Relationship between Servant Leadership Style and Intent to Stay among the Employees in the Municipality of Gaza

Dr. Khalil G. Hajjaj
Alazhar University-Gaza
Palestine

Abstract

The research paper attempts to study the relationship between servant leadership style and intent to stay among the employees in the Municipality of Gaza. The finding of the study indicates that there exists significant positive correlation between the dimensions of servant leadership and intent to stay. The regression analysis of the three factor model on servant leadership and dependent variable intent to stay indicates that out of the three dimensions (Service, Humility, Vision) of servant leadership, service and humility significantly explains variance in dependent variable intent to stay. It evident from the study that characteristics of servant leadership help in enhancing staying intent of employees in the Municipality of Gaza. Also There was no statistically significant difference in responses among respondents about the level of intent to stay due to gender, or age; however, there was statistically significant difference in responses among respondents about the level of intent to stay due to years of experience as perceived that the employees who in the first category of (less than 7 years) they have intent to stay more than the employees who in the category of (more than 15 years).

Keywords: Servant leadership, Intent to stay

Introduction

Without valuable employees, an organization cannot make revenue and flourish. Retention is the most significant target for the organizations Human Resource departments to attain, and they need to discover and be aware of the real reasons, not simply people's perception, because sometimes the high salary or satisfying working condition cannot assure employees to stay in the organization. So there are more other issues that influence people intent to stay in the organization. If the industry suffers less employee turnover, the intent of employees to stay in the certain industry is higher than others.(Sanjeevkumar,2012). As we approach the twenty first century, we are starting to see that traditional styles of leadership are gradually yielding to a better model one which is based on teamwork and community, one which try to find to involve others in decision making, one which is strongly based in ethical and caring behavior , and one which is enhancing the development of people, while at the same time improving the caring and quality of our many institutions. We call this emerging approach to leadership and service servant leadership (Spears ,1996).

The idea of service first and leadership second was first promoted by Robert Greenleaf in 1970. Within this paradigm, it may be possible to utilize many leadership strategies or styles depending on what serves best for that individual or individuals in a given circumstance. Thus, rather than attempting to adopt a particular set of responses to all situations, the servant leader needs only ask him – or herself, "How can I best serve in this (hiatt,2010). The ten characteristics of the servant leader indentified by spears and Lawrence are: Listening-Empathy-Healing-Awareness-Persuasion-Conceptualization-Foresight - Stewardship - Commitment to the growth of others - Community building (Spears and Lawrence, 2002), (Spears, 2010).

Statement of the Problem

A recent study shows that there is a low level of intent to stay among the employee's in the Municipality of Gaza. Also, the study shows a low level of morale among the employee's because of the absence of moral and physical stimulation for them as well as the lack of appreciation of the administration of the efforts exerted by those employee's. (Helles, 2012). Moreover findings from the researches work done by Bass (2000), Russell (2001), Sendjaya & Sarros (2002) indicate that the concept servant leadership is more of anecdotal nature which lacks empirical evidence its influence. This study provides an insight into whether applying the principles of servant leadership has an impact on the employee's intent to stay in the Municipality of Gaza or not.

Objectives

1. To Study the relationship between servant leadership style and intentions to stay among the employees in the Municipality of Gaza.
2. To Study the level of servant leadership among the leaders in the Municipality of Gaza.
3. To Study the level of intention to stay among the employees in the Municipality of Gaza.
4. To Study the most significant determinant of servant leadership style related to employee intention to stay.
5. The empirical data achieved from conducting this research study will likely contribute in resolving the concerns created by a lack of research in the area of servant leadership.

Definition

Servant Leaders:

Leaders who lead an organization by focusing on their followers, such that the followers are the primary concern and the organization concerns are peripheral.(Patterson,2003).

Intent to Stay:

Intent to stay is defined as the perception of the "estimated likelihood of continued membership in an organization. (Price & Mueller 1981)

Literature Review:

The findings from the literature study indicate that so far servant leadership was examined with a range of other organizational variables like: Citizenship Behavior and job performance Zehir, et al. (2013),

Leader Behaviors Lubin (2001), commitment to change Kool & Van Dierendoneck (2012), extra effort, satisfaction, organizational effectiveness Barbuto & Wheeler (2006), effectiveness Hale & Fields (2007), Jacobs (2011), Transformational Attitudes Aguilar (2013), organization culture, organizational commitment, and employees, performance Harwiki (2013), leadership integrity, organizational commitment, citizenship behavior, cynicism Bobbio, et al. (2012), Spirit Horsman (2001), trust Senjaya & Pekerti (2010) Systemic reform Gile (2011), job satisfaction and intent to stay Caffey (2012), Satisfaction and Retention Engelhart (2012).

Hypotheses:

- There is a relationship between the characteristics of servant leadership and employees intent to stay in Municipality of Gaza.
- There is statistical significant difference in responses among respondent about the level of intent to stay is due to (gender – age- years of experience).

Methods

The Population of Study

The study population consists of all employees in Gaza municipality (males and females), there are 664 employees.

The Study Sample:

We have got sample size (243) employees, distributed on municipality employees, however the number of returned questionnaires was 166 which is the analysis was built upon.

Demographic Profile of Respondents:

Frequency of the Study Sample by Gender:

Table 1: Shows the Distribution of Study Members by Gender

	Male	Female	Sum
Frequency	134	32	166
Ratio	80.7	19.3	100

As we see from the above table that 80.7% of this study are males, while 19.3% are females.

Frequency of the Study Sample by Age:

Table 2: Shows the Distribution of Members of the Study by Age

	Less than 30 years	From 30 to 40 years	more than 40 years	Sum
Frequency	30	62	74	166
Ratio	18.1	37.3	44.6	100

The above table illustrates that 18.1% of study members have age less than 30 years, 37.3% between 30 to 40 years, 44.6% more than 40 years.

Frequency of the Study Sample by Experience:

Table 3: Shows the Distribution of Study Members by Experience

	Less than 7 years	From 7 to 15 years	more than 15 years	Sum
Frequency	25	59	82	166
Ratio	15.1	35.5	49.4	100

The above table illustrates that 15.1% of study member have experience less than 7 years, 35.5 % have experience 7 to 15 years, 49.4% have experience more than 15 years.

Survey Instrument:

The data was collected with the help of standardized questionnaires. The servant leadership scale developed by Hale & Fields (2007). Dennis, (2004). It was administered to collect data for the assessment of servant leadership style in Municipality of Gaza.

Intentions to stay had been studied with scale given by Caffey, (2012).

The researcher used the statistical program SPSS V20 software to analysis the data.

Validity and Reliability:

1 - Validity:

Table4: Shows the Correlation Coefficient for Each Scale with Total Score

Scale	correlation coefficient	Sig
Service	**0.892****	**0**
Humility	**0.825****	**0**
Vision	**0.857****	**0**
Intent to stay	**0.752****	**0**

The above table shows, there is a strong correlation with statistically significant at the level of significance (5%) between each dimension of the scale and the total score, this shows the sincerity of the scale.

2 – Reliability:

Table 5: Shows the Results of Coefficient Reliability Test by Cronbach's Alpha and Split-Half

Scale	Split-Half	Spearman-Brown	Cronbach's Alpha
Service	0.853	0.861	0.856
Humility	0.894	0.929	0.902
Vision	0.781	0.787	0.777
Intent to stay	0.869	0.871	0.828

The above table shows, the reliability coefficient which was measured by two ways, (Split-Half-Cronbach's Alpha). This table illustrates reliability coefficient by split-half, since the questions were divided to odd and even numbers by SPSS software, Pearson correlation coefficient was accounted for each study domain , all correlation coefficients were bigger than 0.78, as well as Adjusted Spearman Brown correlation coefficient was accounted as the following equation:

Reliability Adjusted coefficient = $\dfrac{2 \times r}{1 + r}$

All results were larger than the neutral value 0.52, that indicates the questionnaire has high constancy. As the table shows when we use 2nd method the reliability coefficient Cronbach's Alpha, all coefficients were larger than 0.777 for all study interlocutor, therefore it is larger than the neutral value 0.52, that indicates the questionnaire has high stability.

- level of servant leadership components(service, humility and vision) and employees intent to stay in Gaza municipality.

Table 6: Shows the Mean, Standard Deviation and Relative Weight of the Study Domain

Scale	Mean	Std. Deviation	The relative weight %
Service	3.101	1.046	62.02
Humility	3.178	.938	63.56
Vision	2.642	1.124	52.84
servant leadership	**2.97**	**0.914**	**59.47**
Intent to stay	**3.055**	**.908**	**61.11**

The above table illustrates mean, std. deviation and the relative weight of all scales in the questionnaires, where humility has the largest availability ratio (63.56%), then service (62.02%), then vision (52.84%), finally the questionnaire component of servant leadership have ratio (59.47%). And intent to stay (61.11%).
- **Test hypotheses**
- **First hypothesis:**

Table 7: Shows the Relationship between Servant Leadership, its Components and Employees Intent to Stay In Gaza Municipality

	Intent to stay	Sig	Relation
Service	0.539**	0.00	Positive
Humility	0.466**	0.00	Positive
Vision	0.447**	0.00	Positive
Servant leadership	0.548**	0.00	Positive

The above table illustrates that ,there is a strong positive relationship between the intent to stay, servant leadership and it's Components(Service-Humility-Vision), as the following:

- There is a strong positive relationship between the intent to stay and service where the correlation coefficient = (53.9%) ,which is statistically significant at the 0.01 level of significance.
- There is a strong positive relationship between the intent to stay and humility where the correlation coefficient = (46.6%) ,This is statistically significant at the 0.01 level of significance.
- There is a strong positive relationship between the intent to stay and vision where the correlation coefficient = (44.7%) , which is statistically significant at the 0.01 level of significance.

Finally: There is a strong positive relationship between the intent to stay and servant leadership where the correlation coefficient = (54.8%) ,this is statistically significant at the 0.01 level of significance.

Moreover, there is a clear effect of the servant leadership and it's components (service, humility, vision) on intent to stay in Gaza Municipality , we used the regression analysis to determine who is of the three components have the most effect in the intent to stay.

Table 8: Shows the Results of Multiple Regression Analysis

Model		B	Std. Error	T	Sig.	R^2	Adjusted R^2
1	(Constant)	1.605	.187	8.597	.000	0.291	0.286
	Service	.468	.057	8.195	.000		
2	(Constant)	1.360	.216	6.307	.000	0.311	0.302
	Service	.356	.076	4.702	.000		
	Humility	.186	.084	2.197	.029		

The above table shows that, the results of multiple regression analysis using stepwise methods, we can clearly see in the first model ,there is one variable (Service) in this model, that's means the variable (Service) is very important in the model, where the value of (R^2)= (29%) and Adjusted (R^2)= (28.6%) that means the variable (Service) can explains 28.6% of the variance in the dependent variable (Intent to stay) and this variable has statistically significant effect.

Then we see in the second model ,there are two independent variables (Service and Humility) in this model, that's means the independent variables (Service and Humility) are very important in the model where the value of (R^2)= (31.1%) and Adjusted (R^2)= (30.2%), that means variables (Service and Humility) can explain 30.2% of the variance in the dependent variable (Intent to stay) and this variable has statistically significant effect.

Finally:
- The variable (Service) is very important in the model where it can explain 28.6% of the variance in the dependent variable (Intent to stay), and it's more important than (Humility).
- The independent variable (vision) did not have effect on the dependent variable (Intent to stay) when the other components (service and humility) found in the model. 69.8% of other independent factors are not included in the study.

Second Hypothesis:
- There is statistically significant difference in responses among respondents about the level of intent to stay due to (gender – age- years of experience).

This Hypothesis is divided Into Three Parts:
1- There is statistically significant difference in responses among respondents about the level of intent to stay due to gender.

T-test was used for examining this hypothesis.

Table 9: Shows the Results of T-Test to Gender with the Intent to Stay

	Frequency	Mean	Std. Deviation	t-test	Sig.
Male	134	3.0392	.94285	``	
Female	32	3.1250	.75402	-0.48	.63

The above table illustrates, that there is no statistically significant difference in responses among respondents about the level of intent to stay due to gender.

2. There is statistically significant difference in responses among respondents about the level of intent to stay due to age.

Variance analysis ANOVA was used to test this hypothesis.

Table 10: Shows the Results of Variance Analysis (One Way Anova) to the Average of Age Groups with the Intent to Stay

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	2.662	2	1.331	1.626	.200
Within Groups	133.385	163	.818		
Total	136.047	165			

The above table shows, that there is no statistically significant difference in responses among respondents about the level of intent to stay due to age.

3. There is statistically significant difference in responses among respondents about the level of intent to stay due to experience.
Variance analysis ANOVA was used to test this hypothesis .

Table 11: Shows the Results of Variance Analysis (One Way Anova) for the Average Categories of Experience with the Intent to Stay

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	4.853	2	2.427	3.015	.047
Within Groups	131.194	163	.805		
Total	136.047	165			

As we see in above table ,there is statistically significant difference in responses among respondents about the level of intent to stay due to experience, where is the value of F- test =3.015 and Sig.= 0.046, this is statistically significant at the 5% level of significance.

The years of experience had an effect on intent to stay in the sample. To determine which of the three groups were the differences is favored for the researcher used (Bonferroner, shefee) test at the level of statistical significance (0.05)then the researcher accounted the differences among the average of three groups of test parts (less than 7 years - from 7 to 15 years – more than 15 years) , as in next table .

Table 12: Shows That the Differences among the Averages of the Three Groups in Response When Using the (Bonferrone, Shefee) Test

Mean		Less than 7 years	From 7 to 15 years	more than 15 years
		3.450	3.038	2.948
More than 15 years	2.948	0.502*	0.09	–
From 7 to 15 years	3.038	0.412	–	–
Less than 7 years	3.450	–	–	–

As we see in above table ,the significant statistically difference in responses among respondents about the level of intent to stay due to years of experience, due to difference between two categories (less than 7 years - more than 15 years).

The employees who in the first category(less than 7 years) they have intent to stay more than the employees who in the category (more than 15 years).

Conclusion

The finding of the study indicates that there exists significant positive correlation between the dimensions of servant leadership and intent to stay among the employees in the Municipality of Gaza. It is evident from the study that characteristics of servant leadership affect the nature of an organization. Additional benefits to adopting the philosophy of servant leadership include service, humility, share vision increase the intent to stay among the employees in the Municipality of Gaza, therefore organization must provide better support for their leaders practice the servant leadership philosophy.

In light of the data, we suggest that Municipality of Gaza provide training in the principles of servant leadership for the leaders.

Further research is recommended to conduct similar studies within populations involving different sectors and different variables.

References

A guilar, M.I.(2013) Global Leadership Perceptions Of Servant- Oriented And Transformational Attitudes In Nonprofit Organizations, Unpublished Dissertation, Alliant International University.

Barbuto, J.E. & Wheeler, D.W. (2006). Scale development and construct clarification of servant leadership. Group and Organization Management, 31.3: 300-326.

Bass, B. M.(2000).The future of leadership in learning organizations, *Journal of leadership & organizational studies,*7.3:18-40.

Bobbio, A., Dierendonck, D.& Managnelli, A.(2012).Servant Leadership in Italy and its relation to organizational variables, Leadership (London) 8.3 : 229-243.

Caffey, R.D.(2012). The relationship between servant leadership of principals and beginning teacher job satisfaction and intent to stay, Unpublished Dissertation, University of Missouri-Columbia.

Dennis, R.S.(2004). Servant Leadership Theory: Development of the Servant Leadership Assessment Instrument, Unpublished dissertation, Regent University.

Engelhart, E.F.(2012).The relationship of servant leadership on teacher satisfaction and teacher retention, Unpublished Dissertation, Linden wood University.

Gile, T. (2011). Principal Leadership In Response To Intervention (Rti): A Mixed Methods Study Examining A Servant Leadership Approach To Reform, Unpublished Dissertation, Colorado State University.

Hale, J.R.& Fields, D.L.(2007). Exploring Servant Leadership across Cultures: A Study of Followers in Ghana and the USA, Leadership (London) 3.4: 397-417.

Harwiki, W. (2013). The Influence of Servant Leadership on Organization Culture, Organizational Commitment, Organizational Citizenship Behavior and Employees ' Performance (Study of Outstanding Cooperatives in East Java Province, Indonesia) Journal of Economics and Behavioral Studies, 5.12: 876-885.

Helles,S.M. (2012) The role of changing management of focusing on commitment of arrangement for Gaza municipality employees. Unpublished Dissertations, Islamic university – Gaza.

Hiatt, E.(2010). Analysis of servant –leadership characteristics: Case study of a for- profit career school president, Unpublished Dissertation, Capella University.

Horsman,J.H. (2001). Perspectives of servant leadership and spirit in organization, Unpublished Dissertation, Gonzaga University.

Jacobs, K. (2011). Assessing the Relationship between Servant Leadership and Effective Teaching in a Private University setting, Unpublished Dissertation, North central University.

Kool, M.& van Dierendonck, D.(2012). Servant leadership and commitment to change, the mediating role of justice and optimism, Journal of Organizational Change Management, 25.3:422-433.

Lubin, k.a.(2001). Visionary leader behaviors and their congruency with servant leadership characteristics, Dissertation Abstracts. University of La Verne.

Patterson, K.(2003). Servant leadership: A theoretical model. Unpublished dissertation, Regent University.

Price, J. l. & Mueller, CH. W.(1981). A causal model of turnover for nurses. Academy of Management Journal, 24, 543-565.

Russell,R.F.(2001).The role of values in servant leadership, leadership and organizational development journal,22.2:76-84.

Sanjeevkumar, v. (2012). A study on Employee's intention to stay in public companies, international journal of Business Economics & Management Research, 2. 4:91-101.

Sendjaya ,S. &Sarros, J.C.(2002).servant leadership: Its origin, development and application in organization, *Journal of leadership and organizational studies*,9.2:57-64.

Senjaya, S. & Pekerti, A. (2010). Servant leadership as antecedent of trust in organizations, Leadership & Organization Development Journal, 31.7: 643-663.

Spears, L. (1996). Reflections on Robert K. Greenleaf and servant – leadership, Leadership & Organization Development Journal, 17.7: 33-55.

Spears, L. (2010). Character and servant Leadership: Ten Characteristics of Effective, Caring Leaders. The Journal of Virtues & Leadership, 1.1, 25-30.

Spears, L. and Lawrence, M. (2002). Focus On Leadership Servant- Leadership for the Twenty – First Century. New York: John Wiley & Sons, Inc.

Zehir, C. Akyuz, B. Sule Eren,M. Turhan, G. (2013). The Indirect Effects of Servant Leadership Behavior on Organizational Citizenship Behavior and Job Performance: Organizational Justice as a Mediator, International Journal of Research in Business and Social Science, 2.3: 2147-4478.