
Identification of Servant Leadership Components: Providing a Conceptual Model

Javad Heydarian¹, Alireza Chenari^{2*}, Kourosh Parsa Moin³

1. Ph.D. student in Educational Management, Islamic Azad University, Roudehen, Iran.
 2. Assistant Professor, Department of Educational Sciences, Islamic Azad University, Roudehen, Iran.
 3. Assistant Professor, Department of Educational Sciences, Islamic Azad University, Roudehen, Iran.
-

Article history:

Received date: 5 January 2019

Review date: 24 March 2019

Accepted date: 26 March 2019

Keywords:

component, leader, servant leadership, Conceptual Model

Abstract

purpose: The purpose of this paper is to identify the components of servant leadership in the martyr Foundation and the affairs of the emirates of the headquarters of the center of Tehran and provide a conceptual model based on it.

Methodology: This research is based on data collection and information of mixed type. Which includes the first qualitative research, the fuzzy Delphi method, and then the quantitative research method. On the other hand, given that the purpose of the applied research development research is in a particular field and applied research is directed towards the practical application of knowledge, this study is based on Based on the dimensions and components of the models proposed by the Leadership Service in order to provide a template for organizations, a survey was conducted in 2018 and the results were refined using fuzzy Delphi method formulas.

Findings: The model of the servant leadership components in the Martyr Foundation and the affairs of the emperors of the Headquarters of Tehran Center in 8 dimensions was presented and a proposed model for servant leadership components was presented.

Conclusion: The proposed model in this study can evaluate the components of servant leadership. Considering the utilization of the theoretical basis rich in relation to the subject and comparing it with different models and indicators, and using expert opinions, it is possible for the organization to analyze the current situation and to use successful experiences to provide a leadership plan for the servant.

Please cite this article as: Heydarian J, Chenari AR, Parsa Moin K. (2019). Identification of Servant Leadership Components: Providing a Conceptual Model. *Iranian journal of educational Sociology*. 2(2):124-130.

* corresponding author: a.chenari@yahoo.com

1. Introduction

The importance, importance, and role of leadership in the organization is not hidden from anyone. Leadership is one of the key requirements for the activities of many organizations today. Successful organizations have a key characteristic that distinguishes them from unsuccessful ones. This characteristic is dynamic and effective leadership (Leiden et al., 2015). The basis of leadership is the ability to influence humans. Leadership is an attempt to influence individuals or groups without exercising power (Salari, 2010). Servant leadership has great potential for improving organizational leadership, and servant leadership has a great motivation to focus on the needs of followers, serving them at the core of their business. Servant leaders are always concerned with human excellence and growth, they encourage followers to be committed, dedicated, disciplined, and the best, injecting good values beyond words and slogans and through their actions and actions in organizational culture (Qaraipour, 2008).

The most important servant leadership constructs based on Peterson's (2003) views are divine love, humility, humility, altruism, trust capacity, vision, service, empowerment (Yeganeh et al., 2016). Servant leadership in public organizations is closer and more intense than transformational leadership in profit-making organizations (Schneider & George, 2011). The twenty-first century is seen by management and organization theorists as the century of leadership for the organization and they believe that A key factor in the success of today's organizations and leadership community (Washington & Field, 2006; Friedel et al., 2009).

In the face of today's organizations environment, managers face new challenges and become more dynamic every day. Global competition and the expectations of evolving societies raise the need for a new managerial finance (Rezaian, 2008). One of the most notable is leadership. Employees are looking for leadership that, based on external motivation, can provide the impetus to create harmony and alignment between their goals and those of the organization. In fact, although the leadership work in the organization is concerned with the diversity and subtlety of the human and mental types within the organization, it is therefore a huge and pervasive task for the ethical and behavioral management of human beings (Yousefi Saeed Abadi et al., 2010). Servant leaders include effective listening, empathy, healing, awareness, persuasion, conceptualization, foresight and foresight, supervision (service and supervision), focus on people, commitment to growth and development, respect for individuals, Forming or forming a group, building mutual trust and influence on followers and modeling, empowerment, competence and competence (Ja'fari and M Rmqdm, 1392).

Serving leaders in the organization have very strong relationships with employees and help them to discover their potential (Clay and Zacharo, 2017). Serving leaders act in a way that interests other people in their personal desires. Value human equality, and seek to develop the individual members of the organization, and by increasing the sense of trust and engagement among employees, can provide appropriate solutions to the problems organizations face (Versching et al., 2015).

One of the most important tasks of service managers and leaders in the four components of social love, altruism, insight, and empowerment is to create a system in which the assigned responsibilities of organizations are to be fulfilled optimally (Sato and Saros, 2016). Managers are the most important and most sensitive roles in the organization. No one knows the importance of leadership role in the organization. Leadership has always been a fundamental need in human societies and organizations. With the changes taking place in the workplace, traditional leadership models are no longer responsive to the needs of today, and traditional leadership style in the third millennium will not survive and the need for a new leadership model will be felt more than ever. Servant leadership is one form of leadership that focuses on the relationship between the leader and the follower. Servant leadership has the potential to improve organizational leadership. The servant leader has a high motivation to focus on the needs of followers and places them at the core of their ministry (Chehraazi et al., 2015; Rahman Sarsat, 2014).

Considering the above, it is imperative to conduct a research on servant leadership and the process of servant leadership training because servant leaders are attentive, interacting with and sympathetic to their

followers in the organization, so servant leaders innovate and follow. Entrepreneurship is stimulated in the organization and servant leadership is a factor in encouraging employees to improve performance. Serving leaders with confidence in their employees will increase job satisfaction, reduce control and supervision costs, and increase organizational initiative and learning. This research can help managers and leaders in the organization understand the importance of listening to their subordinates and listening to them, empathizing and accepting others, helping and able to help others, being aware, persuading others through agreement, conceptualizing, Thinking Beyond Today's Needs and Extending it to the Future, Predicting, Prospecting and Working With Reflection, Serving, Trusting and Meeting the Needs of Others, Commitment to Grow and Improve Others, and Emphasize Collective Work Nurture a dynamic organizational environment and active followers and an atmosphere of trust. Therefore, this study attempts to answer the basic question of which components of servant leadership in the Martyrs and Victims Foundation of the Central Tehran Headquarters?

2. Methodology

This research was applied in terms of data collection and descriptive-survey data and in terms of mixed method which included first qualitative research and fuzzy Delphi method and then quantitative research method. In a specific context, and applied research, directed towards the practical application of knowledge, this research is an applied and developmental research in terms of the dimensions and components of the patterns proposed in servant leadership to provide a model for organizations. Fuzzy Delphi method is used among qualitative research methods. Both the written sources (books, articles, these and other articles in this field) and the survey of 10 experts in the field of organizational management and leadership with valuable and useful experiences were used for the study.

The statistical population of this study is all the managers of the Martyrs and Victims Foundation of the center of Tehran with a population of 353, which is the designated population. A sample of 184 people was selected using available sampling method. In the first stage, the research problem is defined and based on the characteristics required for the participants in the Delphi panel. The second stage of the Delphi method is devoted to producing ideas in the field of research. At this point, the members present their ideas about the factors relevant to the research problem. By analyzing and refining these ideas, eliminating duplicates, and using the same words, the researcher extracts the final list of factors relevant to the research problem. In the third stage, the members determine the importance of the factors, or select some of the most important. Accordingly, the number of agents is reduced to the extent that they can be worked on. In fact, this step is done to reduce the factors to an acceptable number to continue working. The fourth step is to review the importance of the factors based on the results of the third stage by determining the order of importance of the factors. At this point, each member is kept in touch with the group and their previous point of view and revisits the order of importance of the factors in order. The revision of the members will continue until they reach a consensus, or the number of participants is lower than necessary.

3. Findings

Table 1. Dimensions of Servant Leadership Based on Fuzzy Delphi Method

Component	significance
Service	
Show interest by encouraging	9/30
Seeking no reward or appreciation	8/29
The task of knowing the service to the staff	2/89
The desire to serve	9/96
To be a role model in service	10/73
Humility	9/96
Kindly deal with the opposition	8/70
Sharing power and authority	8/05

Sacrificing your own interests for others	8/21
Helping others even if it is not beneficial	8/34
Not interested in compliment	9/36
Humility and humility	7/39
the trust	9/96
Increase staff responsibility	7/93
Lease Implementation of New Ideas	10/77
Demanding that perspective be incorporated into goals and perspectives	5/67
A detailed overview with the staff	8/28
Guiding employees with role models and examples	10/16
Maintenance, trust and confidence in the work	9/02
Increase employee commitment	9/16
Get staff feedback	8/23
Respect for the staff	9/29
Friendly communication	8/03
Insight	9/96
Draw a bright vision of the future	10/50
Looking ahead	2/93
Impact to reach the destination	8/95
Access statistics and information	7/92
Being one of speech and deeds	3/51
Empowerment	9/96
Listen to the staff	9/61
Implement comments	5/01
Take a look at the suggestions	10/42
Pay attention to suggestions	10/55
Grouping	9/96
Create a team	2/93
delegation of authority	8/79
Encourage participation	8/58
Pay attention to identifying capabilities	8/76
Sealing	9/96
Compassion	10/94
Attention	10/16
Coldness in the moment of turmoil	8/94
Sincere interest in staff	10/21
Encouragement and encouragement	2/89
Cultural Expansion in the Organization	9/48
Compassion and Compassion	9/96
Altruism	10/50
Ideal perfection and virtues	9/34
Lack of pride	9/01
Consult with humility	9/14

* Threshold = 7.45

In factor analysis of the questionnaire obtained from theories and experts' point of view, considering KMO and Bartlett's test significant (Sig <0.05), data can be used for factor analysis. The table shows the appropriateness of the indicators in the factor analysis process. There are 39 questions for measuring the variable "servant leadership" (according to the research literature). The results of exploratory factor analysis by SPSS software are shown in the following table.

Table 2. Kmo coefficient and bartlet test

Kmo test value of sampling adequacy		
Bartlet test	Chi square value	10540.971
	Degrees of freedom	183
	Significant value	.001

Table 3. Results of Servant Leadership Factor Analysis Based on Fuzzy Delphi Method

Factor analysis	factor	special value	special value percent	All factors percent
1	Serving	5.979	15.331	25.4
2	Humility	4.525	11.602	19.2
3	the trust	3.495	8.962	14.8
4	Insight	2.409	6.177	10.2
5	Empowerment	2.063	5.289	8.7
6	Grouping	1.940	4.974	8.2
7	Kindness	1.712	4.391	7.3
8	Altruism	1.587	4.068	6.2
	-	-	60.436	100

Table 3 shows that the 8 factors of servant leadership, humility, trust, insight, empowerment, grouping, kindness, and altruism are the factors that determine servant leadership. A more general model for explaining the phenomenon can be obtained through these factors.

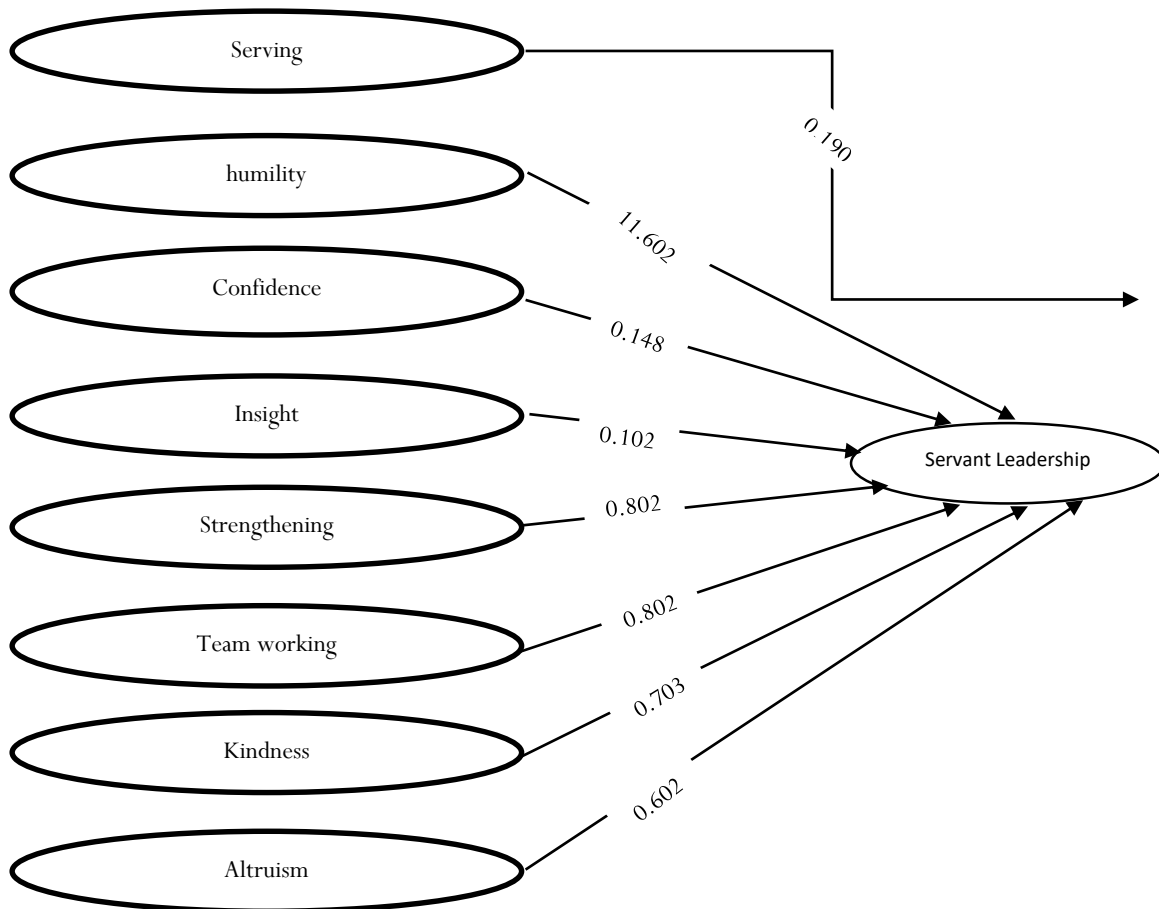


Figure1. Factor analysis of servant leadership components

4. Conclusion

Serving is one of the most exemplary examples in the religious texts and discourse of Muslim religious leaders. And the Islamic State is a local government to serve its employees. Given the results of measuring theories of servant leadership based on theories, it has been concluded that servant leadership has components of service (based on the theories of Dennis (2004), Peterson (2003, Greene). To answer the research questions, based on the results obtained from the theoretical and empirical research, and identifying the experts, fuzzy Delphi method was used and the following steps were performed. 1- Expert Selection and Problem Description 2) Preparing a questionnaire based on the 10-point scale of pessimistic and optimistic value (rating from 1 to 10) and sending it to the experts 3- Getting expert opinion and analyzing them (fuzzy calculations) on the degree of importance below the criteria And the variables of the research variables 4- Classification of responses and declaration of agreement 5- Is the consensus working well? From the fuzzy Delphi process and selecting the most appropriate criterion based on the threshold value (mean value) and sending the results to the experts. Given that out of the 46 dimensions, 39 were considered as targets, 7 dimensions were below the threshold. In terms of service component, the results of this study are in line with the findings of Rastegar and Hashemi (2015) and Harvey (2013). The concept of servant leadership has gained immense popularity in the present era. Lab (1999) in his article introduces six key elements for an organization with a servant leader: employee value creation, employee development and promotion, community building, a festival of authenticity, leadership creation, service sharing and leadership, servant leadership as a result. The development of organizational justice is organizational trust, citizenship behavior and participation (Parish & Pichy, 2013).

Regarding the trust component, the results of this research are partially based on the findings of Rajabi Faraji and Imani (2017), Rezaei Manesh & Sedighi (2016), Rastegar and Hashemi (2015), Miyav et al. (2014), Top et al. (2015) and Heydarzadeh, Salarian and Salarian (2016) are consistent. Russell believes that trust is the essence of servant leadership. Greene Life believes that servant leadership can be both the introduction and the fruit and the fruit of organizational trust. Paying attention to serving leaders and recognizing the interests of followers over the personal interests of the leader play a fundamental role in creating an atmosphere of trust in the organization. Gholipour, Pourazat and Hazrat found in their research that there is a strong relationship between servant leadership and organizational trust. The success of management and leadership depends on trust because it plays an important role in the evolution of relationships. Trust between two individuals is formed in a reciprocal rotational process and begins with one person's expectations of the other's behavior. According to social exchange theory, followers conceive of a relationship with their leader as an economic contract, based on trust, goodwill, and perception of mutual belonging. There is no doubt that the clever deployment of servant leadership in today's organizations is considered as a competitive advantage, given that many scholars of the present day have paid attention to this important factor and its factors that have contributed to its growth and improvement. One of the factors that was examined in this study was discussion of organizational trust and servant leadership. Agrawal (2014) emphasizes in his paper that trust is a two-way road and this need to be identified, because when employees trust management, they believe that they can protect themselves and Work in their favor, even if that doesn't happen. When employees trust the organization, the feeling of greater psychological security comes into play, and employees do not feel reluctant to spend their energy on work. In terms of the component of insight, the results of this study are in line with the findings of Tahmasebi, Fatahi, Abbasi and Yousefi Amiri (2017). Concerning the empowerment component, the results of this study are in line with some of the findings of Reza Manesh and Sedighi (2016) and Bright & Amos (2014). In terms of grouping component, the results of this study are in line with the findings of Bright & Amos (2014), Sanjaghi et al. (2012), and Kurdish and Nastatization (2015).

References

- Abedi R. (2002). Exploring Entrepreneurship Within the Enterprise. *Management Studies Quarterly*. 4 (2): 19-28. [in Persian].
- Agha Ahmadi A, Halimi S, Kiadaliri L. (2013). The Relationship between Social Intelligence and Entrepreneurial Skills of Students of Chalus Azad University. National Conference on Entrepreneurship and Knowledge-Based Business Management.
- Ahmad N H, Suseno Y, Seet P S, Susomrith P, & et all. (2018). Entrepreneurial Competencies and Firm Performance in Emerging Economies: A Study of Women Entrepreneurs in Malaysia. In *Knowledge, Learning and Innovation* 12(2).5-26.
- Arriola K R J, Hermstad A, Flemming S S C, Honeycutt S, et all. (2016). Promoting Policy and Environmental Change in Faith-Based Organizations Outcome Evaluation of a Mini-Grants Program. *Health promotion practice*. 17(1): 146-155.
- Egbe O, Enechojo G, Igbo H. (2013), "Relationship between counselling and entrepreneurship development skills of Nigerian final year undergraduates", *Procedia social and sciences*: 84(3).120-127.
- Eshghi araghi M, Ghani Pur F. (2017). Entrepreneurial Self-Efficacy and Lifestyle; Strategy for Realizing Entrepreneurship Intention (Case Study: Jihad University of Medical Sciences, Markazi Province). *Journal of Innovation and Value Creation*. 6 (11): 92-75. [in Persian].
- Ginsburg, L, Berta W, Baumbusch J, Dass A R, et all. (2016). Measuring Work Engagement, Psychological Empowerment, and Organizational Citizenship Behavior Among Health Care Aides. *The Gerontologist*, gnv129.
- Hamdan A (2019). Entrepreneurship and Economic Growth: An Emirati Perspective. *The Journal of Developing Areas*. 53(1). 65-78.
- Jahanian M. (2008). *Entrepreneurship*. Babylon: Basic Science Publications.
- Moser K J, Tumasjan A, Welpel I M. (2017). Small but attractive: Dimensions of ew venture employer attractiveness and the moderating role of applicants' entrepreneurial behaviors. *Journal of Business Venturing*. 32(5). 588-610.
- Niknami M, Nazi F. (2011) Professional Competencies of Public Education Teachers and Providing Appropriate Perceptual Framework, Islamic Azad University, Khorasgan Branch, Isfahan:p 23 (23): 22-1. [in Persian].
- Poor karimi J, Mazari E, Khabarah K. (2016). The Role of Self-directed Learning on Human Capital of Public Agencies Executive Management Research Quarterly. 8 (15): 58-36. [in Persian].
- Rawhouser H, Cummings M, Newbert S L. (2019). Social impact measurement: Current approaches and future directions for social entrepreneurship research. *Entrepreneurship Theory and Practice*. 43(1): 82-115.
- Reynolds J, Deis D, Francis J R. (1988). Professional service fees and auditor objectivity.
- Rezaei R, Miri Karam F. (2018). The Impact of Entrepreneurial Training Components on Developing Entrepreneurial Skills in Agricultural Students (Case Study: University of Tehran). *Journal of Agricultural Research and Development*, 49 (2). 238-225. [in Persian].
- Schneider A, Wickert C, Marti E. (2016). Reducing complexity by creating complexity: a systems theory perspective on how organizations respond to their environments. *Journal of Management Studies*. 54(2): 182-208.
- Sousa M J. (2018). Entrepreneurship Skills Development in Higher Education Courses for Teams Leaders. *Administrative Sciences*. 8(2): 18.