritual (Weiss, 2004).

They have sense of commitment to their followers and used their ideas to make organization goals.

According to mentioned features for server leadership, we can refer to its emptiness among countries leadership researches. In addition, it can be deducted that how much server leadership can be important and necessary to have positive results to promote employees satisfaction from work.

Therefore in this article it is tried to evaluate and identify server leadership effects on employees' satisfaction from work.

1.1. Theoretical Bases and Research Background
1.1.1. Job Satisfaction

Job satisfaction is defined as emotional enjoyable mood that originated from a person attitude, emotional reaction and evaluation toward job. Job satisfaction is referred to job joy, better job performance, sensation and happiness for work and getting proper reward for a person's attempts.

Job satisfaction is multidimensional. It includes several discrete aspects like satisfaction from wage, promotion chances and job security/challenge. Identifying incidences and also job satisfaction are important. In other words, instead of considering job satisfaction as pervasive

output variable or final input variable, reasons and job satisfaction effects are important. In addition, pervasive pattern making for sophisticated human behavior that accounts direct and indirect effects of job satisfaction is necessary. Correlation conception and related consequences with job satisfaction is necessary for researchers and organizations. For example, theories have been expended and tested empirically like relationship between job satisfaction and important work attitudes like satisfaction from life, satisfaction from family, conflict between family and work, performance and retreating behaviors.

Various countries explore job satisfaction condition in working system and job satisfaction has been tested from various attitudes. Job satisfaction issue was and is always proposed in organizations as in 2011 more than 4000 articles have been published about this issue. The most job satisfaction values are in America (41%), Scotland (38%), England (36%), Canada (33%) and Germany (17%).

Job satisfaction is emotional directing a person has with his/her job. According to Spector idea (1997) factors influencing on job satisfaction are classified in 4 groups: organizational factors, environmental factors, work nature and personal factors as inflexible organizational policies and procedures lead to evoke job negative sensation, but flexible procedure is related with high job satisfaction. One of measuring tools of job satisfaction is job description questionnaire. This questionnaire is one of the most accurate and common tools in measuring job satisfaction that was first formulated by Smith, Candle and Hiulin in Kernel University of America in 1990, job satisfaction and its aspects according to their ideas include: satisfaction from work, satisfaction from supervisor, satisfaction from salaries, satisfaction from promotion and satisfaction from colleague.

1.2. Server Leadership

Server leadership theory for the first time was proposed in an article with title of "server in leader role" in 1977 (Greenleaf, 1977). Server leadership has role of making skill in followers, omitting obstacles, renovation applause, creative reinforcement of problems (Spears, 2004). In server leadership, leader is first server and then leader. The most anxiety of server leader is supplying the most necessary needs for followers. Constructing structure of server leadership is excellent and honorable excellence and features (Patterson, 2003). They see their followers as not as a tool to arrive to their goals, but as humans who have reason, sensation and need. They show their love and kindness by their guidance. Their presence is both physical and spiritual (Weiss, 2004). They have sense of commitment toward their followers and use their ideas to make organization purposes. Greenleaf (1977) knows 10 features of sever leaders as listening and perceiving, companion, curing, awareness, persuasion, meaning making, providence and foresight, serving, commitment to people growth and builds community and authenticity (Spears, 2002). Although, Greenleaf (1977) is the most important person expanded this theory in past 30 years, but there are many studies after Greenleaf (1977) in server leadership field from 1990s to 2004 that led server leadership to get certain rank in organizational leadership literature.

Following table shows elements researchers identified for server leadership, respectively:

Table-1. Server leadership models

• Spears (1998)
• Listening, companion, curing, awareness, persuasion, meaning making, sight, stewardship, commitment and builds community
• Farling *et al.* (1999)
• Landscape, permeation, credit, reliance, service
• Laub (1999)
• Value people, develops people, builds community, showing authenticity (companion), leadership authenticity and shares leadership
• Russell (2001)
• Landscape, credit, reliance, service, patterning, pioneering, gracefulness from others, reinforcement
• Patterson (2003)
• Moral kindness, modesty, humanism, landscape, reliance, reinforcement, service
• Sendjaya and Sarros (2003)
• Volunteer following, reliability, estimated contraction relationship, eminence idealism, evolution making effect

Server leadership is effective on many variables. Actually, server leadership penetration is very high. As server leadership is in relation with people happiness and emotions, it has great effect on their happiness and satisfaction (Weiss, 2004).

Zahedi *et al.* (2010) on a research they had on Iran understood that organizational culture and transformational leadership have positive and significant effect on organizational efficiency.

Izadi (2012) on a research they did on "Tounekabon Shahid Rajaei Hospitals, Imam Sajad and Ahmadnejad Hospital of Ramsar nurses concluded in relation with server leadership effect on nurses' performance that server leadership has salient effect on nurses' performance.

2. RESEARCH METHOD

According to method, this research is surveying and according to purpose it is applicable. Statistical society of this research includes Khoram Abad city telecommunication organization employees that 65 people were selected randomly to analyze sample. As sample members are more than 30 people, statistical distribution assumptions don't need to explore. In order to measure research variables 2 standard close ended questionnaires in Likret spectrum have been used. In order to measure satisfaction from work, Smith, Candal and America University Hiulin questionnaire with aspects of satisfaction from work, satisfaction from supervisor, satisfaction from salary, satisfaction from promotion and satisfaction from colleague have been used and to measure independent variable of server leadership, Laub server leadership model has been used with following 6 aspects: values people, develops people, builds community, authenticity, provide leadership and shares leadership. In order to analyze data SEM method and vector variance have been used. This method is based on variance and relatively has fewer samples than Lizerl. In addition, this method is relatively new that becomes replaced by vector covariance methods. In order to do this method, there are various soft wares, but smartpls is used for its high ability and advance. Instead of having total model fitting indexes series of statistical indexes like average

variance extracted (AVE), Cronbach alpha coefficient, compound reliability have been used to evaluate reflecting measuring model's reliability and validity for their predictable nature. Average variance extracted is about validity and next 2 indexes are about model reliability. Accepted values for these indexes should be higher than 0.5, 0.7 and 0.7, relatively.

In order to measure structural model path coefficient is used. This software knows 0.05 and less level for alpha and more than 1.96 level or less than -0.96 for T statistics significant.

2.1. Research Conceptual Model

In the following figure research conceptual model has been showed.

Insert Figure1 here

2.2. Research Hypothesis

Server leadership has positive effect on employees' satisfaction from work.

3. DATA ANALYSIS

In the following figure software output is shown for exploring the research main hypothesis. In figure 3 also T statistical values for model is shown.

Insert Figure 2 here

Insert Figure3 here

Figure3. Software output of standard coefficients of T statistical values

As it is seen, server leadership coefficient effect on satisfaction from work and job is 0.667 and with T statistical it is 16.577 which indicate server leadership positive and significant effect on employees' satisfaction from work. In following table you can see all model indexes. It is seen that all are in their acceptable ranges so model has acceptable reliability and validity.

Insert Table 2 here

Therefore, research hypothesis is confirmed

4. CONCLUSION AND SUGGESTION

According to salient, positive and significant effects of server leadership on employees' satisfaction from job, it is suggested to managers and authors to acquire sufficient awareness about its nature and importance and act what is needed to implicate as better and more on it. It is suggested for future researches to researchers to study and explore server leadership on organizational commitment and employees provoke.

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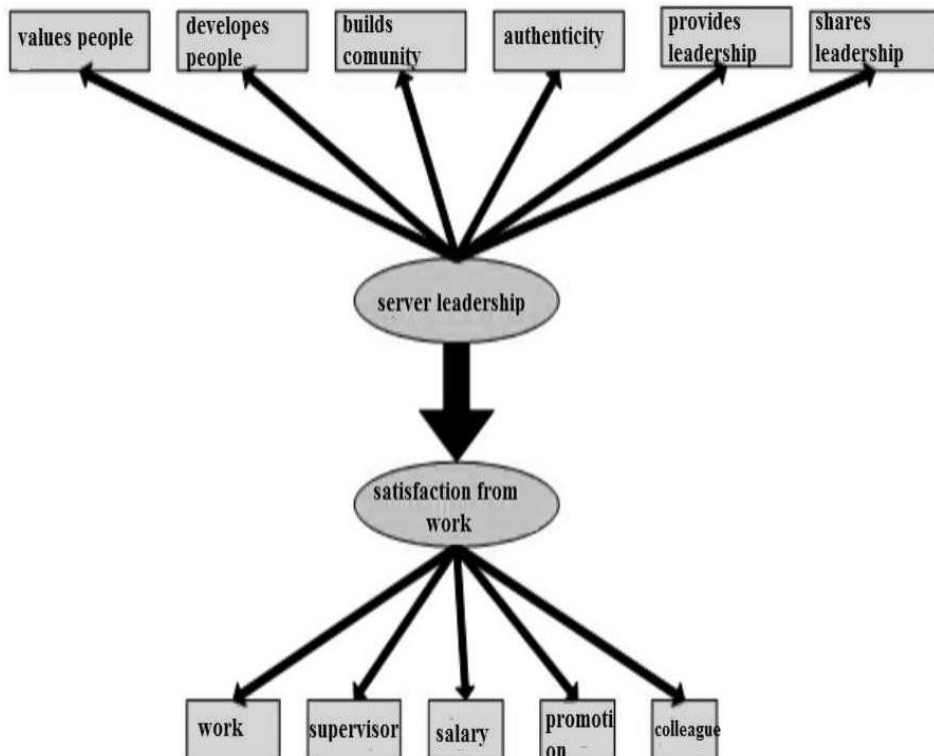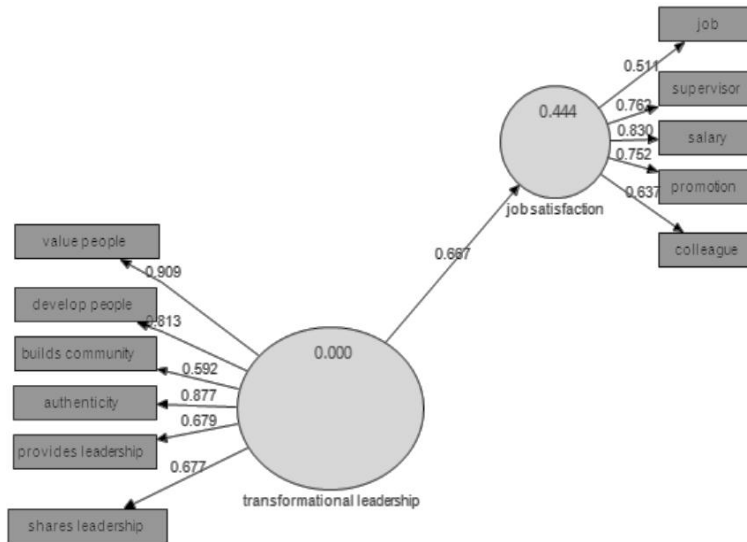
Figure-1. Research Model

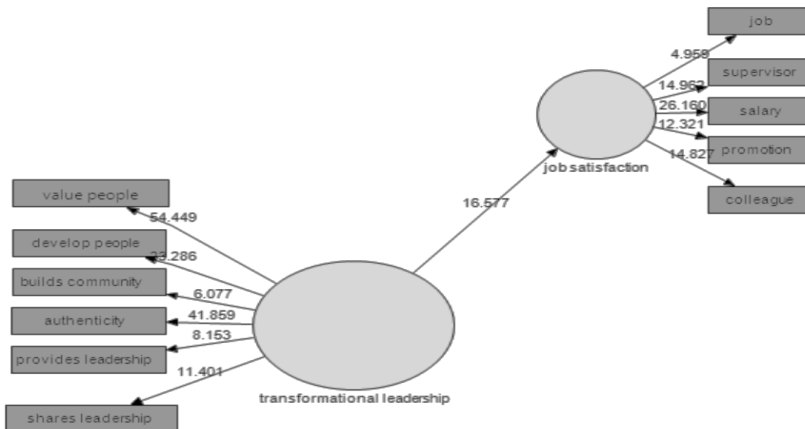**Figure-2.** Software output of effect standard value for research main hypothesis

Figure-3. Software output of standard coefficients of T statistical values

Table-2. Model indexes

	AVE	Composite Reliability	R Square	Cronbachs Alpha
job satisfaction	0.500438	0.830014	0.444401	0.746184
transformational leadership	0.587719	0.893147		0.857431