Effect of Servant Leadership on the Employee Job Satisfaction: *A Review of Empirical Studies*

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ABSTRACT: This study provides a systematic review of published researches on the Servant Leadership on the Employee Job Satisfaction. To achieve this objective published research works were search and selected in December, 2019 from four academic databases: Science-Direct, Scopus, Web of Science and Google scholar, with the search terms as 'Servant Leadership", Job Satisfaction", "employee job satisfaction" and Servant Leadership & job satisfaction' there was no restrictions at initial stage. At the end of the selection process, 10 published works between 2014 to 2019 were evaluated. The analysis of the reviewed studies was done based on the stated objective. The results showed that, the provided a concrete evidences on the existence of relationship between servant leadership style and employee job performances. The findings from both quantitative and qualitative data analyses indicated that servant leadership style is practiced in many organizations. Therefore, this systematic review highlighted the need for further studies particularly on servant leadership for some reasons; the previous literature on servant leadership styles that have received more attention in the other settings consists mainly of health sector and other related settings. However, little is known about servant leadership in educational settings. Thus, with the evidences of less researches in educational settings there is need to carry out more investigation in educational settings across cultures and environment.
KEYWORDS: servant leadership, job satisfaction, educational settings

I.   INTRODUCTION

Employee job satisfaction has long been an issue for decades and is still one of the most important organizational concern critical in improve employees' job satisfaction to enhance organizational performance (Hashim, Khattak & Kee, 2017). Job satisfaction may be defined as it fits between what the organization requires and what the employee is seeking and actually receiving. It is the internal feeling of a person regarding achievement that may be qualitative or quantitative (Hashim, Khattak & Kee, 2017; Lisbijanto & Budiyanto, 2014). It is affected by culture and management style, empowerment employee involvement and autonomous work of groups. Job satisfaction is an affirmative and happy emotional condition which one realizes from ones' value (Ding, Lu, Song & Lu, 2012).

These suppositions can be interpreted as a display of the key role or position of job satisfaction to the effectiveness of any organization, thus, identification and evaluation of effective variables on employees' job satisfaction are necessary and inevitable in all organizations, because essentially without employees' job satisfaction no organizations activities are possible (Jordan, 2014). Several researches have been conducted to solve the problem, and among the findings was one about improving leadership style that is a key perspective (Ingram, Lafarge, Locander, Mackenzie, and Podsakoff, 2005).

Studies have proved that job satisfaction mainly based on quality of relationship. A leader also plays a dominant role in an organization. Those leaders who cultivate pleasant relationship by promoting career development will effectively enhance job satisfaction (Ding, et al., 2012). Therefore, leaders should always spend a significant time and energy to focused on understanding their personal style of leadership and how it affects their employees.

Although a number of traditional leadership style share some common traits of servant leadership, much has been said about their weaknesses in terms of promoting employee job satisfaction. Example, transformational leaders give their followers individualized consideration (support, encouragement), motivate them by articulating a clear vision, and encourage their intellectual stimulation (challenge, creativity, learning) (Bass, 1985). Authentic leaders are self-aware, lead with their heart, and lead more for the long term, which allows for concern for the growth of followers (Kruse, 2013). Ethical leaders emphasize following core values, a vision that includes service to others, practicing virtuous behaviours, and animating and motivating others through these practices (Centre for Ethical Leadership, 2014).

Several leadership models and styles available, however in the last few years, servant leadership model was under discussion. Servant leadership helps to create positive working environment, enhancing workers sense of belonging, job satisfaction and loyalty to the organization (Ding, Lu, Song & Lu, 2012). In an attempt to explain the role of servant leadership, Hashim, Khattak and Kee, (2017) identified from his study that there was correlation between servant leadership and job satisfaction. The authors mentioned below have mentioned in their studies regarding servant leadership impact on job satisfaction, job satisfaction impact with loyalty and organizational performance.

Williams (2012) investigated a number of significant factors that enhanced teachers' job satisfaction, including perceptions, expectancy, class size, principal and collegial support, salary,professional development, and discipline issues. Other studies also mentioned that, the behaviour of servant leadership increased job satisfaction (Al-Mahdy, Al-Harthi & Salah El-Din 2016).

Servant leaders must have a high degree of understanding of their employees, which enables the leaders to provide direction, which is the next key characteristic of servant leadership. All leaders provide direction, but servant leaders provide direction customized for each employee, which provides a higher level of accountability and leads to a higher quality relationship between employee and leader (Ferris et al., 2009).

All great leaders in educational institutions have many similarities of unique nature, irrespective of the changing aspects and size of the educational establishments (Lindahl & Folkesson, 2012; Whitaker, 2009). Guarino et al. (2006) suggested that leaders in education are the most successful when they have the ability to build stronger, more cooperative, and effective environments in schools. Many of the principal's behaviours optimize educators' job satisfaction, including cooperative interactions, effective communication skills, and positive tone. The leader or head of the college has a substantial influence on the environment of a college, which has remarkable effects on students' attainment and staff's welfare (Collie, Shapka, & Perry,2011; Lindahl,2010).

The past studies have shown two distinct leadership styles, servant and transformational leadership, in the educational environment for so many years' particular focus is paid on the unique method of producing people-oriented leadership (Greenleaf, 2008; Gregory Stone, Russell, & Patterson, 2004). In a study conducted on college and organisational leadership, Stone et al. (2004) in Parolini, Patterson, and Winston. (2009) contended that both styles are mutually vibrant and active. The study proposes that the principals 'influence on students is secondary in comparison to teachers' impact; recognising dynamic leadership style is considered as vital.

Servant leaders go further than the other styles of leaders in emphasizing the development and well-being of their followers as whole people, not just professionally, (Rafferty & Griffin, 2006). Although not emphasized in existing servant leadership instruments, servant leaders are supposed to also attempt to be of benefit to society. For example, Greenleaf (1970) wrote: The best test of servant leadership, and difficult to administer, is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society; will they benefit, or, at least, not be further deprived?

Existing servant leadership literature has established many positive outcomes, including employee job satisfaction and productivity (Liden, Wayne, Zhao, & Henderson, 2008). Servant leadership has made a profound impression on leaders, educators, and many others interested in improving in the areas of leadership, management, service, and personal growth. Salameh's (2011) work validated nine of these 10 servant leadership characteristics as being congruent with visionary leader behaviours. Servant leaders in education administration to compose an educational environment founded on equality and integrity, which used the 10 characteristics.

II. OBJECTIVE
This study provides a systematic review of published empirical studies on the relationship between servant leadership and employees job satisfaction from 2014 to 2019.

III. METHODS
To achieve the objective of this systematic review, the researchers search, identified and selected research-based article on servant leadership and employees job satisfaction from four (4) popular databases i.e ScienceDirect, Web of Science, Scopus and Google Scholar. During the search no restrictions were placed in the search of the published articles, the search was done in December, 22, 2019 using search terms as "Servant Leadership", Job Satisfaction", "employee job satisfaction" and Servant Leadership & job satisfaction"

During the initial stage, there were no limitations on searching relevant studies, all research papers, concept papers, conference and other technical or government reports. Hence, the search found a total of 277 papers which stated about servant leadership and employees job satisfaction. In the second phase the numbers of articles were reduced to 24 articles that were empirical studies on servant leadership and employees job satisfaction, lastly 10 articles that satisfied the inclusion criteria of articles servant leadership and employees job

satisfactionwere included in the study. The selected articles were limited to those published from 2014 to 2019. The analysis was done in line with the objective of this review. The summary of selection steps is presented on a methodological flowchart represented in figure 1.
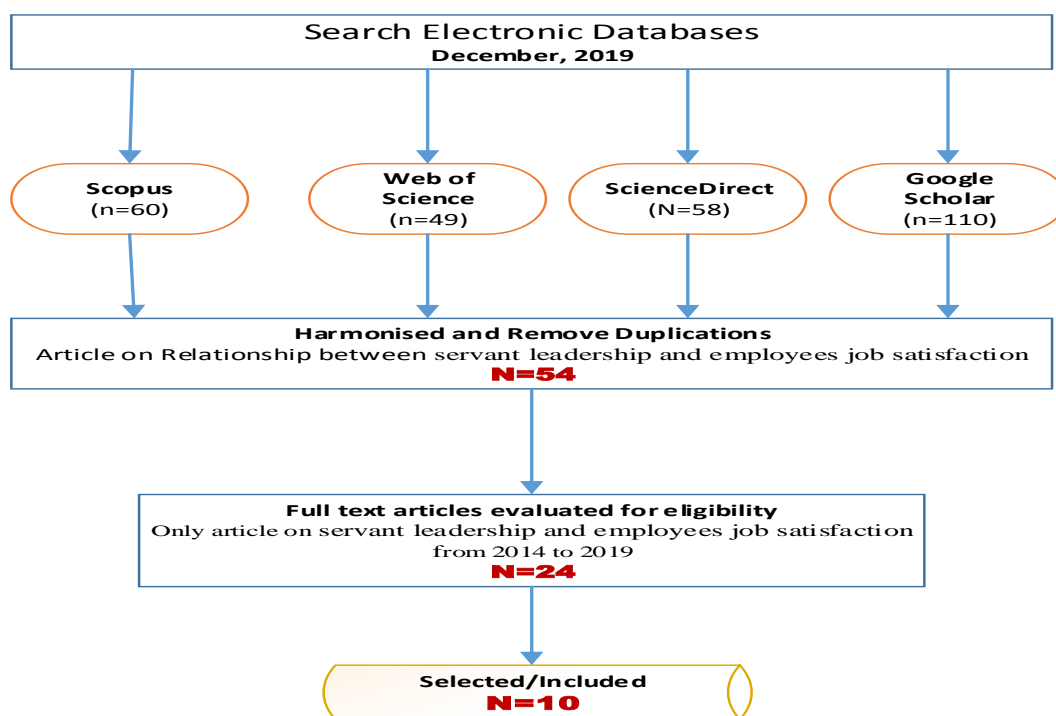

Figure 1: Methodological flowchart

IV. FINDINGS

The result of this review was summarized systematically in a table and described as stated in the preceding section. The ten (10) relevant studies identified are summarized in Table 1.

Table 1: Empirical Studies

SN	Author (Year)	Sector/Sample	Objective	Method	Findings
1	Jing (2019)	Healthcare	Investigate the association between servant leadership and job satisfaction	Narrative Enquiry	Servant leadership contributes positively to health professionals' job satisfaction
2	Farrington and Lillah (2019)	Health		Descriptive survey	A significant positive relationship between developing others and job satisfaction for both sample groups, but only between caring for others and job satisfaction for the employee sample group, was reported
3	Lee, Kim & Cho (2018)	Fitness Club	Causal relationships among the three variables	Convenience Sampling Method	Servant leadership in fitness clubs had a positive influence on the job satisfaction of their employees.
4	Alfaydi (2017)	Education/School	Relation between teachers' perceptions of their principals' servant leadership	Correlational	That the positive correlation between servant leadership and job satisfaction exists in

			style and teacher job satisfaction		Saudi Arabia.
5	Al-Mahdy et al. (2016)	Education/School	Omani teachers' perceptions of servant leadership and teacher job satisfaction	Survey Design	Teachers indicate moderate levels of job satisfaction and servant leadership of school principals. There were significant differences based on gender and school type in the areas of emotional healing, promotion, and the nature of the work
6	Lobago and Abraham (2016)	Multinational Company	Assessed the level of practice of servant leadership and its relation with employee job satisfaction	Mixed Method	A positive relationship of job satisfaction with the overall practice of servant leadership style and that of the five dimensions of servant leadership was observed.
7	Tischler, Giambatista, McKeage, & McCormick, (2016)	Multinational Companies	Explored the relationship between servant leadership and core self-evaluation and job satisfaction	Quantitative	Servant leadership predicts both core self-evaluation and job satisfaction and that core self-evaluation also predicts job satisfaction among working adults in white collar jobs
8	Jordan (2015)	Military	Relationship between Servant Leadership and Job Satisfaction among U.S. Navy Personnel	Survey Design	The results indicated that a strong positive correlation existed between servant leadership and job satisfaction in this organization.
9	Goh & Zhen-Jie (2014).	Market Research Firms	Correlation between Servant Leadership and Job Satisfaction	Correlational Design	A positive correlation between servant leadership and job satisfaction at all levels of an institution, and that servant leadership also had a significant effect on organizational commitment
10	McCann, Graves and Cox (2014)	Health	Examine the Servant Leadership, Employee Satisfaction, and Organizational Performance in Rural Community Hospitals	Correlational Design	Servant leadership and employee satisfaction are strongly correlated. In addition, servant leadership has a significant correlation between intrinsic satisfaction and HCAHPS scores.

V. DISCUSSIONS

The findings on these ten (10) reviewed studies showed that, Job satisfaction has been studied extensively and in many contexts. An employee who has an adequate level of job satisfaction is likely to perceive a positive relation between what wants to achieve from his/her work and what the job has been offering (Zembylas & Papanastasiou, 2004). To this ends, several studies have been conducted to examine if a relationship exists between servant leadership and job satisfaction. These studies show similar findings and most of them are consistent regarding the fact that there is a strong relationship between servant leadership and job satisfaction.

The studies conducted by Jing (2019) Farrington and Lillah (2019) Lee, Kim & Cho (2018), Alfaydi (2017), Al-Mahdy et al. (2016), Lobago and Abraham (2016), (Tischler, Giambatista, McKeage, & McCormick, 2016), Jordan (2015) and McCann, Graves and Cox (2014) as reviewed in this study provided a concrete evidences on the existence of relationship between servant leadership style and employee job performances. The findings from both quantitative and qualitative data analyses indicated that servant leadership style is practiced well at the organizations and the organization. Moreover, it was noted that the level of employee job satisfaction of the organization is very high. A positive relationship of job satisfaction with the overall practice of servant leadership style and that of the five dimensions of servant leadership was observed.

These findings led credence to the Sun (2016) assertion that, servant leadership can increase personnel's happiness and performance, and also tends to establish job satisfaction effectively. The studies also brought pout an important information that, the servant leadership style has a significant effect on employees' innovative performance as well, in that performance control moderated the strength of servant leadership. Servant leadership also has been shown to affect the behaviours of team leaders, and a high level of servant leadership is related directly to employees' increased autonomy. These positive effects of servant leadership have played various roles within different environments of performance control.

As revealed by several studies, there is extensive available literature that supports the statement that servant leadership is significantly and positively linked to job satisfaction. However, Sendjaya (2015) points to that leaders interact in accordance to constraints that emerge from organizational settings and their decision-making depends on the organizational structure of the particular place, in particular with regard to decision-making processes (Sendjaya, 2015). Even with this, across different sectors of the economy, studies have found a statistically significant, positive correlation between servant leadership practices in an organization and employee job satisfaction.

VI. CONCLUSIONS

From the review carried out in this study, it can be concluded that, many studies have been conducted to investigate the diverse features of servant leadership in organisational settings. Outcomes demonstrate a substantial positive influence of leaders who go through servant leadership on favourable organizational climate and employees' trust in leadership and particularly, how that, relate to their overall satisfaction at work. More research is needed, particularly on servant leadership for at least two reasons. First, the previous literature on servant leadership styles that have received more attention in the other settings consists mainly of health sector and other related settings. However, little is known about servant leadership in educational settings. Therefore, limited evidence found about the processes by which servant leadership affects the workplace outcomes in educational institutions.

Second, the findings of a most recently published researchedshowed that servant leadership explained more variance in job attitudes and behaviours than other leadership types. These findings therefore, emphasised the need for more research on servant leadership as a stand-alone leadership approach that is capable of helping leadership researchers and practitioners better explain a broad range of outcomes.The studies above were conducted in different cultures and in a variety of organizations. However, with the evidences of less researches in educational settings there is need to carry out more investigation in educational settings across cultures and environment.

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