



The Role of Servant Leadership Components on the Organizational Productivity in Zabol University of Medical Science

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ABSTRACT

Servant leadership with the impact on the organizational productivity is one of the factors that affect the efficiency and effectiveness, which are considered the most important goals of an organization and it should be taken a step to be strengthened. So, the aim of this research is explaining the impact of servant leadership components on the organizational productivity of staffs of Zabol University of Medical Science. Since the purpose of this research is explaining the impact of the servant leadership components on the organizational productivity of staffs. In terms of goal is applied research, based on the descriptive nature, that is kind of correlation and in terms of procedure is quantitative. The statistical population of this research consists of all staffs of the Zabol University of Medical Science, which are 305 individuals. To determine the sample size by using the method of Morgan table, 169 individuals have chosen and the method of sampling for this study is simple random. In this research, in order to collect theoretical basics and background, it has been used the library studies and articles and academic journals. As well as collecting statistical data in order to test the hypothesis of the research, it has been used field method and questionnaire, that their validity and reliability have been approved. In this study, after gathering the questionnaires, the data file will be formed in SPSS software and according to the number of variables and the type of study as well as the relationships between variables were by using the tables of frequency, diversity indices of bar graphs, the histogram used both descriptive and inferential statistics. In the level of inferential statistics has been used linear regression test and step by step to show the impact of the servant leadership and its components on the organizational productivity of the staffs. The findings of the research showed that the servant leadership and its components of the productivity of staffs of Medical Science University have a significant impact.

Key words: servant leadership, productivity, staffs, Medical Science University

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INTRODUCTION

Leadership is one of the main necessities for carrying out activities for many of today's organizations. According to Herci and Blanchard (2001), the successful organizations have major characteristic, by that, they are distinctive from unsuccessful organizations; this leadership characteristic is dynamic and effective. Leadership is a process that along with it, the organization management tries to motivate and an effective communication facilitates doing their other tasks in the realization of organizational goals and encourages the staffs by their desire and passion to do their tasks (Latifi et al, 2013). The leadership traditional theories were based on hierarchical, which was an absolute power in the organization that dictates the command from top to bottom and the followers in lower levels as a member of the organization must follow these commands. This despite the fact that change and evolution in the working environment cause several researchers to review the traditional theories. So far, it has provided the different models and theories of leadership. Meanwhile the servant leadership is a theory that fitted and consistent to current conditions, it can be the practical guidance for managers and

leaders of the organizations and enterprises, and it has given suitable solutions for difficulties, which the organizations face (Mohammadi et al, 2013). Servant leadership theory is a theory, which is in development and it was affected the style and form of leadership in the present century. Greenleaf believes that the Servant leadership is based on the philosophy of service and servant leaderships are the leaders who give their prime priority to serve the followers, satisfy the needs and also develop and educate staffs. Servant leaderships prefer empowerment, mutual trust, and cooperation spirit, moral use of the power and value of the service to the followers than anything else in the Organization (Janis, 2007; spires, 1996). So, the servant leadership's style can solve many problems of organizations of the 21st century, that it face with it (Horseman, 2010; Bryant, 2003).

Productivity is maximizing the use of resources, manpower and arrangements through science to reduce costs and satisfy the staffs, managers and consumers. Other definitions have the manpower productivity with maximum appropriate use of it in order to move in the direction of the organization's goals with the lowest cost and the least time. Based on the viewpoints of the Iranian national productivity organization, the productivity is a rational attitude to life and work. This is similar to a culture that its purpose is smarter activities for better and

transcendental life. Productivity is simply gaining the maximum possible benefit of labor force, power, talent, and skills of manpower, land, machine, money, equipment of time, and location, and in order to enhance the well-being of society in a way that its increase as a necessity in order to upgrade the life level of human beings and construction of society have always been considered by pundits of policy, management and economics. None of the organizations can be successful unless the members and staffs of the organization have some sort of commitment and try in the realization of its goals (Astonro Freeman, 2006). Servant leadership with the impact on the organizational productivity is one of the factors that affect the efficiency and effectiveness, which are considered as the most important goals of an organization and it should be taken a step in order to strengthened (Cole Kuwait, Lee Payne, Veson, 2010).

Medical Science University is as one of the most important universities in the country. The reason of choosing Medical Sciences University is its importance and role in the field of health and education system. Using scientific tools can provide useful information for management and making decision in order to improve procedures of operations and deployment of resources. So, the importance of staff productivity in this organization from any perspectives has special importance, because if the staffs are not somehow productive, the health system of the country will be faced with a problem. So paying attention to leadership and the components of servant leadership in the Medical Sciences University is an essential imperative.

In the end, we are looking for the answer to this question that what effect do the components of servant leadership have on the organizational productivity?

THE CONCEPTUAL MODEL OF THE RESEARCH

Patterson and Russell (2013) know the transformative leadership as a focus of the leader on the organization and explaining the behaviors, which are naturally altruism, that does not seem enough and despite the fact that the servant leadership theory focus on the followers and show such actions clearly. In this study, it has been used a model of the seven components of Patterson and Russell (2013) that the conceptual model has been drawn below:

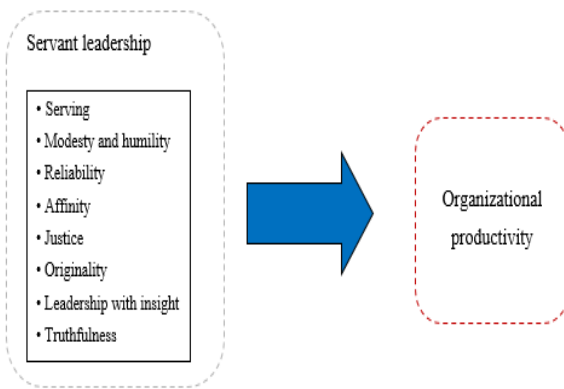


Figure 1. Conceptual model of research (Patterson and Russell, 2013)

RESEARCH HYPOTHESES

Main research hypotheses

- servant leadership has effect on organizational productivity in Zabol University of Medical Science

Sub research hypotheses

- Humility has effect on organizational productivity in Zabol University of Medical Science
- Kindness has effect on organizational productivity in Zabol University of Medical Science
- Trust has effect on organizational productivity in Zabol University of Medical Science
- Service providing has effect on organizational productivity in Zabol University of Medical Science
- Justice has effect on organizational productivity in Zabol University of Medical Science
- Originality has effect on organizational productivity in Zabol University of Medical Science
- Leadership with vision has effect on organizational productivity in Zabol University of Medical Science

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 zabol University of Medical Science. 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.

RESEARCH FINDINGS:

Main hypotheses

Servant leadership has effect on organizational productivity in Zabol University of Medical Science

To review level of effect, regression model was analyzed. So in order to review and present model between servant

leadership(Y) and organizational productivity in Zabol University of Medical Science (X), first model quality indexes are identified in below table., then processed model is reviewed.

Table 1. Matching regression model between servant leadership and organizational productivity

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 productivity. 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 productivity

Model		Nonstandard coefficient		Standard coefficient	T	Sig
		B	Std. Error			
1	Constant amount	62.74	10.35	0.181	6.06	0.029
	Servant leadership	5.45	2.46		2.212	
Dependent variables: organizational productivity						

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 productivity

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 productivity. So Servant leadership has meaningful effect on organizational productivity.

Sub-hypotheses1: Humility has effect on organizational productivity in Zabol University of Medical Science.

To review level of effect, regression model was analyzed. So in order to review and present model between Humility (Y) and organizational productivity in Zabol University of Medical Science (X), first model quality indexes are identified in below table., then processed model is reviewed.

Table 3. Matching regression model between Humility and organizational productivity

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 productivity. Since this amount doesn't 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 productivity

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

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 productivity

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 productivity. So Humility has meaningful effect on organizational productivity.

Sub-hypotheses2: Kindness has effect on organizational productivity in Zabol University of Medical Science.

To review level of effect, regression model was analyzed. So in order to review and present model between Kindness (Y) and organizational productivity in Zabol University of Medical Science (X), first model quality indexes are identified in below table., then processed model is reviewed.

Table 5. Matching regression model between Kindness and organizational productivity

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 productivity. 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 6. Calculating regression equation of organizational productivity

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			
Dependent variables: organizational productivity						

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 productivity

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 productivity. So Kindness has meaningful effect on organizational productivity.

Sub-hypotheses3: Trust has effect on organizational productivity in Zabol University of Medical Science

To review level of effect, regression model was analyzed. So in order to review and present model between Trust (Y) and organizational productivity in Zabol University of Medical Science (X), first model quality indexes are identified in below table., then processed model is reviewed.

Table 7. Matching regression model between Trust and organizational productivity

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 productivity. Since this amount doesn't 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 productivity

Model	Nonstandard coefficient		Standard coefficient	T	Sig	
	B	Std. Error	Beta			
1	Constant amount	3.81	0.239	0.130	15.94	0.017
	Trust	0.088	0.56			
Dependent variables: organizational productivity						

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 productivity

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 productivity. So Trust has meaningful effect on organizational productivity.

Sub-hypotheses4: Service providing has effect on organizational productivity in Zabol University of Medical Science.

To review level of effect, regression model was analyzed. So in order to review and present model between Service providing(Y) and organizational productivity in Zabol University of Medical Science (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 productivity

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 productivity. Since this amount doesn't 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 productivity

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

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 productivity

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 productivity. So Service providing has meaningful effect on organizational productivity.

Sub-hypotheses5: Justice has effect on organizational productivity in Zabol University of Medical Science.

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

Table 11. Matching regression model between Justice and organizational productivity

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 productivity. Since this amount doesn't 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 productivity

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

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 productivity

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 productivity. So Justice has meaningful effect on organizational productivity.

Sub-hypotheses6: Originality has effect on organizational productivity in Zabol University of Medical Science.

To review level of effect, regression model was analyzed. So in order to review and present model between Originality(Y) and organizational productivity in Zabol University of Medical Science (X), first model quality indexes are identified in below table., then processed model is reviewed.

Table 13. Matching regression model between Originality and organizational productivity

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 productivity. Since this amount doesn't 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 productivity

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 productivity						

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 productivity

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 productivity. So Originality has meaningful effect on organizational productivity.

Sub-hypotheses7: Leadership with vision has effect on organizational productivity in Zabol University of Medical Science.

To review level of effect, regression model was analyzed. So in order to review and present model between Leadership with vision(Y) and organizational productivity in Zabol University of Medical Science (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 productivity

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 productivity. Since this amount doesn't 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 productivity

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 productivity						

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 productivity

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 productivity. So Leadership with vision has meaningful effect on organizational productivity.

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 in Zabol University of Medical Science 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 focuses 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 serving 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 modeling 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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