



Effects of components of servant leadership on organizational commitment of employees (customs of Zahedan and Milk)

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ABSTRACT

Theory of servant leader is among theories that is developing and has influenced form and style of leadership in present century. Greenleaf believes that servant leadership is based on philosophy of being servant first. Servant leaders are those mainly focus on serving other people's highest priority needs and on the growth and well-being of people and the communities to which they belong. So the aim of this research, is reviewing Effects of components of servant leadership on organizational commitment of employees of customs of Zahedan and Milk. Methodology of present research is applicable regarding its aim, descriptive regarding its nature and qualitative in terms of execution method. In this research, in order to gather theoretical principles, library study is used. In order to gather statistical information for research assumption, field research and search in statistical society are used. To collect data, first servant leadership and organizational commitment questionnaire is prepared by interviewing experts, elites and professors, then distributed among statistical population and analyzed by SPSS software. Statistical population of this research includes 305 people of all employees of Zahedan and Milk district customs. To determine sample population by using Morgan table method, 169 people were selected. Sampling method is simple random. To review and analyze data, descriptive and inferential statistics were used. At inferential level, linear regression test and step by step were used to show effects servant leadership and its components on organizational commitment of employees. Results indicate that servant leadership and its components have meaningful effects on organizational commitment of employees.

Key words: leadership, servant leadership, organizational commitment, employees

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INTRODUCTION

Leadership is a necessary component to do activities of present organizations. Hersey and Blanchard (2001) believe that successful organizations have major components that differentiate them from unsuccessful organizations. This is the characteristic of effective and dynamic leadership. Leadership is a process that organization manager tries to create motivation and effective relationship to facilitate his duties according to organizational aims and also encourages other employee to do their responsibilities.

Traditional leadership theories are based on hierarchical model that generally involves the accumulation and exercise of power by one at the top of the pyramid. Followers have to obey such orders. Where changes in working environment encourage researcher to review traditional theories. Till now, different models and theories of leadership were offered. Servant leadership is considered as a theory that matches to present circumstances. This theory could be a good guide for managers and organizational leaders and could provide appropriate solution for difficulties in organizations. It is an evolving theory and has great effects on form and style of leadership in present century. Greenleaf believes that servant leadership is based on philosophy of being servant first. Servant leaders are those

mainly focus on serving other people's highest priority needs and on the growth and well-being of people and the communities to which they belong. Servant leaders' priorities are Empowerment, mutual trust, cooperation, moral use of power and serving others in an organization. So style of servant leadership could solve problems of 21st century organizations. Organizational commitment is psychological replication or adherence to an organization. A good example of the effort to define the concept of organizational commitment is proposed by Mayer and Alan (1991) that introduced three components for commitment. Emotional commitment that people become emotional dependent. Continued commitment relates to people's awareness of the costs they must pay in case of leaving work. Normative commitment that has relationship with obligation sense of staying in an organization. For an organization to be successful, employees should feel at least one type of commitment.

Servant leadership by influencing on organizational commitment is a factor on efficiency and effectiveness that are considered as important purposes of an organization.

At the end, we are looking to provide answer to this question: what are the effects of servant leadership on organizational commitment?



Research Hypotheses

Main research hypotheses

- servant leadership has effect on organizational commitments of employees

Sub research hypotheses

- Humility has effect on organizational commitments of employees
- Kindness has effect on organizational commitments of employees

- Trust has effect on organizational commitments of employees
- Service providing has effect on organizational commitments of employees
- Justice has effect on organizational commitments of employees
- Originality has effect on organizational commitments of employees
- Leadership with vision has effect on organizational commitments of employees

Conceptual model of research

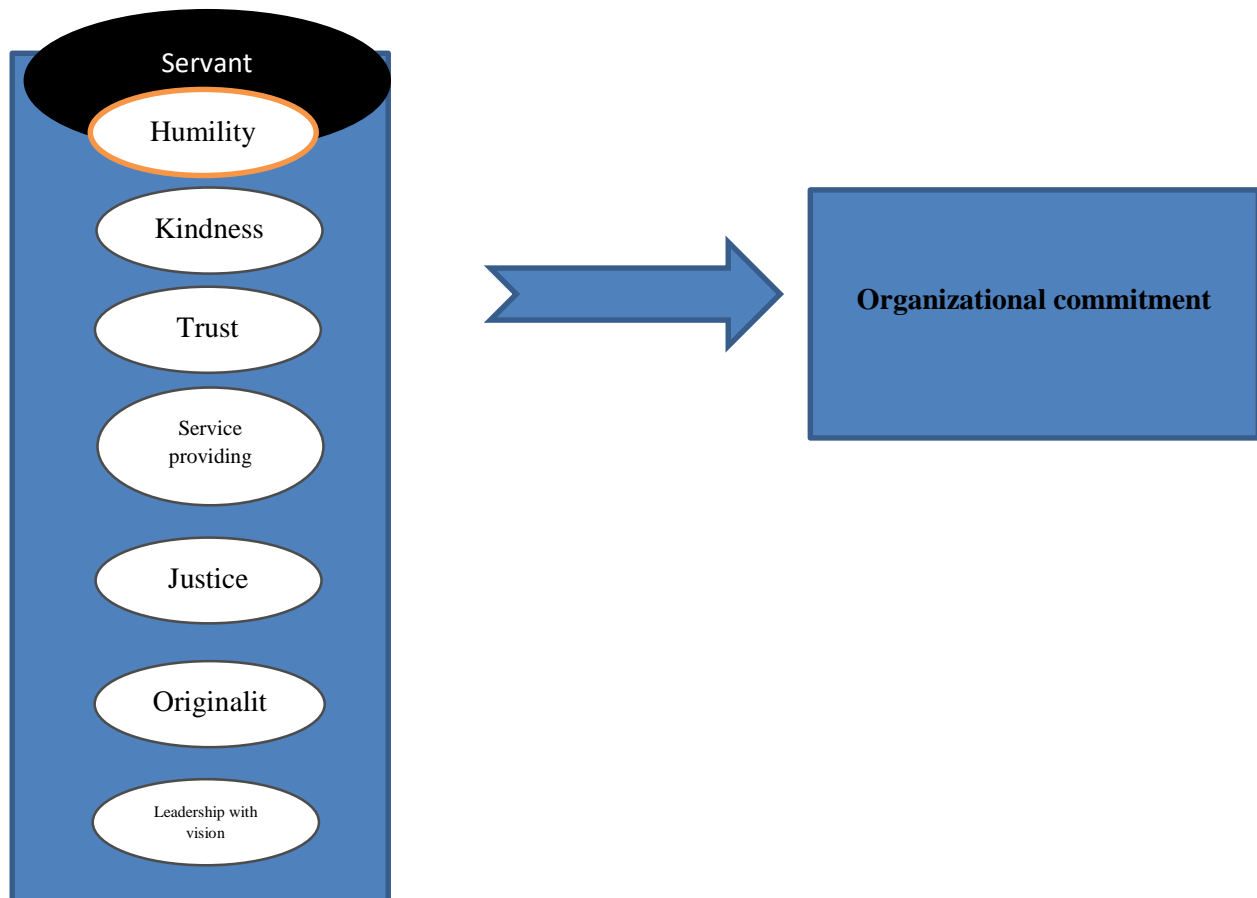


Figure 1 research conceptual model

Research methodology

Scientific searches are categorized according to various criteria. Methodology of present research is applicable regarding its aim, descriptive regarding its nature and qualitative in terms of execution method. Professors, then

distributed among statistical population and analyzed by SPSS software. Statistical population of this research includes 305 people of all employees of Zahedan and Milk district customs. To determine sample population by using Morgan table method, 169 people were selected. 147

questionnaires were completed and returned. Sampling method is simple random. In order to have quantitative analysis and to gather and use of viewpoints of managers and employees in such organization, questionnaires were used. Its validity was confirmed by professors and experts and its stability was calculated by Cronbach's alpha as more than 0.7. In order to analyze statistical data, frequency table was used and in order to evaluate research variables, step by step and linear regression test was used.

Main hypotheses

- servant leadership has effect on organizational commitments of employees
- To review level of effect, regression model was analyzed. So in order to review and present model between servant leadership(Y) and organizational commitment of employees (X), first model quality indexes are identified in below table., then processed model is reviewed.

Research findings:

Table 1. Matching regression model between servant leadership and organizational commitment of employees

correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	The standard deviation of error
0.181	0.033	0.026	10.69

Correlation between independent and dependent variables is 0.181. Coefficient of determination is 0.033 and this amount shows that 3.3% of changes in servant leadership relates to available organizational commitment. Since this amount doesn't cover freedom

degree, adjusted coefficient of determination is used which is equal to 2.6%. According to proposed indexes, model has sufficient efficiency

Table 2. Calculating regression equation of organizational commitment

Model	Nonstandard coefficient		Standard coefficient	T	Sig
	B	Std. Error	Beta		
1	Constant amount	62.74	0.181	6.06	0.029
	Servant leadership	5.45		2.212	
Dependent variables: organizational commitment					

Entered variable in regression equation is considered as main component of regression analysis which are in below table. Regression model could be calculated by using nonstandard coefficient:
 Servant leadership (5, 45) + 62, 74 = organizational commitment
 We can say that by improving 1 unit from each independent variable, dependent variable will be raised. In other words, by improving 1 unit from servant leadership, 5.45 unit of standard deviation of organizational will be raised. Therefore, they have positive relations.

T-test relating to regression coefficients are showed in this table for independent variable. This amount for this variable is 0.029, so is effective in organizational commitment. So Servant leadership has meaningful effect on organizational commitment.
 Sub-hypotheses1: Humility has effect on organizational commitments of employees.
 To review level of effect, regression model was analyzed. So in order to review and present model between Humility (Y) and organizational commitment of employees (X), first model quality indexes are identified in below table., then processed model is reviewed.

Table 3. Matching regression model between Humility and organizational commitment of employees

correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	The standard deviation of error
0.365	0.134	0.125	0.333

Correlation between independent and dependent variables is 0.365. Coefficient of determination is 0.134 and this amount shows that 13.4% of changes in Humility relates to available organizational commitment. Since this amount does not cover freedom degree, adjusted coefficient of determination is used which is equal to 12.5%. According to proposed indexes, model has sufficient efficiency.

Table 4. Calculating regression equation of organizational commitment

Model		Nonstandard coefficient		Standard coefficient	T	Sig
		B	Std. Error	Beta		
1	Constant amount	2.86	0.283	0.364	10.10	0.000
	Humility	0.313	0.066		4.70	
Dependent variables: organizational commitment						

Entered variable in regression equation is considered as main component of regression analysis which are in below table. Regression model could be calculated by using nonstandard coefficient:
 Humility (0.313) + 2.86 = organizational commitment
 We can say that by improving 1 unit from each independent variable, dependent variable will be raised. In other words, by improving 1 unit from Humility, 0.313 unit of standard deviation of organizational will be raised. Therefore, they have positive relations.
 T-test relating to regression coefficients are showed in this table for independent variable. This amount for this

variable is 0.000, so is effective in organizational commitment. So Humility has meaningful effect on organizational commitment.
 Sub-hypotheses2: Kindness has effect on organizational commitments of employees.
 To review level of effect, regression model was analyzed. So in order to review and present model between Kindness (Y) and organizational commitment of employees (X), first model quality indexes are identified in below table., then processed model is reviewed.

Table 5. Matching regression model between Kindness and organizational commitment of employees

correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	The standard deviation of error
0.271	0.073	0.067	0.347

Correlation between independent and dependent variables is 0.181. Coefficient of determination is 0.033 and this amount shows that 3.3% of changes in Kindness relates to available organizational commitment. Since this

amount does not cover freedom degree, adjusted coefficient of determination is used which is equal to 2.6%. According to proposed indexes, model has sufficient efficiency.

Table 6. Calculating regression equation of organizational commitment

Model		Nonstandard coefficient		Standard coefficient	T	Sig
		B	Std. Error	Beta		
1	Constant amount	3.54	0.193	0.271	18.39	0.001
	Kindness	0.156	0.046		3.38	

Dependent variables: organizational commitment

Entered variable in regression equation is considered as main component of regression analysis which are in below table. Regression model could be calculated by using nonstandard coefficient:
 Kindness (0.156) + 3.54 = organizational commitment
 We can say that by improving 1 unit from each independent variable, dependent variable will be raised. In other words, by improving 1 unit from Kindness, 0.156 unit of standard deviation of organizational will be raised. Therefore, they have positive relations.
 T-test relating to regression coefficients are showed in this table for independent variable. This amount for this

variable is 0.001, so is effective in organizational commitment. So Kindness has meaningful effect on organizational commitment.
 Sub-hypotheses3: Trust has effect on organizational commitments of employees
 To review level of effect, regression model was analyzed. So in order to review and present model between Trust (Y) and organizational commitment of employees (X), first model quality indexes are identified in below table, then processed model is reviewed.

Table 7. Matching regression model between Trust and organizational commitment of employees

correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	The standard deviation of error
0.130	0.017	0.010	0.357

Correlation between independent and dependent variables is 0.130. Coefficient of determination is 0.017 and this amount shows that 1.7% of changes in Trust relates to available organizational commitment. Since this

amount does not cover freedom degree, adjusted coefficient of determination is used which is equal to 1%. According to proposed indexes, model has sufficient efficiency.

Table 8. Calculating regression equation of organizational commitment

Model	Nonstandard coefficient		Standard coefficient	T	Sig
	B	Std. Error	Beta		
1	Constant amount	3.81	0.239	0.130	0.017
	Trust	0.088	0.56		
Dependent variables: organizational commitment					

Entered variable in regression equation is considered as main component of regression analysis which are in below table. Regression model could be calculated by using nonstandard coefficient:
 Trust (0.088) + 3.81 = organizational commitment
 We can say that by improving 1 unit from each independent variable, dependent variable will be raised. In other words, by improving 1 unit from Trust, 0.088 unit of standard deviation of organizational will be raised. Therefore, they have positive relations.
 T-test relating to regression coefficients are showed in this table for independent variable. This amount for this

variable is 0.017, so is effective in organizational commitment. So Trust has meaningful effect on organizational commitment.
 Sub-hypotheses4: Service providing has effect on organizational commitments of employees.
 To review level of effect, regression model was analyzed. So in order to review and present model between Service providing(Y) and organizational commitment of employees (X), first model quality indexes are identified in below table., then processed model is reviewed.

Table 9. Matching regression model between Service providing and organizational commitment of employees

correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	The standard deviation of error
0.140	0.020	0.013	0.357

Correlation between independent and dependent variables is 0.140. Coefficient of determination is 0.020 and this amount shows that 2% of changes in Service providing relates to available organizational commitment.

Since this amount does not cover freedom degree, adjusted coefficient of determination is used which is equal to 1.3%. According to proposed indexes, model has sufficient efficiency.

Table 10. Calculating regression equation of organizational commitment

Model		Nonstandard coefficient		Standard coefficient	T	Sig
		B	Std. Error	Beta		
1	Constant amount	3.71	0.245	0.140	15.402	0.040
	Service providing	0.1	0.059		2.706	
Dependent variables: organizational commitment						

Entered variable in regression equation is considered as main component of regression analysis which are in below table. Regression model could be calculated by using nonstandard coefficient:

Service providing (0. 10) + 3.71 = organizational commitment

We can say that by improving 1 unit from each independent variable, dependent variable will be raised. In other words, by improving 1 unit from Service providing, 0.10 unit of standard deviation of organizational will be raised. Therefore, they have positive relations.

T-test relating to regression coefficients are showed in this table for independent variable. This amount for this

variable is 0.040, so is effective in organizational commitment. So Service providing has meaningful effect on organizational commitment.

Sub-hypotheses5: Justice has effect on organizational commitments of employees.

To review level of effect, regression model was analyzed. So in order to review and present model between Justice(Y) and organizational commitment of employees (X), first model quality indexes are identified in below table., then processed model is reviewed.

Table 11. Matching regression model between Justice and organizational commitment of employees

correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	The standard deviation of error
0.364	0.132	0.126	0.335

Correlation between independent and dependent variables is 0.364. Coefficient of determination is 0.132 and this amount shows that 13.2% of changes in Justice relates to available organizational commitment. Since this

amount does not cover freedom degree, adjusted coefficient of determination is used which is equal to 12.6%. According to proposed indexes, model has sufficient efficiency.

Table 12. Calculating regression equation of organizational commitment

Model	Nonstandard coefficient	Standard coefficient	T	Sig
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		B	Std. Error	Beta		
1	Constant amount	2.86	0.283	0.364	10.10	0.000
	Justice	0.313	0.066		4.70	
Dependent variables: organizational commitment						

Entered variable in regression equation is considered as main component of regression analysis which are in below table. Regression model could be calculated by using nonstandard coefficient:
 Justice (0.313) + 2.86 = organizational commitment
 We can say that by improving 1 unit from each independent variable, dependent variable will be raised. In other words, by improving 1 unit from Justice, 0.313 unit of standard deviation of organizational will be raised. Therefore, they have positive relations.
 T-test relating to regression coefficients are showed in this table for independent variable. This amount for this

variable is 0.000, so is effective in organizational commitment. So Justice has meaningful effect on organizational commitment.
 Sub-hypotheses6: Originality has effect on organizational commitments of employees.
 To review level of effect, regression model was analyzed. So in order to review and present model between Originality(Y) and organizational commitment of employees (X), first model quality indexes are identified in below table., then processed model is reviewed.

Table 13. Matching regression model between Originality and organizational commitment of employees

correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	The standard deviation of error
0.663	0.440	0.436	0.269

Correlation between independent and dependent variables is 0.663. Coefficient of determination is 0.440 and this amount shows that 44% of changes in Originality relates to available organizational commitment. Since this

amount does not cover freedom degree, adjusted coefficient of determination is used which is equal to 43.6%. According to proposed indexes, model has sufficient efficiency.

Table 14. Calculating regression equation of organizational commitment

Model		Nonstandard coefficient		Standard coefficient	T	Sig
		B	Std. Error	Beta		
1	Constant amount	2.04	0.202	0.663	10.11	0.000
	Originality	0.513	0.048		10.66	
Dependent variables: organizational commitment						

Entered variable in regression equation is considered as main component of regression analysis which are in below table. Regression model could be calculated by using nonstandard coefficient:
 Originality (0.513) + 2.04 = organizational commitment
 We can say that by improving 1 unit from each independent variable, dependent variable will be raised. In other words, by improving 1 unit from **Originality**, 5.45 unit of standard deviation of organizational will be raised. Therefore, they have positive relations.

T-test relating to regression coefficients are showed in this table for independent variable. This amount for this variable is 0.000, so is effective in organizational commitment. So Originality has meaningful effect on organizational commitment.

Sub-hypotheses7: Leadership with vision has effect on organizational commitments of employees.
 To review level of effect, regression model was analyzed. So in order to review and present model between Leadership with vision(Y) and organizational commitment

of employees (X), first model quality indexes are identified in below table., then processed model is reviewed.

Table 15. Matching regression model between Leadership with vision and organizational commitment of employees

correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	The standard deviation of error
0.429	0.184	0.178	0.325

Correlation between independent and dependent variables is 0.429. Coefficient of determination is 0.184 and this amount shows that 18.4% of changes in Leadership with vision relates to available organizational commitment. Since this amount

does not cover freedom degree, adjusted coefficient of determination is used which is equal to 17.8%. According to proposed indexes, model has sufficient efficiency.

Table 16. Calculating regression equation of organizational commitment

Model		Nonstandard coefficient		Standard coefficient	T	Sig
		B	Std. Error	Beta		
1	Constant amount	2.49	0.297	0.429	8.40	0.000
	Leadership with vision	0.401	0.070		5.71	
Dependent variables: organizational commitment						

Entered variable in regression equation is considered as main component of regression analysis which are in below table. Regression model could be calculated by using nonstandard coefficient:

Leadership with vision (0.401) + 2.49 = organizational commitment

We can say that by improving 1 unit from each independent variable, dependent variable will be raised. In other words, by improving 1 unit from Leadership with vision, 0.401 unit of standard deviation of organizational will be raised. Therefore, they have positive relations.

T-test relating to regression coefficients are showed in this table for independent variable. This amount for this variable is 0.000, so is effective in organizational commitment. So, leadership with vision has meaningful effect on organizational commitment.

Conclusion

Since beginning of 21st century, modern leadership under the name of servant leadership replaced traditional leadership. Servant leadership tries to develop personal and occupational aspects of employees and also tries improve quality and health of organization by teamwork. In addition to Greenleaf support (1970) from servant leadership, many writings about leadership, confirmed this style as new and modern theory to guide an organization. Also, in chaos conditions, manager should search for flexible and creative methods rather than predetermined methods. Ultra-modernism in

management is an approach to observe current circumstance of organization, criticizing and improving that circumstances. Ultra-modern organizations focus on features like dynamism, team work, creativity and leadership in serving, training and learning. Leadership in ultra-modernism is servant leadership.

Salankyk (1970) believes that commitment is a type character that a person is limited through his actions. He believes that he should continue these activities and keep his effective involvement. Human are considered as the main capital off organizations. Organizations are to be successful that their leaders could flourish their employees' capabilities. Servant leader has the potential to improve leadership in an organization. Servant leader mainly focuses on serving followers. Serving leadership consist of understanding and acting in a way that leader prefer other interests to his own interest. Primary motivation for servant leadership is tendency for **servicing** others efficiently in order to achieve group purposes. According to confirmation of main assumption, this research is based on meaningful relations between employee' understanding from servant leadership and employees' commitment, following suggestion could be offered:

- Servant leadership is regarded as basis to establish ideal leadership in organizations; therefore, managers of organizations will benefit from advantages of this style of leadership by using it as a model.

- To be considered as a servant person, one could model such features to develop this style between managers and leaders of organizations. Preparing training courses to develop and flourish abilities of servant leadership and to offer good privileges for those who passed these courses with good marks is important and so effective for managers' efficiency.
- Leaders' motivation should be serving others. Placing serving others at the center of leadership leads to a good use of power. If serving others would be the first choice, its advantage could be used in organization.

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