

SERVANT LEADERSHIP RELATED LITERATURE REVIEWS (Draft 2-15-2016)

Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current Theories, Research, and Future Directions. *Annual Review of Psychology*, 60(1), 421–449.
<http://doi.org/10.1146/annurev.psych.60.110707.163621>

Abstract: This review examines recent theoretical and empirical developments in the leadership literature, beginning with topics that are currently receiving attention in terms of research, theory, and practice. We begin by examining authentic leadership and its development, followed by work that takes a cognitive science approach. We then examine new-genre leadership theories, complexity leadership, and leadership that is shared, collective, or distributed. We examine the role of relationships through our review of leader member exchange and the emerging work on followership. Finally, we examine work that has been done on substitutes for leadership, servant leadership, spirituality and leadership, cross-cultural leadership, and e-leadership. This structure has the benefit of creating a future focus as well as providing an interesting way to examine the development of the field. Each section ends with an identification of issues to be addressed in the future, in addition to the overall integration of the literature we provide at the end of the article.

Bambale, A. J. (2014). Relationship between Servant Leadership and Organizational Citizenship Behaviors: Review of Literature and Future Research Directions. *Journal of Marketing and Management*, 5(1), 1–16.

Abstract: This is a literature based paper aimed at providing an up-to-date review of the literature on the relationship between servant leadership and organizational citizenship behaviors (OCB). Literature revealed that the two constructs, servant leadership and OCB were significant contributors to effective functioning of human organizations. Different databases including EBSCOhost, JStor, ScienceDirect, and Emerald were searched exhaustively, but limited numbers of studies were found to be relevant regarding the servant leadership-OCB relationship. The search results indicated that six variables including procedural justice climate, regulatory focus, affective commitment to the supervisor, self-efficacy, procedural justice climate, and service climate were found as significant mediators on the relationship between servant leadership and OCB. Similarly, the search results indicated that two variables including person-organization fit, and organizational identification were found to be significant moderators on the relationship between servant leadership and OCB. Furthermore, search results revealed trust, commitment, and identity models as potential factors for enhancing servant leadership and OCB relationship through mediating roles. Moreover, group cohesiveness, collective trust, task interdependence, and affective tone (positive affectivity/ negative affectivity) were suggested to be potential moderators on the relationship between servant leadership and OCB.

Boyett, J. H. (2013). *Science of Leadership: Findings from a Quarter Century of Peer-reviewed Research*. North Charleston, South Carolina: CreateSpace Independent Publishing Platform.

Abstract: Drawing upon the results of over 2,000 leadership studies conducted by the world's top social scientists over the last 25 years, Dr. Boyett reveals what science can tell us about who aspires to leadership and how they gain power and influence over their followers. You will learn: The five behaviors social scientists tell us are essential for gaining power and influence. You will attract and retain passionately dedicated followers if you perform these five things well. These are universal prescriptions for leadership success in just about any setting or culture. How to employ emotions to secure power. How to act like a charismatic authority figure even if you are not one. How you can build a network of obligations you can tap for follower loyalty, support and return favors. Four powerful tools for acquiring and maintaining follower commitment to yourself and your vision. How you can use the power of social proof to convince followers to adopt your ideas. How you can develop a vision and why almost any vision you develop will do as long as you can express it well and connect it to follower aspirations. How to do that. Fourteen tools of rhetoric you can employ to sell your vision to followers. Why leadership is a game of language and how you can use that knowledge to convince people to follow you. Why image is important and how to act like

a leader. Why the leadership relationship you develop with your immediate staff is different from that you can develop with followers that are more distant and how to use that knowledge to your advantage. How to take advantage of a crisis to emerge as a charismatic leader. How understanding your motivation to lead can tell you much about your possible strengths and weaknesses as a leader. Why your success as a leader depends as much on your confidence in leading as it does on your leadership abilities. Why the very needs, desires and qualities that cause you to aspire to lead can be your downfall and what you can do to avoid the mistakes many leaders make that cause them to ultimately fail as leaders. Why most leadership training programs will not teach you how to lead and how you can really learn to master the skills of leadership. Dr. Boyett provides an instruction manual for how anyone can gain power, influence and attract a passionately dedicated following for whatever purposes they intend, good or bad. Dr. Boyett's leadership advice is not intuitive.

Brewer, C. (2010). Servant Leadership: A Review of Literature. *Online Journal of Workforce Education And Development, IV(2)*, 1–8.

Abstract: The philosophical foundation of servant leadership existed thousands of years ago. Servant leadership is a unique style of leadership ideology which flows against the grain of self-interest human behavior. America's financial collapse has created need for leaders to unite with followers and defy the trade and industry meltdown. Servant leadership values reflect and heal the organizational needs necessary in pioneering the road to recovery from the economic recession. In this paper, servant leadership is characterized by listening, empathy, healing, awareness, persuasion, conceptualizing, foresight, stewardship, commitment to growth, and community building (Spears, 2004). The application of servant leadership principles creates increased job satisfaction and improves organizational productivity. Drawing on literature review linking servant leadership to job satisfaction, data exists to conclude organizations which adopt servant leadership doctrines lead to success, significance and perform at higher levels.

Day, D. V., Fleenor, J. W., Atwater, L. E., Sturm, R. E., & McKee, R. A. (2014). Advances in leader and leadership development: A review of 25 years of research and theory. *Leadership Quarterly, 25(1)*, 63–82. <http://doi.org/10.1016/j.leaqua.2013.11.004>

Abstract: The development of effective leaders and leadership behavior is a prominent concern in organizations of all types. We review the theoretical and empirical literature on leader and leadership development published over the past 25 years, primarily focusing on research published in *The Leadership Quarterly*. Compared to the relatively long history of leadership research and theory, the systematic study of leadership development (broadly defined to also include leader development) has a moderately short history. We examine intrapersonal and interpersonal issues related to the phenomena that develop during the pursuit of effective leadership, describe how development emerges with an emphasis on multi-source or 360-degree feedback processes, review longitudinal studies of leadership development, and investigate methodological and analytical issues in leader and leadership development research. Future research directions to motivate and guide the study of leader and leadership development are also discussed. © 2013 Elsevier Inc.

Freeman, G. (2011). Spirituality and servant leadership: A conceptual model and research proposal. *Emerging Leadership Journeys, 4(1)*, 120–140. Retrieved from http://www.regent.edu/acad/global/publications/elj/vol4iss1/Freeman_V4I1_pp120-140.pdf

Abstract: This paper addresses the following research question: How does a leader's spiritual beliefs (hope and faith) and spiritual practices (works) affect servant leadership behaviors and leadership effectiveness, as perceived by the follower? To answer this question, the paper examines the academic literature on spirituality and servant leadership. A proposed conceptual model, adapted from the literature, presents spiritual beliefs (e.g., hope and faith in God) as a causal factor in the formation of the values and behaviors of servant leaders. Moreover, the model suggests that spiritual practices (e.g., praying, meditating, and reading scripture) moderate the relationship between servant leadership behaviors and leadership effectiveness as perceived by followers. Associated with the model are testable propositions, hypothesizing a positive relationship between spiritual beliefs, servant leadership behaviors, spiritual practices, and

leadership effectiveness. The proposed spirituality-servant leadership construct contains four measurable variables: (a) spiritual beliefs, an independent variable measured by a subset of Fetzer's (1999) Brief Multidimensional Measure of Religiosity/Spirituality (BMMRS); (b) servant leadership behavior, a mediating variable measured by Liden et al.'s (2008) Servant Leadership Scale; (c) leadership effectiveness, an outcome variable measured by a modified version of Denison, Hooijberg, and Quinn's (1995) Leadership Effectiveness Survey; and (d) spiritual practices, a moderating variable measured by items in the BMMRS instrument related to the Spiritual Practices domain. Finally, this paper discusses methods for testing the hypothesized positive relationships between these variables.

Fry, L. W., Matherly, L. L., Whittington, J. L., & Winston, B. E. (2007). *Spiritual Leadership as an Integrating Paradigm for Servant Leadership*. In *In Integrating Spirituality and Organizational Leadership* (Vol. 23464, p. 24). Mumbai, Maharashtra: Macmillan Publishers India Limited.

Abstract: Spiritual leadership is an emerging paradigm that has the potential to guide organizational transformation and development of positive organizations where human well-being and organizational performance can not only coexist, but can be maximized. First, the emerging fields of positive organizational scholarship and workplace spirituality are discussed as two areas within the field of organization studies that have important implications for servant leadership. Next, the emerging theory and research on servant leadership is examined and extended using spiritual leadership theory. Then, four issues not addressed by servant leadership models are identified. We then argue that spiritual leadership, by focusing on satisfying both leader and follower spiritual needs for calling and membership through vision, hope/faith, and the values of altruistic love, addresses these issues and provides insights for servant leadership theory, research, and practice. Finally, legacy leadership is presented as a more specific model of spiritual leadership for servant leadership development.

Green, M. T., Rodriguez, R. A., Wheeler, C. A., & Baggerly-Hinojosa, B. (2015). *Servant Leadership: A Quantitative Review of Instruments and Related Findings*. *Servant Leadership: Theory and Practice*, 2(2), 76–96.

Abstract: Although Robert K. Greenleaf's servant leadership philosophy is almost 35 years old, only in the past decade have validated instruments been developed and described in peer-reviewed literature. This article provides a review of six instruments that measure constructs related to servant leadership, and summarizes 84 statistical results from 20 quantitative, peer-reviewed studies.

Han, S. J. C. (2011). *HRD Leadership Interventions for Internationally-relocated Leaders: Understanding Cultures and Leadership Theories in Korea and America*.

Abstract: This paper aims to review literature regarding leadership theories and their cultural impact on effective global leadership programs. The review of diverse global leadership programs will enhance the organizational leaders' performance in new work and cultural environments. The purpose of this paper is twofold: (a) identifying the issues and challenges that leaders experience while working in international subsidiaries and (b) recommending effective global leadership programs to assist leaders' successful job performance and adaptation in the international working environment. In addition, to assess the diverse leadership programs, I provide examples of South Korean leaders who are relocated to the U.S. workplace. By discussing three different global interventions for Korean leaders working in the U.S. culture, Human Resource Development (HRD) professionals will be able to apply these findings and discussions to other cultures.

Laub, J. (2004). *Defining Servant Leadership: A Recommended Typology for Servant Leadership Studies*. In *The Servant Leadership Roundtable* (pp. 1–23).

Abstract: Scholarly research in servant leadership is growing. Though this is a positive development it raises serious concern as to the foundations of our understanding of the constructs we are studying. Servant leadership shares this weakness with the larger discipline of leadership studies as Rost so clearly described

more than a decade ago. We have not clearly and concisely defined our terms and this has caused much confusion in how we talk about leadership, management and servant leadership. This confusion is no longer acceptable as we enter into the scholarship required to build a much needed research base for servant leadership. This paper seeks to address this situation by offering definitions for key leadership and servant leadership terms while suggesting a typology of how to understand servant leadership in relation to leadership. It also calls for a school of servant leadership to take this critical dialogue out to the international community of servant leadership scholars and practitioners to position servant leadership at the forefront of responsible leadership scholarship.

Neubert, M. J. (2011). Introduction: The Value of Virtue to Management and Organizational Theory and Practice. *Canadian Journal of Administrative Sciences*, 28(3), 227–230.
<http://doi.org/10.1002/cjas.218>

Abstract: It is time for a change. Generally, a need for change is stimulated by either the push to remedy a deficiency or by the pull of an alluring future possibility. Perhaps, in the case of management and organizational theory, both forces are at work in drawing more and more people into a conversation about reshaping what is and what could be. Management and organizational theory has developed over the years without a clear recognition that a materialist and individualist moral-point-of-view, which emphasizes maximizing productivity, efficiency, and profitability, underpins much of theory and practice (e.g., Dyck & Schroeder, 2005; Ferraro, Pfeffer, & Sutton, 2005; Giacalone & Thompson, 2006; Weber, 1958). This moral-point-of-view has coincided with unprecedented productivity and financial wealth; however, shadowing these positive outcomes are unintended consequences in the form of diminished personal and societal wellbeing (Giacalone & Thompson, 2006; Kasser, 2003; Rees, 2002) and the destruction of the ecological environment (McCarty & Shrum, 2001). Recognizing the need to address the deficiencies of the dominant paradigm undergirding theory and practice, a growing chorus of voices is pointing to the merit of developing alternatives that address problems and hold the potential for a better or more promising future for organizations, their members, and society. One approach is to envision and create management theory and practice based on a moral-point-of-view rooted in virtue theory (e.g., Alford & Naughton, 2001; Dyck & Neubert, 2010; Dyck & Weber, 2006; MacIntyre, 1981; Moore, 2008). In this issue, virtue theory is the impetus behind expanding theory, generating new measures, and explaining organizational success. In this introduction, I briefly review the need for new theory, describe the fundamental components of an alternative approach to management based in virtue theory, offer suggestions for a research agenda on virtue in organizations, and provide an overview of the articles in this special feature and their contributions to this research agenda.

Parris, D. L., & Peachey, J. W. (2013). A Systematic Literature Review of Servant Leadership Theory in Organizational Contexts. *Journal of Business Ethics*, 113(3), 377–393.
<http://doi.org/10.1007/s10551-012-1322-6>

Abstract: A new research area linked to ethics, virtues, and morality is servant leadership. Scholars are currently seeking publication outlets as critics debate whether this new leadership theory is significantly distinct, viable, and valuable for organizational success. The aim of this study was to identify empirical studies that explored servant leadership theory by engaging a sample population in order to assess and synthesize the mechanisms, outcomes, and impacts of servant leadership. Thus, we sought to provide an evidence-informed answer to how does servant leadership work, and how can we apply it? We conducted a systematic literature review (SLR), a methodology adopted from the medical sciences to synthesize research in a systematic, transparent, and reproducible manner. A disciplined screening process resulted in a final sample population of 39 appropriate studies. The synthesis of these empirical studies revealed: (a) there is no consensus on the definition of servant leadership; (b) servant leadership theory is being investigated across a variety of contexts, cultures, and themes; (c) researchers are using multiple measures to explore servant leadership; and (d) servant leadership is a viable leadership theory that helps organizations and improves the well-being of followers. This study contributes to the development of servant leadership theory and practice. In addition, this study contributes to the methodology for conducting SLRs in the field of management, highlighting an effective method for mapping out

thematically, and viewing holistically, new research topics. We conclude by offering suggestions for future research.

Poon, R. (2006). A model for servant leadership, self-efficacy and mentorship. In *Servant Leadership Research Roundtable* (p. 13). Retrieved from http://www.regentuniversity.org/acad/global/publications/sl_proceedings/2006/poon.pdf

Abstract: Mentoring plays an important role in the personal and professional development process. As such, it is critical to assess those aspects which may increase mentoring effectiveness. Using qualitative research and a review of the literature, we examine the purpose behind mentoring and the operation of servant leadership and some of its traits. In addition, we propose a model for servant leadership, self-efficacy and mentorship. The model suggests that the exercising of servant leadership traits may positively impact mentor and mentee self-efficacy. This, in turn, may improve the effectiveness of the mentoring relationship, facilitate the transformation process in both the mentor and mentee, and result in the personal and professional development of the mentor and in particular, the mentee.

Pousa, C. (2014). Measuring Servant Leadership. In S. title: S. L. R. and Practice & U. Source Author(s)/Editor(s): Raj Selladurai (Indiana University Northwest, USA) and Shawn Carraher (University of Texas at Dallas (Eds.)), *Servant Leadership* (pp. 211–242). IGI Global. <http://doi.org/10.4018/978-1-4666-5840-0.ch011>

Abstract: The concept of Servant Leadership was introduced by Robert Greenleaf in the 1970s, and although in his works there is a very clear picture of servant leadership in philosophical terms, there is not an empirically validated definition of servant leadership. For this reason, numerous scholars worked individually on developing competing frameworks to define servant leadership since the mid-1990s; the result is that, throughout the scientific literature, the construct of servant leadership is defined by an inconsistent set of dimensions and there is still no consensus about an operational definition of the construct. In a similar way, since the end of the 1990s, numerous scholars developed different scales to measure servant leadership, based on different operational definitions. Accordingly, there is not an agreed upon measure of Servant Leadership; a few measures were used in a limited number of studies, and a relatively large number of measures were used in less than two. The chapter presents the most significant and used operational definitions, a detailed description of the development of the different measuring instruments, as well as a reference to some of the studies that used them, and a final section where the advantages and disadvantages of using certain measures are presented.

Russel, R. F., & Stone, G. A. (2010). A review of servant leadership attributes: developing a practical model. *The Journal of Human Resource and Adult Learning*, 6(1), 51–62. <http://doi.org/10.1108/01437730210424084>

Abstract: Servant leadership is an increasingly popular concept in the repertoire of leadership styles. While an intuitively attractive concept, it is systematically undefined and not yet supported by empirical research. Reviews the servant leadership literature with the intent to develop a preliminary theoretical framework. Builds a foundation for categorizing and appraising the functional and accompanying attributes of servant leaders. Once categorized, a formative, rational servant leadership attribute model is constructed. The authors call for further development of the model and empirical research to support it.

Searle, T. P., & Barbuto, J. E. (2013). A multilevel framework: Expanding and bridging micro and macro levels of positive behavior with leadership. *Journal of Leadership & Organizational Studies*, 20(10), 1–13. <http://doi.org/10.1177/1548051813485133>

Abstract: This article reviews the literature on the micro (i.e., individual level) and macro levels (i.e., organizational level) of positive behavior to propose a framework that includes seven levels of positive behaviors—individual, dyadic, team/group, organizational, community, societal, and environmental levels. The micro level of positive organizational behavior is extended from the individual level to include the

dyadic and team/group levels. The macro level of positive organizational scholarship is extended from the organizational level to include the community, societal, and environmental levels. The role of leadership as antecedents to positive behaviors is also developed. Three positive forms of leadership (i.e., transformational leadership, servant leadership, and authentic leadership) are used as antecedents, and the potential multilevel outcomes associated with positive behavior are explored. This article provides testable propositions and sets the stage for future empirical research.

Selladurai, R. (2010). Preface Servant Leadership: Research and Practice. In *Servant Leadership: Research and Practice*.

Abstract: Servant leadership has gained much attention and momentum. Its significance has been widely discussed and debated since Greenleaf introduced it in the 1970s and continues to be explored today. Several researchers are empirically testing the servant leadership construct and finding positive results in support of servant leadership and its effectiveness. In addition, studies have found strong relationships between servant leadership and perceived effectiveness, satisfaction, and extra effort. Other scholars have contended that servant leadership has positive outcomes on improved decision-making, productivity, morale, trust, and loyalty, and reduction in employee turnover in business organizations. According to world-renowned leadership scholar and expert Ken Blanchard (n.d.), "I truly believe that Servant Leadership has never been more applicable to the world of leadership than it is today. Not only are people looking for a deeper purpose and meaning when they must meet the challenges of today's changing world, they are also looking for principles and philosophies that actually work. Servant Leadership works. Servant Leadership is about getting people to a higher level by leading people at a higher level." Several world-class organizations like Southwest Airlines, Starbucks, Steak-n-Shake, Synovus, Chick-Fil-A, Hobby Lobby, and others are all using servant leadership principles, and some of them are attesting their success to such principles and practices. This publication, titled *Servant Leadership: Research and Practice*, would help provide more validation to the increasingly significant servant leadership perspective, and for its continuing research, practice, and applications in organizations. The purposes of *Servant Leadership: Research and Practice* are to:

- Provide a forum for discussing and sharing high quality research by scholars and practitioners from all over the world on topics in the servant leadership area.
- Present a variety of some basic research studies for stimulating further research related to servant leadership.
- Integrate and synthesize interdisciplinary, theoretical, and practical research studies related to servant leadership.
- Formulate and present conceptual models for research on servant leadership relationships and situations.
- Develop new, current perspectives on servant leadership attributes, characteristics, principles, applications, and benefits to organizations.

Takahashi, K., Ishikawa, J., & Kanai, T. (2012). Qualitative and quantitative studies of leadership in multinational settings: Meta-analytic and cross-cultural reviews. *Journal of World Business*, 47(4), 530–538. <http://doi.org/10.1016/j.jwb.2012.01.006>

Abstract: Much of the research on leadership has been conducted by Western researchers and has led to a largely Western and individualistic perspective on leadership. This has led researchers to raise questions concerning the extent to which these theories apply globally. In particular, do Western theories of leadership apply to the same extent in more communal Asian countries, such as Japan, China, Indonesia, and Thailand? Based on leadership studies conducted in Japan, we argue that Japanese leadership practices often differ from the styles practiced widely in the West. These differences in behavior have their roots in Japanese cultural traditions and business practices. Our conclusion is based on the results of meta-analyses of studies of the five most popular leadership theories used in the West, an empirical study of transformational and gatekeeper leadership, and in-depth qualitative case studies of three Japanese corporate leaders. We observe that there are relatively few qualitative studies of leaderships in international contexts, and propose that in order to understand leadership phenomena in a global context, it is necessary to take a triangulation approach, employing surveys, experimental manipulations, company records, and qualitative interviews.

van Dierendonck, D., & Patterson, K. (2010). Servant Leadership: An Introduction. In *Servant Leadership: Developments in Theory and Research*.

Abstract: Within a few short years, our view on what accounts for good leadership has changed dramatically. The ideal of a heroic, hierarchical-oriented leader with primacy to shareholders has quickly been replaced by a view on leadership that gives priority to stewardship, ethical behaviour and collaboration through connecting to other people. Never before has the call been louder for leadership that is virtuous, while followers seek leaders who lead with behaviours that do not ignore them, but embrace them as whole individuals. This sort of leader is one whose decisions take all stakeholders into account. The short-term and personal bonus- oriented focus has given way to a long-term societally responsible focus that begins with the focus on the follower. As such, it should come as no surprise that interest in servant leadership has risen, and is continuing to rise. Intriguingly, the term “servant leadership” was already coined four decades ago by Robert K. Greenleaf (1904–1990) in his seminal work *The Servant as Leader* (1970, 1977). It took that long for his ideas to start reaching mainstream organizational thinking, research and practice, and it is interesting to note that his ideas are as fresh and interesting today as they were in the beginning. At the start of the second decade of the twenty-first century, academic research on servant leadership is increasingly finding its way into international journals; organizations are redefining their leadership models incorporating – explicitly or implicitly – the ideas behind servant leadership; politicians emphasize the importance of building a more caring society. This book hopes to inspire the timeless ideology of service to others in the leadership context (and maybe beyond), with a look into servanthood and the legacy that servant leadership leaves behind in the lives, and hearts, of both followers and organizations.