DEMOGRAPHIC VARIABLES
AND
SERVANT LEADERSHIP ATTRIBUTES:
A CASE STUDY AT UNIVERSITI UTARA MALAYSIA

NORFARHANA BT SALLEH

UNIVERSITI UTARA MALAYSIA
2009

Dedication

This thesis report is dedicated with love and affection to the individuals who have been very instrumental in my life. Firstly, to my beloved parents, Mr Salleh and Mrs Rohaya follow by my siblings Farhani and Farhanis.

Acknowledgements

To God be the glory for all the things He has done. I would like to thank God for granting me the strength, wisdom and knowledge to complete this thesis report. I never would have made it without God. I would like to acknowledge the following individuals who played a significant role in this research study.

Dr Faizuniah Pangil, my beloved supervisor, her generous supportive ideas and assistance had made my thesis report a great report. Without her guidance, support and valuable suggestion my thesis wouldn't be a meaningful and useful report for me. I was really blessed to have an excellent supervisor like her.

My family members support me a lot throughout the entire period of my master studies.
Especially my parents, Mr Salleh Zakaria and Mrs Rohaya Omar, had been supporting me all the time with their motivating and encouraging words, and also their never ending love and prayers had made me to go thru this study. My siblings Norfarhani and Norfarhanis, whom had been supporting me all the time and also helping me to get the related references and sources for my studies.

Last but certainly not least. Special thank to all my Master friends in Universiti Utara Malaysia. Your supports and assistances will always be remembered.

TABLE OF CONTENTS

CHAPTER 3 – RESEARCH METHODOLOGY

LIST OF TABLES

PERMISSION TO USE

In presenting this project paper in partial fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or in their absence, by the Dean of Research and Development of the College of Business where I did my project paper. It is understood that any copying or publication or use of this project paper or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the Universiti Utara Malaysia (UUM) in any scholarly use which may be made of any material in my project paper.

Request for permission to copy or to make other use of materials in this project paper in whole or in part should be addressed to:

Dean of Research and Development
College of Business
Universiti Utara Malaysia (UUM)
06010 Sintok
Kedah Darul Aman

DISCLAIMER

The author is responsible for the accuracy of all opinion, technical comment, factual report, data, figures, illustrations and photographs in this dissertation. The author bears full responsibility for the checking whether material submitted is subject to copyright or ownership right. Universiti Utara Malaysia (UUM) does not accept any liability for the accuracy of such comment, report and other technical and factual information and the copyright or ownership rights claims.

The author declares that this dissertation is original and his own except those literatures, quotations, explanations and summarizations which are duly identified and recognized. The author hereby granted the copyright of this dissertation to College of Business, Universiti Utara Malaysia (UUM) for publishing if necessary.

Date: Student Signature:
_____

Abstract

This quantitative study examined the demographic differences (gender, age, marital status and level of education) and servant leadership attributes among management staff at UUM (integrity, humility, servanthood, caring for others, empowering others, developing others, visioning, goal setting, leading, modeling, team building and shared decision making). A total of 136 questionnaires were distributed and a total of 71 were collected back after a week. The findings of this study indicate that the demographic factor such as gender, age, marital status has no effect on servant leadership.

Abstrak

Kajian kuantitatif ini adalah untuk menyelidik perbezaan diantara faktor demografi (jantina, umur, status perkahwinan and tahap pendidikan) dan sifat-sifat kepada "servant leadership" (kejujuran, rendah diri, perkhidmatan, mengambil berat, kebolehan mengusai orang, menggalakkan pembangunan sahsiah, visi, menetapkan matlamat, mengetuai, idola, semangat berpasukan dan perkongsian dalam membuat keputusan). Sebanyak 136 set soal kaji selidik diedarkan kepada kakitangan di bahagian pengurusan. Setelah seminggu, semua boring kaji selidik tersebut dikutip semula untuk tujuan penilaian. Hasil kajian menunjukkan tiada perbezaan atara setiap peringkat di dalam faktor demografi dengan "servant leadership"

CHAPTER 1

INTRODUCTION

1.0   Introduction

In the dynamic of globalization environment nowadays, people have become one of the critically important elements to gain competitive advantage. Organizations are faced with new challenges to develop great leaderships which can help these organizations sustain its human resources competitive advantages. Due to this fact, many corporations has changed to team-oriented empowered culture, where bureaucratic leaders and supervisors must adapt with a new leadership pattern that has been practiced in most of successful organization which is known as 'servant-leadership' (Lloyd, 1996). According to Russell and Stone (2002), various writers espouse servant leadership as a valid and modern theory for organizational leadership. Its also had been supported by Greenleaf (1977), where he had called for the application of servant leadership in business, education, churches and foundations.

Therefore, servant leadership had crosses all boundaries and being applied by wide variety of people that working for profit business. Many individuals, organizations and institutions have adopted servant leadership as a guiding philosophy. The subject of servant leadership has become very important because it offers the potential to improve organizational leadership in many settings. There are an increasing number of companies that adapted and practiced servant leadership as part of their corporate philosophy or as a foundation for their organizational goals.

The contents of the thesis is for internal user only

Reference:

Anderson, K. P. (2005). A correlational analysis of servant leadership and job satisfaction in a religious education organization. *Dissertation Abstracts International, 66*, 239 .

Avolio, B. J., & Bass, B. M. (2002). *Manual for the multifactor leadership questionnaire.* Rewood City, CA: Mindgarden.

Bagger, M. C. (2002). The ethics of belief: Descartes and Augustinian tradition: *Journal of Religion*, 82, 72-74.

Becker, T. E. (1998). Integrity in organizations: beyond honesty and conscientiousness. *Academy of Management Review, 23,* 154-162.

Blanchard, K. H. (2000). Leadership by the book. *Executive Excellence. 17,* 4.

Block, P. (1993). *Stewardship: choosing service over self-interest.* San Francisco: Berett-Koehler.

Barbuto, J. E., & Wheeler, D. W. (2006). Scale development and construct clarification of servant leadership. *Group & Organization Managemnet, 31,* 300-326

Bennis, W. (2002). *Become a tomorrow leader.* New York: Wiley.

Buchen, I. H. (1998). Servant leadership: a model for future faculty and future institutions, *The Journal of Leadership Studies, 5,* 125-134.

Chew, E. (2008). *Become a person of Integrity.* Retrieved February 10, 2009 from, http://www.peace-creation.com/2008/03/18/become-a-person-of-integrity/

Chin, D., & Smith, W. (n,d). Servant leadership in organizations: the case of Australia. Retrieved February 1, 2009 from,

http://www.isbee.org/index.php?option=com_docman&task=doc_download&gid=81

Choi, Y., & Mai Dalton, R.R.(1998). On the leadership function of self-sacrifice. *Leadership Quarterly, 9,* 475-501.

Clowson, J. G. (1999). *Level three leadership: getting below the surface*. Upper Saddle River, NJ: Prentice Hall.

Collins, J. (2001). G*ood to great*. New York: HarperCollins.

Convey, S. (2002). Servant leadership and community leadership in the twenty-first century. *Focus on Leadership: Servant Leadership for the 21st Century,* 27-34.

Crom, M. (1998). The leader as servant. *Training, 35,* 6-10.

Dennis, R. S. (2005). Development of servant leadership assessment instrument. *Leadership & Organizational Development Journal, 26,* 600-615.

Dennis, R. S. (2004). Development of servant leadership instrument. *Dissertation Abstract International, 65.*

Dennis, R. S., & Bocarnea, M. (2005). Development of the servant leadership assessment instrument. *Leadership & Organizational Development Journal,26,* 600-615.

Dingman, W. W., Stone, A. G. (2007). Servant leadership's role in the succession planning process: a case study. *International Journal of Leadership Studies,* 2, 133-147.

Distefano, J. (1995). Tracing the vision and impact of Robert K. Greenleaf. *Reflection on Leadership,* 61-78.

DuBrin, A. J. (2005). *Coaching and mentoring skills, upper saddle river*. NJ: Pearson Prentice-Hall.

Earnhardt, M. P. (2008). Testing a servant leadership theory among United States military members. *Emerging Leadership Journeys, 1,* 14-24

Frick, D. M. (2004). *Robert K. Greenleaf: A life of servant leadership*. United State: Berrett-Koehler Publishers.

Farling, M., Stone, A., & Winstone, B. E. (1999). Servant leadership: setting the stage for empirical research. *Journal of Leadership Sudies*, 6, 49-72.

Gardner, J. W. (1990). *On leadership*. New York: The Free Press.

Gerson, K. (2002). Moral dilemmas, moral strategies, and the transformation of gender: Lesson from two generations of work and family change. *Sociologists for Women in Society, 16,* 8-28.

Glampetro-Meyer, A., Brown, T., Browne, S. J. M. N., & Kubasek, N. (1998). Do we really want more leaders in business? *Journal of Business Ethics.* 17.

Gonzaga University, & Robert K. Greenleaf Centre (2005). *The International Journal of Servant Leadership,1,* 3-27.

Graham, J. W. (1995). Leadership, moral development and citizenship behavior. *Business Ethics Quarterly, 5,* 43-55.

Greeleaf, R. K. (1970). The *servant as leader. Indianapolis*. IN: Greenleaf Centre.

Greenleaf, R. K. (1977). *Servant leadership: a journey into the nature of legitimate power and greatness*. New York: Poulist Press.

Greenleaf, R. K., Peck, M. S., Senge, P., Cooper, A. M., Bethel, S. M., & Kiechel, W. (1995). *Reflection on leadership: How Robert K. Greenleaf's Theory of Servant Leadership Influenced Today's Top Management Thinkers*. United State: John Willey & Sons.

Greenleaf, R. K. (1997). *Servant Leadership: A journey into the nature of legitimate power and greatness*. New York: Poulist Press.

Hare, S. (1996). The paradox of moral humility. *American Philosophical Quarterly, 33,* 235.

Harrison, W. H. (2002). Prudence and custom: Revisiting hooker on authority. *Anglican Theological Review, 84,* 897.

Hersey, P., Blanchard, K. H., & Natemayer, W.E. (2001). *Situational leadership and power. classic of organizational behavior.* Prospect Height, IL: Waveland Press.

Huey, J. (1994). *The new post-heroic leadership*. Fortune (February 22), 42-50.

Hunter, J. C. (2004). *The world's most powerful leadership principle*. New York: Crown Business.

Irving, J. (2005). *Exploring the relationship between servant leadership and team effectiveness*. Retrieved March 28, 2009 from http://.www.regent.edu/acad/global/publications/sl_proceedings/2005/irving_exploring.pdf

Irving, J., & Longbotham, G. J. (2007). Team effectiveness and six essential servant leadership themes: A regression model based on item in the organizational leadership assesment. *International Journalof Leadership Studies,2,* 98-113.

Jung, D. I., & Avolio, B. J. (2000). Opening the black box: An experimental investigation of the mediating effects of trust and value congruence on transformational and transactional leadership. *Journal of Organizational Behavior,21,* 949-964.

Katrin. (2002). Differences in management: Do male female have different leadership style. Retrieve Mei 23, 2009 from http://masters.donntu.edu.ua/2002/fem/puliaeva/article.rtf

Kellett, J. B., Humphrey, R.H.. & Sleeth, R. G. (2002). Emphaty and complex task performance: two routes to leadership. *The Leadership Quarterly, 13,* 523-544.

Kotter, J. P. (2001). What leaders really do. *Harvard Business Review*, *7,* 7-9.

Joseph, E. E., Winston, B. E. (2005). A correlation of servant leadership. leader trust, and organizational trust. *& Organizational Development Journal, 26*, 6-22.

Laub, J. (1999). Assessing the servant organization: development of the servant organizational leadership (sola) instrument. *Dissertation Abstract International, 60*, 308.

Lawrence, L. J. (2002). For truly, I tell you, they have received their reward: Investigating honor precedence and honor virtue. *Catholic Biblical Quarterly, 64,* 687.

Levering, R., & Moskowitz, M. (2000). The 100 best companies to work for in America. *Fortune, 141(1),* 82-110.

Lewick. R. J., & Wiethoff (2000). *Trust, trust development and trust repair, the handbook of conflict resolution: Theory and Practice*. San Francisco, Carlifonia: Jossey Bass.

Lewis, C. P. (1997). *Building a shared vision: A leader guide to aligning the organization*. United States: Productivity Press.

Lloyd, Bruce. (1996). A new approach to leadership. *Leadership & Organizational Development Journal,* 29-32.

Malphurs, A. (1996). *Value driven leadership: Discovering and developing your core values for ministry*. Grand Rapids, MI: Baker Books

Mayer, R.C., & Davis, J. H. (1999). The effect of performance management system on trust for management: A field quasi-experiment. *Journal of Applied Psychology, 84,* 123-36.

Mc-Crimmon, M. (2006). *Burn! Leadership myth in flames*. UK: Self Renewal Group.

Melrose, K. (1995). *Making the grass greener on your side: A Ceo's journey to leading by serving*. San Franciso: Berrett-Koehler.

Murray, A. (1982). *Humility*. New Kingston, PA: Whitaker House.

Merriam-Webster. (2004). Retrieved, March, 2009, from http://www.m-w.com/

Neuschel, R. (2004).

Page, D., & Wong, T. P. (2000). A conceptual framework for measuring servant leadership. *Review of General Psychology, 9,* 326-341.

Parolini, J. L. (2004). *Effective servant leadership: A model in corporating servant leadership and the competing values framework.* paper presented at the servant leadership roundtable, Regent University, Virginia Beach, VA: Retrieved May 3, 2009, from www.regent.edu/acad/sls/publications/conference_proceedinngs/servant_leadership_rondtable/2004/proceedings.htm

Patterson, S. J., & Wiens, T. W. (2001). Contextualizing models of humility and forgiveness: a reply to Gassin. *Journal of Psychology and Theology, 29,* 201.

Patterson, K. (2003). *Servant leadership: A theoretical model.* Retrieved March 20, 2009,from
http://www.regent.edu/acad/cls/2003ServantLeadershipRoundtable/

Pallant, J. (2002). SPSS survival manual. Australia: Ligare Book Printer.

Phillips, S. (2004). *Can humility, faith be good service*. In NBC, Dateline NBC. USA: NBC News.

Russell, R. F. (2001). The role of value in servant leadership. *Leadership & Organizational Development Journal, 2,* 76-83.

Russell, J. (2001). Exploring the values and attribute of servant leaders. *Dissertation Abstract International.* 61, 4856.

Russell, R. F., & Stone, A. G. (2002). A review of servant leadership attribute: developing a practical model. *Leadership & Organizational Development Journal, 23,* 145-157.

Sandage, S. J., & Weins, T. W. (2001). Contextualizing model of humility and forgiveness: A reply to Gassin. *Journal of Psychology and Theology, 29,* 201-216.

Sendjaya, S., & Sarros, J. C. (2002). Servant leadership: Its origin, development, and application in organizations. *Journal of Leadership & Organizational Studies.*

Spears. L.(1996). Reflection of Robert K. Greenleaf and servant leadership. *Leadership & Organization Development Journal. 17,* 33-38.

Stone, A. G., Russel, R. F., & Patterson, K. (2004). Transformational versus servant leadership: a differences in leader focus. *The Leadership & Organization Development Journal,* 349-361.

Tinsley, D. B., & Austin, S. F. (2006). Servant leadership for small business. *Associated for Small Business & Entrepreneurship 32nd Annual Conference.* Texas.

Washington, R. R., Sutton, C. D., & Field, H. S. (2006). Individual differences in servant leadership: the role of value and *personality. Leadership & Organizational Development Journal, 27,* 700-716.

Winston, B. E. (2003). *Extending Patterson's servant leadership model: explaining how leaders and followers interact in a circular motion.* paper presented at the servant leadership research roundtable, Regent University, School of Leadership Studies.

Winston, B. E. (2004). Servant leadership at Heritage Bible College: a single case study. *Leadership & Organizational Development Journal, 25,* 600-617.

Wong, P. T. P. (2005). *Servant leadership: An opponent-process model and revised servant leadership profile*. Paper presented at the Regent University Servant Leadership Roundtable, Virginia Beach, Virgenia.

Wong, A. S. L. (2007). Definition of a leader. Retrieved May 10, 2009, from file:///H:/leader-def.htm

Yolanda, B. T. (2000). *The relationship between leader-member exchange and commitment and organizational citizenship behavior*. Retrieved May 12, 2009, from http://findarticles.com/p/articles/mi_m0JZX/is_3_7/ai_78360115/

Yulk, G.A. (2002). *Leadership in Organization*. Upper Saddle River, NJ: Prentice Hall.