



# Servant Leadership Characteristics- Testing The Reliability of Scale in Select Government Hospital

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## ARTICLE INFO

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## ABSTRACT

**Purpose:** The study is an attempt to test the standardization of a foreign scale on Servant Leadership Characteristics that is 'The Organizational Leadership Assessment' (OLA) (revised) evolved by James Alan Laub (1999) in selected Hospital Organization in Panchkula (India).

**Design/Methodology/ Approach:** Specifically, as defined by James Alan Laub, the dimensions which are six in number that is a.) Values People, b.) Develops People, c.) Builds Community, d.) Displays Authenticity, e.) Provides Leadership and f.) Shares Leadership were used to build a servant leadership scale. The questionnaire was filled by 100 respondents from Panchkula (India). Further to test the reliability and validity of it, Cronbach's Alpha and Measures of Dispersion were used.

**Findings:** The 6 dimensional measure of 60-items instrument maintains the Cronbach's alpha for Servant leadership dimensions ranging between 0.879 - 0.921 which is above the significance level of 0.60. All the items have reliability above prescribed significance level, i.e.0.60.

**Practical Implication:** It is anticipated that the Organizational Leadership Assessment will function as a valuable and significant resource for doing more study in various fields in the future.

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## Introduction

**“Servant leadership is all about making the goals clear and then rolling your sleeves up and doing whatever it takes to help people win. In that situation, they don’t work for you; you work for them.”**

— *Ken Blanchard, Business consultant, American author and motivational speaker*

In the contemporary healthcare environment, servant leadership offers a unique way to evaluate leadership conduct and gauge how it relates to commitment and job satisfaction.

Today’s healthcare organization managers are cognizant of both the demands and constraints placed on them by the businesses they work for, as well as the needs of their clients. If the leadership is poor in the health care arrangements it may cause harmful symptoms that have adverse impact on organizational work cultures, employee satisfaction which lead to burnout, staff turnover, dissatisfied workers, critical medical mistakes, etc (Wolor, C. W, 2022). Effective servant leadership is a prerequisite for leaders who want to succeed in the confusing environment of today and manage these conflicting demands. (Foster, B. A. 2000).

## Theoretical Framework

In the 21st century, the way of doing business has changed. Now, knowledge drives economics and attitudes of corporates are socially responsible in nature. With these changes in the environment, the servant leadership theory has grown as a management style of today’s redefined business world. Servant Leadership is often misunderstood and confused to have the words servant and leadership together (Sendjaya, S. 2015). Servant Leadership not only means motivation to lead but it also includes need to serve both employees and organization.

## Definitions of Servant Leadership

Robert K. Greenleaf (1970) defined servant leadership as, “The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire

to lead. That person is sharply different from one who is leader first; perhaps because of the need to assuage an unusual power drive or to acquire material possessions... The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature.”

**In the words of Laub (1999)**, “Servant leadership is an understanding and practice of leadership that places the good of those led over the self-interest of the leader. Servant leadership promotes the valuing and development of people, the building of community, the practice of authenticity, the providing of leadership for the good of those led and the sharing of power and status for the common good of each individual, the total organization and those served by the organization.”

## *Essential Components of Servant Leadership*

The moral element of the servant leader in which he encourages enhanced moral reasoning among his or her followers which can be applied and tested in order to achieve the organizational goals.

The serving element of the servant leader which focuses not only good for the organization but also emphasizes on the progress and development of the subordinates which would help them to reach to their fullest potential.

## Definition of Hospital Service Organizations

As per WHO, “A hospital is an integral part of a social and medical organization, the function of which is to take care of the complete health of the population, both curative and preventive, and where patients serve out to the family and its home environment, the hospital is also a centre for the training workers and bio-social research.”

## *Challenges Emcountered by Employees in Hospital Organizations*

The challenges encountered by employees in Hospital Organizations are as follows:

- **Growing Health Care Sector:** Indian government and Indian private sector spends a good amount of budget on health care service Organizations.
- **Increase in Income Level of Consumers:** With the increase in income level of consumers they can afford costly medicines. As the population enters old age, the number of body ailments increases; more pressure on health care employees will increase.
- **Rise of Diseases:** In India, communicable ailments such as eye flu, dengue, viral hepatitis, tuberculosis, malaria, and pneumonia has again become active and stubborn resistance to drugs. The reasons for these are sub-standard housing, sewerage and waste management systems, inadequate water, poor public health infrastructure, and more air travels.
- **Deteriorating Infrastructure:** The physical structure is inadequate to meet emergency requirements in the nation.

## Research Methodology

### Need of the Study

Organizations that have embraced servant leadership believe that people should be helped to realize their full potential by attending to their needs. An organization's culture that values servant leadership contributes to the creation of the conditions and frameworks needed to increase worker commitment to the company and satisfaction with their work.

The requirement of conducting the study, "SERVANT LEADERSHIP CHARACTERISTICS- TESTING THE RELIABILITY OF SCALE IN SELECT GOVERNMENT HOSPITAL" has been concise in the following points:

- The ability of management to provide assistance, the ability to address issues promptly, and the rapport between nursing staff and supervisors will work to strike a balance with patients' increasing demands for higher-quality healthcare.
- Servant leadership is mandated in health care organizations in India because it can enhance the patient-provider relationship and increase the value of care.

### Scope of the Study

In research, the term "scope" refers to the parameters and range of a study, outlining its precise goals, target audience, variables, approaches, and constraints. These details aid in maintaining focus and giving researchers a clear idea of the subject matter that will be examined. The study is focusing on the population of nursing staff serving in the Government Hospital in Panchkula to test the reliability of Servant Leadership Scale in select Government Hospital.

### Objective of the Study

The main objective of the study is to purify the scale for measuring Servant Leadership characteristics for Hospital Organization and to test the reliability of foreign scale in Indian Context.

### Research Design

The framework of research methodologies and techniques selected by a researcher to carry out a study is known as research design. The design enables researchers to focus on the most effective research techniques for the topic at hand and organize their investigations for success. The process of formulating a research subject clarifies the nature of the research, including survey, experimental, semi-experimental, etc.

### Sources of Data

The data collection shall be done from the primary as well as the secondary sources.

**Primary data** was collected from nursing staff through questionnaires. The questionnaire was distributed to respondents. Regular follow up through telephones or personal visits was also done.

**Secondary data** was collected from various documented reports, online resources and researches done on the variables.

## Sample Design and Sample Size

For data collection, the government hospital is selected from the city of Panchkula. This hospital is selected according to the bed capacity. For the purpose of this study, hospital having **bed capacity of 200 or above** is selected. The estimated number of nursing staff working in these hospitals is around 150 in total. Based on the sample size calculation table, **Krejcie and Morgan Table** (By the Research Advisors, 2006, see Appendix A), the number of nursing staff selected as a sample shall be **approximately 100**. Judgmental sampling technique has been adopted by the researcher.

## Data Collection Tools

The questionnaire was constructed and it was divided in four sections:

**Section A** contains the demographic information of the respondents which will include age, gender and years of experience of the respondent.

**Section B** will include Servant Leadership Scale known as **The Organizational Leadership Assessment (OLA) (revised)** developed by **James Alan Laub (1999)**. For this study, the OLA was used because it looks at respondents' perceptions and investigates a number of traits associated with servant leadership. Originally created by Laub (1999), the Servant Organizational Leadership Assessment (SOLA) contained 60 Likert-style items, gave rise to OLA.

- a. Value people
- b. Develop people
- c. Build community
- d. Displays Authenticity
- e. Provides Leadership
- f. Shares Leadership

## Data Analysis and Findings

### Reliability Analysis

The degree to which a research approach produces results that are dependable and consistent is known as research reliability. A measure is considered reliable

when it is used to the same item of measurement multiple times and produces consistent results.

### Questionnaire for the Study

The questionnaire was prepared in English. It was a structured questionnaire. The main aim of the study was to test the reliability of foreign scale in context of India. The questionnaire included questions related to various dimensions of Servant leadership which were filled from nurses of select Government Hospital in city of Panchkula.

### Analysis of the Study

**Reliability testing**– The degree to which a scale yields consistent readings after multiple measurements is referred to as reliability. The degree, to which measurements are free of random errors or  $X_r$ , is known as reliability.

A Cronbach's  $\alpha$  (alpha) is a statistic. It is frequently used to gauge how reliable or consistent a psychometric test result is for a sample of respondents. Lee Cronbach originally called it alpha in 1951 because he intended to add more coefficients. Alpha is not resilient to missing information.

A SPSS (Statistical Program for Social Science) sheet was utilized for analysis. The scale items were arranged in a variable sheet. Respondents' responses were coded on a data sheet.

Table 1 shows that for the purpose of the study, the information was gathered from 100 nurses from the select government hospital. As given in the Table 2 in the sample for genders, age groups, education and experience were taken and was conducted in dual mode, i.e. online google form and offline personal visit to these selected hospital. In the study, 75 females and 25 males have participated. For age profile, respondents ranged from above 40 are 30%, between 30 to 39 are 25% and rest 10% followed by below 29. The respondents in experience category had maximum participation from 11 years and above. In the income part, highest earners ranked between Rs 30,000 – Rs 59,000 per month.

**Table 1:** Profile of Sample Respondents

DEMOGRAPHIC MEASURES		
GENDER	NUMBER OF RESPONDENTS	AGGREGATE
MALE	25	25%
FEMALE	75	75%
TRANSGENDER	-	-
<b>TOTAL</b>	<b>100</b>	<b>100%</b>
AGE	NUMBER OF RESPONDENTS	AGGREGATE
BELOW 29	25	10%
30-39	35	25%
40 and above	30	30%
<b>TOTAL</b>	<b>100</b>	<b>100%</b>
EXPERIENCE	NUMBER OF RESPONDENTS	AGGREGATE
0-5 YEARS	36	35%
6-10 YEARS	27	12%
11 YEARS and above	40	15%
<b>TOTAL</b>	<b>100</b>	<b>100%</b>
INCOME (pm)	NUMBER OF RESPONDENTS	AGGREGATE
BELOW Rs 30,000	15	5%
Rs 30,000- Rs 59,000	45	45%
Above Rs 60,000	40	40%
<b>TOTAL</b>	<b>100</b>	<b>100%</b>

## Findings of the Study

As stated above, for the purpose of analysis, Cronbach's alpha has been applied on the data collected from respondents.

Table 2 depicts that Cronbach's alpha for Servant leadership dimensions are ranging between 0.879 - 0.921 which is above the significance level of 0.60. The scores of dimensions namely- Value People is 0.921, Develop People is 0.891, Builds Community is 0.891, Displays Authenticity is 0.879, Provides Leadership is 0.925 and Shares Leadership is 0.918. Hence, they can be retained for further studies.

## Limitations of the Study

1. The size of sample on which study was conducted was very small.
2. The response of the employees could be biased as it was filled during working hours.

**Table 2:** Reliability coefficient of the scales used

SR. NO.	SCALES	NO. OF ITEMS	CRONBACH'S ALPHA
1.	SERVANT LEADERSHIP		.889
i	Values people	11	.921
ii	Develops people	08	.891
iii	Builds community	12	.891
iv	Displays Authenticity	13	.879
v	Provides Leadership	11	.925
vi	Shares Leadership	05	.918

## Suggestions for the Study

The following suggestions can be incorporated for the future research:

1. The researcher can test variable on other service organizations, such as banking, insurance, hospitality, IT corporates and many more to authenticate the variable testing.
2. The researcher can execute the testing on the large sample as well.

## Conclusion

Servant leadership is a leadership philosophy (Anderson, J. 2008) in which serving others is a leader's primary objective. A servant leader is one who delegates authority, prioritize the needs of their team members, and assist them in reaching their full potential. (Mahon, D. 2021). The objective of the study was to adapt foreign scale in Indian `research context. So to do so, Cronbach's Alpha was applied. The instrument consisting of 6 dimensions of 60-items maintains the Cronbach's alpha ranging between 0.879 - 0.921 which is above the significance level of 0.60. All the items have reliability above prescribed significance level, i.e.0.60.

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