

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

I
J
R
C
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A.

as well as in Open J-Gate, India (link of the same is duly available at Infibnet of University Grants Commission (U.G.C.))

Registered & Listed at: Index Copernicus Publishers Panel, Poland & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 1667 Cities in 145 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

www.ijrcm.org.in

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	AN INQUIRY INTO THE PRODUCTIVITY OF INDIAN PHARMACEUTICAL INDUSTRY: APPLICATION OF DATA ENVELOPMENT ANALYSIS <i>UMANG GUPTA & ROHIT KAPOOR</i>	1
2.	GLOBALIZATION AND GROWTH OF INDIAN LIFE INSURANCE INDUSTRY <i>SUSHIL KUMAR, NIRAJ MISHRA & SEEMA VARSHNEY</i>	7
3.	ASSESSMENT OF THE LEVEL AND FACTORS INFLUENCING ADMITTED CUSTOMERS' SATISFACTION WITH HEALTH CARE SERVICE IN UNIVERSITY OF GONDAR TEACHING HOSPITAL, NORTH WEST ETHIOPIA <i>DIGISIE MEQUANINT & DR. ASSEGID DEMISIE</i>	10
4.	STOCK MARKET CRISIS AND VALUE RELEVANCE OF ACCOUNTING INFORMATION: IMPACT ON QUOTED CEMENT MANUFACTURING FIRMS IN NIGERIA <i>SAMAILA THOMPSON & ABUH ADAH</i>	16
5.	SERVANT LEADERSHIP: A NEW PARADIGM OF LEADERSHIP IN BANGLADESH <i>MD. SAJJAD HOSSAIN & ULLAH S M EBRAHIM</i>	20
6.	PERFORMANCE ANALYSIS OF INTERNALLY GENERATED REVENUE MOBILISATION IN ABURA-ASEBU-KWAMANKESE DISTRICT ASSEMBLY, GHANA <i>CHRISTOPHER DICK-SAGOE</i>	26
7.	AN EMPIRICAL STUDY OF ENVIRONMENTAL CONSTRAINTS FACED BY PUBLIC PRIVATE PARTNERSHIP (PPP) IN INDIA WITH SPECIAL REFERENCE TO UTTAR PRADESH <i>DR. ZEESHAN AMIR & ANIS UR REHMAN</i>	32
8.	PERFORMANCE OF INDIAN BANK WITH REFERENCE TO NON PERFORMING ASSETS – AN OVERVIEW <i>B. SELVARAJAN, DR. G. VADIVALAGAN & DR. M. CHANDRASEKAR</i>	38
9.	RELATIONSHIP BETWEEN CUSTOMER SATISFACTION AND LOYALTY AMONG PASSENGER CAR USERS (AN EMPIRICAL STUDY CONDUCTED IN BANGALORE CITY AMONG SMALL PASSENGER CAR USERS) <i>SRI.R.SRIVATS & DR. R. K. GOPAL</i>	47
10.	INFLUENCE OF QUALITY CIRCLES ON ORGANISATIONAL PERFORMANCE: AN EMPIRICAL STUDY <i>DR. D. S. CHAUBEY, RANI RAMASWAMY & NIDHI MAITHEL</i>	53
11.	PERFORMANCE OF TAX SAVING FUNDS OF SELECTED ASSET MANAGEMENT COMPANIES: A COMPARATIVE ANALYSIS <i>DR. K. V. S. N. JAWAHAR BABU & DR. M.S. VASU</i>	60
12.	IMPACT OF MICRO - CREDIT TO WOMEN SHGS – A STUDY WITH REFERENCE TO NAGAPATTINAM DISTRICT, TAMIL NADU <i>K. MUTHU. & DR. K. RAMAKRISHNAN.</i>	70
13.	MANAGERIAL EFFECTIVENESS AND COUNTERPRODUCTIVE WORK BEHAVIOUR: A COMPARISON AT DIFFERENT MANAGERIAL LEVEL <i>DR. RISHIPAL</i>	74
14.	A STUDY ON HEALTH INSURANCE PRODUCT PERFORMANCE AT HDFC, BANGALORE <i>V. CHANDRAMOHAN & DR. K. RAMACHANDRA</i>	79
15.	A COMPARATIVE STUDY ON CUSTOMER RELATIONSHIP MANAGEMENT IN BANKING SECTOR IN INDIA (INDUSTRIAL CREDIT AND INVESTMENT CORPORATION OF INDIA AND STATE BANK OF INDIA) <i>DR. PONDURI.S.B. & V. SAILAJA</i>	89
16.	WORK ETHICS AND ITS IMPACT ON JOB SATISFACTION OF INDIAN MANAGEMENT TEACHERS - AN EMPIRICAL STUDY <i>DR. RAJESHWARI NARENDRAN & PREETI MEHTA</i>	98
17.	AN APPRAISAL OF QUALITY OF SERVICES IN URBAN HOSPITALS (A STUDY ON THREE URBAN HOSPITALS IN GUNTUR DISTRICT, ANDHRA PRADESH) <i>DR. T. SREENIVAS & NETHI SURESH BABU</i>	103
18.	PERFORMANCE EVALUATION OF SOME SELECT EQUITY FUNDS FLOATED BY PRIVATE SECTOR BANKS <i>B. RAJA MANNAR & DR. B. RAMACHANDRA REDDY</i>	113
19.	ANALYSING THE FINANCIAL PERFORMANCE OF IRON AND STEEL INDUSTRY WITH THE HELP OF MARKET VALUE ADDED APPROACH <i>E. LAVANYA & DR. B. RAMACHANDRA REDDY</i>	117
20.	ACHIEVING CUSTOMER LIFETIME VALUE THROUGH CUSTOMER RELATIONSHIP MANAGEMENT <i>SHAKEEL-UL-REHMAN & DR. M. SELVARAJ</i>	120
21.	COMPARATIVE ANALYSIS OF CAPITAL STRUCTURE OF BANKING COMPANIES WITH SPECIAL REFERENCE TO STATE BANK OF INDIA AND ICICI BANK <i>DR. ANURAG B. SINGH & PRIYANKA TANDON</i>	124
22.	MANAGING BRAND EXTENSION <i>DR. C. MUTHUVELAYUTHAM & T. PRABHU.</i>	132
23.	BEHAVIOURAL ISSUES IN EFFECTIVE IMPLEMENTATION OF CUSTOMER RELATIONSHIP MANAGEMENT <i>NISHI TRIPATHI & RICHA SINHA</i>	135
24.	STATUTORY DISCLOSURE BY INDIAN LIFE INSURANCE COMPANIES <i>GAGANDEEP KAUR & RAJINDER KAUR</i>	139
25.	PRODUCT LINE STRATEGY ADOPTED BY SMALL SCALE MOTOR AND PUMP INDUSTRY <i>DR. J. SUGANTHI</i>	144
26.	FACTORS OF CRM (A STUDY WITH SPECIAL REFERENCE TO BANKS) <i>DR. S. GAYATHRY</i>	149
27.	IMPACT OF GRIEVANCES AND REDRESSAL OF EMPLOYEES IN TEXTILE MILLS, COIMBATORE <i>P. DEEPA ANANDA PRIYA & DIVYA.S</i>	156
28.	A STUDY OF EMPLOYEE COMPETENCY MAPPING STRATEGIES AT SELECT ORGANISATIONS OF BANGALORE <i>DR. Y. NAGARAJU & V. SATHYANARAYANA GOWDA</i>	176
29.	COMPARATIVE STUDY OF ORGANIZATIONAL ROLE STRESS AMONG EMPLOYEES: PUBLIC VS PRIVATE BANKS IN INDIA <i>SHADMA PARVEEN</i>	182
30.	AN EMPIRICAL EXAMINATION OF NONWORK DOMAIN ON EMPLOYEE TURNOVER <i>L.R.K. KRISHNAN</i>	189
	REQUEST FOR FEEDBACK	201

CHIEF PATRON

PROF. K. K. AGGARWAL

Chancellor, Lingaya's University, Delhi
Founder Vice-Chancellor, Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

FOUNDER PATRON

LATE SH. RAM BHAJAN AGGARWAL

Former State Minister for Home & Tourism, Government of Haryana
Former Vice-President, Dadri Education Society, Charkhi Dadri
Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

DR. SAMBHAV GARG

Faculty, M. M. Institute of Management, MaharishiMarkandeshwarUniversity, Mullana, Ambala, Haryana

ADVISORS

DR. PRIYA RANJAN TRIVEDI

Chancellor, The Global Open University, Nagaland

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. M. N. SHARMA

Chairman, M.B.A., HaryanaCollege of Technology & Management, Kaithal

PROF. S. L. MAHANDRU

Principal (Retd.), MaharajaAgrasenCollege, Jagadhri

EDITOR

PROF. R. K. SHARMA

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

CO-EDITOR

DR. BHAVET

Faculty, M. M. Institute of Management, MaharishiMarkandeshwarUniversity, Mullana, Ambala, Haryana

EDITORIAL ADVISORY BOARD

DR. RAJESH MODI

Faculty, YanbuIndustrialCollege, Kingdom of Saudi Arabia

PROF. SANJIV MITTAL

UniversitySchool of Management Studies, Guru Gobind Singh I. P. University, Delhi

PROF. ANIL K. SAINI

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHENDER KUMAR GUPTA

Associate Professor, P.J.L.N.Government College, Faridabad

DR. SHIVAKUMAR DEENE

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

DR. MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

ASSOCIATE EDITORS

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

PROF. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PROF. V. SELVAM

SSL, VIT University, Vellore

PROF. N. SUNDARAM

VIT University, Vellore

DR. PARDEEP AHLAWAT

Associate Professor, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

DR. S. TABASSUM SULTANA

Associate Professor, Department of Business Management, Matrusri Institute of P.G. Studies, Hyderabad

TECHNICAL ADVISOR

AMITA

Faculty, Government M. S., Mohali

DR. MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects like Accounting Education; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Monetary Policy; Portfolio & Security Analysis; Public Policy Economics; Real Estate; Regional Economics; Tax Accounting; Advertising & Promotion Management; Business Education; Management Information Systems (MIS); Business Law, Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labor Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; Public Administration; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism, Hospitality & Leisure; Transportation/Physical Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Digital Logic; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Multimedia; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic and Web Design. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email address: infoijrcm@gmail.com.

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR
IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF

(e.g. Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript entitled ' _____ ' for possible publication in your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if my/our manuscript is accepted, I/We agree to comply with the formalities as given on the website of the journal & you are free to publish our contribution in any of your journals.

NAME OF CORRESPONDING AUTHOR:

Designation:

Affiliation with full address, contact numbers & Pin Code:

Residential address with Pin Code:

Mobile Number (s):

Landline Number (s):

E-mail Address:

Alternate E-mail Address:

NOTES:

- a) The whole manuscript is required to be in **ONE MS WORD FILE** only (pdf. version is liable to be rejected without any consideration), which will start from the covering letter, inside the manuscript.
- b) The sender is required to mention the following in the **SUBJECT COLUMN** of the mail:
New Manuscript for Review in the area of (Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)
- c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any specific message w.r.t. to the manuscript.
- d) The total size of the file containing the manuscript is required to be below **500 KB**.
- e) Abstract alone will not be considered for review, and the author is required to submit the complete manuscript in the first instance.
- f) The journal gives acknowledgement w.r.t. the receipt of every email and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending separate mail to the journal.

2. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

3. **AUTHOR NAME (S) & AFFILIATIONS:** The author (s) **full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.

4. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
6. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should follow the following sequence:

INTRODUCTION**REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESES****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****SCOPE FOR FURTHER RESEARCH****ACKNOWLEDGMENTS****REFERENCES****APPENDIX/ANNEXURE**

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed **5000 WORDS**.

10. **FIGURES & TABLES:** These should be simple, crystal clear, centered, separately numbered & self explained, and **titles must be above the table/figure. Sources of data should be mentioned below the table/figure.** It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per the following:
 - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parentheses.
 - The location of endnotes within the text should be indicated by superscript numbers.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:**BOOKS**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19-22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

SERVANT LEADERSHIP: A NEW PARADIGM OF LEADERSHIP IN BANGLADESH**MD. SAJJAD HOSSAIN****LECTURER****DEPARTMENT OF BUSINESS ADMINISTRATION****EAST WEST UNIVERSITY****BANGLADESH****ULLAH S M EBRAHIM****GRADUATE STUDENT****DEPARTMENT OF BUSINESS ADMINISTRATION****SCHOOL OF BUSINESS****YEUNGNAM UNIVERSITY****REPUBLIC OF KOREA****ABSTRACT**

This study explores the theoretical framework and in-depth meaning of the servant leadership. Mainly, a vast of literature reviews was examined to build up the main frame of this study. Besides that, a simple survey was conducted to explore the future of servant leadership in Bangladesh. University students, faculty members as well as teachers from different educational institutes, political members and employees of some business organizations participated in the survey. Besides that face to face interview was conducted to understand the demand of servant leadership while Bangladeshi leadership styles are changing day by day. 165 respondent's data and 15 respondents comprehensive interview were used to discuss the prospective fields of servant leadership application. Three major fields such as education, business organization and social development related with political behavior were selected to test the applicability of the servant leadership. Finally some practical implications were given through the discussion on data analysis as well as focusing on previous well established literature. Moreover, practical implications also support latest scholarly work of servant leadership in Asia region. Though the literature review is still in an infant stage in Asian region but the importance of servant leadership is immense among the developing nations like Bangladesh. Servant leadership creates great demand of further research both in practical fields as well as academic research field.

KEYWORDS

Leadership, Management, HRM, Bangladesh.

INTRODUCTION

Modern civilization is the blessing of collective efforts of human being from the very beginning of social formation as a system. Collective effort needs specific directions to fuel human civilization. And the term leadership erupts from the perspective of leading, motivating and empowering. By the changing of time, our general views of leadership behavior also change (Van Dierendonck, 2011). The 21st century has opened the door of vast human resources through the research of leadership behavior (Dierendonck & Nuijten, 2011). Nowadays it is believed that the role of leadership should be ethical in practice where the leaders will promote good behavior in work place and prevent influencing bad pro-actors (Neubert et al. 2008). Relating with ethical behavior, leadership turned into people centered approaches in the organization. So there is no point of argument that innovation and employee well being are given high priority to keep pace with the universal challenging era (Van Dierendonck, 2011). So the scholars like Luthans (2002); Macik-Frey, Quick, & Cooper (2009) believe that leadership behavior is one of the most influencing factor for empowering employees and flourishing organizations in the field of positive organizational behavior. Avolio, Walumbwa, & Weber (2009) stated that during few decades the leadership studies changed its direction like transformational leadership towards a shared, relational and universal arena where leader communicates directly without maintaining organizational hierarchy. According to Davis, Schoorman, & Donaldson (1997) "The importance of moving management theory beyond the principles of agency theory- with its assumption of the homo economicus who is individualistic, opportunistic, and self-serving to governance based on viewing individuals as pro-organizational, self-actualizing, and trustworthy". Keeping a relationship with the moving management theory a new leadership approach was developed by Robert k. Greenleaf in 1970. Though Greenleaf conceptualize the approach of servant leadership but he did not show any measurement of mathematical application. However, servant leadership has brought a new dimension of leadership behavior and it is the first approach which thinks serving and emphasizing the need of followers first (Patterson, 2003).

REVIEW OF LITERATURE

What is Leadership: If we analyze the ancient social structure and system, we find the tendency of leading as well as leadership. Leadership is the term that comes from leading something and it might be any of the part of a society. Leadership has been defined in a different way by the scholars in the present academic world (Stogdill, 1974). Machiavelli insisted that leadership was virtuous only if the good of the community was sought out and achieved above all else. According to Jago (1982) "Leadership is both a process and a property. The process of leadership is the use of no coercive influence to direct and coordinate the activities of the members of an organized group toward the accomplishment of group objectives. As a property, leadership is the set of qualities or characteristics attributed to those who are perceived to successfully employ such influence". A good leader is a steward of the community. When we are called upon to lead, what kind of custodian we will depend greatly on what we understand a custodian to be, on how we think about other people, and on how we determine what is right and worth holding in trust. So leadership does not mean the activities of forcing and coercion rather it emphasizes much on managing with friendly supervision (Gibb, 1969; Jacobs, 1971; Jago, 1982). We can understand from the vast sources of literature that leadership is very important issue of research not only in the present age but also it studied few decades ago. Gibb (1954) first coined the issue of sharing leadership rather central management style. Some other scholars also stated the same thing that leadership is not a matter of one person in an organization rather it accumulates all members' efforts and leads toward a common vision. From this point of view we find the concept of shared leadership but Greenleaf (1970) described his concern differently. He clarified that the job of the leaders is to serve first to their members or followers and then the common vision will come in hand automatically. Greenleaf described in a different perspectives but he did not prove it with mathematical analysis. However, leadership is classified mainly based on universal versus contingency theories and trait versus behavior theories (Jago, 1982). As we mentioned in our article that nowadays leadership emphasize much on people centered management so our focal issue is behavior as well as universal approach centered. In this regard we believe that servant leadership plays a vital role in this competitive world and it is the first leadership practice which values employees' interest first rather profit oriented behavior. Change is a natural process of human civilization and we think servant leadership will be the change maker of our society. Here we should discuss much on servant leadership now.

What is Servant Leadership: Servant leadership is the name of organizational philosophy which is adopted by different companies in some countries of the world. The term "Servant Leadership" was first coined by Robert K. Greenleaf in "The Servant as Leader" an essay that he first published in 1970. Greenleaf

defined, "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. . . . The best test, and difficult to administer is this: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, and more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit, or at least not further be harmed?" (1977:7). that was the first definition given by the father of servant leadership. In addition to that Greenleaf also emphasized "going beyond one's self interest" as the focal issue of servant leadership. After Greenleaf, a lot of scholars came to the decision with their scholarly works that servant leadership is one of the most effective leadership practices in the profit and non-profit seeking organization (Spears, 1995; Laub, 1999; Russel and Stone, 2002, Luthans & Avolio, 2003; Patterson, 2003; Neubert et.al. 2008; Van Dierendonck, 2011). So it is a very important to re-search that why servant leadership has got much popularity among scholars and business researchers. According to Luthans & Avolio (2003), "The servant leader is governed by creating within the organization opportunities to help followers grow". Similarly, Greenleaf (1977), Stone et. al. (2004) agreed upon the issue that comparing with other leadership approaches, a servant leader is much more concerned for the well being of his/her followers as well as serving them. And that people centered leadership approach makes a safe and relationship network oriented organization and success comes naturally on that organization (Van Dierendonck, 2011). Moreover, followers or employees feel that leader is their guardian and organization is their family. If we go deeper than we can find that how Greenleaf developed this idea. On the basis of reading a novel "Journey to the East" written by Herman Hesse's (1956) a boy named "Leo" became the pioneer to lead a group though he was a servant first. Leo's story shows that how a servant become the leader naturally from his everyday activities. Greenleaf himself said that the feelings of leadership, "begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead" (Greenleaf, 1977, p. 13). Though the concept was coined at 1970 but the empirical studies or theory development started only 10 years ago (Laub, 1999). Shortly after Laub (1999), Daft and Lengel (2000, p.176) defined the core issue of servant leadership a little bit differently, "the desire to serve others takes precedence over the desire to be in a formal leadership position". Also some scholars think that the concept and practice relates with religious theology while the novel "Journey to the East" has a close relationship with Hinduism (S. Sendjaya et al. 2008). In addition to that servant leadership has rooted from Judeo-Christian theology (Sendjaya and Sarros, 2002). Besides that, a lot of literature supports its close relationship with Christian belief (Banks and Powell, 2000; Blackaby and Blackaby, 2001; Ford, 1991; Sanders, 1994). Moreover, Kurth (2003) stated that the focal point of service has been supported by all major religions like Islam, Christianity, Judaism, Hinduism & Buddhism as well as other non-religious philosophy like Siddha Yoga and Taoism. Sendjaya and Sarros (2002) also found that the servant leadership has a close relation with the classical literature of serving people. More specifically, Jaworski (1997) argued that servant leaders portray a strong character to serve people and it is a strong commitment towards an organization as well as to the employees. In summary, we have found that the concept of servant leadership is not an in born idea by the Greenleaf rather it was practiced early in the religious arena for a long time. Greenleaf successfully termed this concept for business organization and the general use of it.

Noted Characteristics of Servant Leadership & Models: Though Greenleaf coined the definition of servant leadership but the whole concept was not clear till some other scholars researched it. Servant leadership models are clarified and researched since last 10 years and many scholars pointed the key features differently. A few models were much more significant and influential nowadays among all scholarly works like Spears (1995), Laub (1999), Daft and lengel (2000), Russel and Stone (2002), Patterson (2003) and Dierendonck & Nuijten (2011). After 25 years of Greenleaf's definition, it was the first scholar Spears (1995) identified 10 most noted characteristics of servant leadership. He was the former director of Greenleaf Center for Servant Leadership and closely scrutinized all pros and cons of servant leadership concept. He distinguished 10 characteristics and those are: 1) Listening, 2) Empathy, 3) Healing, 4) Awareness, 5) Persuasion, 6) Conceptualization, 7) Foresight, 8) Stewardship, 9) Commitment to the growth of people, 10) Building community. After that, Laub (1999) developed six cluster of servant leadership based on vast literature search and following Spears' (1995) models. To a broad view, Russel and Stone (2002) identified functional characteristics specifically. They showed nine functional characteristics and eleven additional characteristics of servant leadership. Though some scholars argued the confusion between functional and additional characteristics of Russel and Stone's (2002) model but they brought a new dimension in the research field of servant leadership. Shortly after that Patterson (2003) developed another influential model encompassing seven dimensions. In addition with previous models, Dierendonck & Nuijten (2011) developed the latest model which comprises eight influential characteristics. They are: 1) Empowerment, 2) Accountability, 3) Standing back, 4) Humility, 5) Authenticity, 6) Courage, 7) Interpersonal acceptance 8) Stewardship. On the same time Van Dierendonck (2011) argued in his scholarly article that six characteristics emphasized much on servant leadership so far and those are stated below:

- 1) **Empower and Develop people:** Laub (1999) argues that empowerment aims at fostering a proactive, self confident attitude among followers and gives them a sense of personal power. Moreover, Konczak et al. (2000) stated "Empowering leadership behavior includes aspects like encouraging self directed decision making and information sharing and coaching for innovative performance". More specifically empowerment makes an environment where employees or followers feel themselves important for the organization and try to develop it as their own organization.
- 2) **Humility:** Patterson (2003) defined, "Humility refers to the ability to put one's own accomplishments and talents in a proper perspective". Servant leadership tries to identify both strong and weak points and put effective actions to overcome all visible limitations (Dierendonck & Nuijten, 2011). It is one of the approaches which contribute to accomplish talents in a fruitful way for the organization.
- 3) **Authenticity:** Peterson & Seligman (2004) defined, "Authenticity is about being true to oneself, accurately representing- privately and publicly- internal states, intentions, and commitments". Authenticity refers also the true expression of an individual which is relevant with what he/she feels and thinks.
- 4) **Interpersonal Acceptance:** Van Dierendonck (2011) defined, "Interpersonal acceptance includes the perspective- taking element of empathy that focuses on being able to cognitively adopt the psychological perspectives of other people and experience feelings of warmth, compassion, and forgiveness in terms of concern for others even when confronted with offences, arguments, and mistakes". In this paradigm, interpersonal acceptance drives the fear if followers make mistakes because servant leaders accept mistakes and correct it in a friendly way.
- 5) **Providing Direction:** It is usual that leaders give direction but in case of servant leadership, leader feels that providing direction is their sole duty and utmost responsibility towards the follower. Both Ferris et al. (2009), Russel & Stone (2002) argued that providing direction is the right degree of accountability and it's the main features for building strong interpersonal relationship and a new way to overcome old problems.
- 6) **Stewardship:** It is the will power which invigorates to carry responsibility for the big organization and approach for service instead of central control and own interest (Spears, 1995). It stimulates the inner power of all the employees and leader leads them to work for the common interest. More specifically, it has a strong relationship with social responsibility, loyalty, and team work (Van Dierendonck 2011).

So these are the main and most influential characteristics based on past scholarly works for the servant leadership and these are the latest addition for making servant leadership comfortable for the followers as well as leaders. Already we have discussed the main contents of all models and based on them Van Dierendonck (2011) described these six influential characteristics which really garnish the perspectives of servant leadership.

Practices of Servant Leadership: Servant leadership in not only a concept but also the philosophy of practice. We have found that servant leadership was practiced in the religious culture in earlier times. As it is the era of change and development so we should find the better fields of application of servant leadership. Greenleaf coined this concept at 1970 and he practiced and found the fruits of servant leadership in his own career at AT & T for 40 years. We must say that Larry C. Spears is the first scholar who brought and discussed elaborately on servant leadership. He had an opportunity to visualize the life of Greenleaf as he was a colleague of Greenleaf. Greenleaf enjoyed his last 25 years career on consulting at different major institutions like foundation, the R.K. Mellon Foundation, the Mead Corporation, the American Foundation for Management Research, and the Lilly Endowment (Spears, 2004). Also we know that Greenleaf founded the Center for Applied Ethics in 1964 & renamed in 1985 as Robert K. Greenleaf Center. In the phase of time Servant leadership made an impression in the field of leadership, management, service, education, non profit organization & personal growth (Spears & Lawrence, 2002). In addition to that some noted management leaders like Stephen Covey, Peter Senge, Max DePree, Margaret Wheatley, Ken Blanchard come to a decision point that servant leadership can manage organizations effectively and efficiently (Spears, 2004). We also find from the article of Spears (2004) that some companies already adopted the philosophy of servant leadership like Toro Company (Minneapolis, Minnesota), Synovus Financial Corporation (Columbus, Georgia), Service Master Company (Downers Grove, Illinois), the Men's Wear house (Fremont, California), South-west Airlines (Dallas, Texas), and TDIndustries (Dallas, Texas). Moreover, servant leadership has impressed some thought leaders and they also praised its philosophy. Max DePree, former Chairman of the Herman Miller Company and author of 'Leadership Is an Art and Leadership Jazz' has said, "The servant hood of leadership needs to be felt, understood, believed, and practiced." Garber et al.

(2009) first tested the servant leadership over the healthcare organization and have found a strong positive correlation between collaboration and servant leadership among nurses, physicians and residents. It was the first tested servant leadership application in hospital industries. S. Sendjaya et al. (2008) found strong demand of application of servant leadership among professionals at profit and non-profit organizations in Australia. It was a major contribution towards the Servant Leadership Behavior Scale (SLBS) (S. Sendjaya et al. 2008). Waterman (2011) showed the demand of servant leadership at health and social care program. He proved that servant leadership is one of the most influential actors to promote service, community and vision. Crippen (2005) showed that the educational institutions need effective leadership styles and in this regard servant leadership can manage activities more effectively and efficiently. Moreover, Neill et al. (2007) again tested the applicability of servant leadership for inter professional practice and they found the strong demand of servant leadership in this case. If we closely examine all tested application of servant leadership than we may find that it was held in western countries. So it makes a clear stance that servant leadership might be the best solution of growing leadership tension era in the eastern countries.

IMPORTANCE OF THE STUDY

Leadership Practices in Bangladesh: The perspectives of leadership practices in Bangladesh are not well discussed in the academic literature. Still we did not find enough evidence that elaborated the application of various leadership practices. Ataur Rahman Belal (2001) discussed the situation of Corporate Social Responsibility in Bangladeshi corporations but it contains little about leadership practices. Though the Industrialization has begun near about two decades ago but traditional leadership styles are still followed. Companies are divided by the regulation authority like privately managed, public-private ownership, government ownership. We find a clear distinction among all types of company leadership. Still government owned companies like Bank, Insurances, Production based industries, Research firms that follow traditional leadership styles like bureaucratic styles or hierarchy based management. On the other hand, private and multinationals are trying to follow modern leadership styles like flat rate management or democratic and participative leadership style. Recently, Bangladesh has drawn attention of multinational companies for its potential economic prosperity and country is opening its territory for global business. So it is the high time to change traditional leadership style to modern leadership policy. More specifically, multinationals and national private organizations are trying to change the traditional management policies for keeping pace with global business growth. In this regard, servant leadership is a new paradigm which may facilitates the growth of leadership horizon in Bangladesh. Not only the business sector but also the education and political sectors need a radical change of leadership patterns for its further growth. In this regard, we think that servant leadership might be a change maker in three sectors like business, education and Politics.

STATEMENT OF THE PROBLEM

As we mentioned earlier that there is a scarcity of the well established literature review in the field of leadership practices in Bangladesh. Besides that traditional leadership practices failed to bring prosperity in business, education and social development arena. Servant leadership proved its effectiveness in some western countries as well as some Asian countries like China and Philipines. In this critical stage, we feel that servant leadership will also bring an effective change in the leadership styles in Bangladesh. We searched the feasibility as well as the acceptability of servant leadership in Bangladesh.

OBJECTIVES

The purpose of our research article is to test the definition and feasibility of the application in a developing nation like Bangladesh. Though it was developed and practiced since 1970 but all measurements were tested in the developed nations or western countries. Most of the scholars come to a point of view that servant leadership will bring a prosperous future in the organization in today's world. Keeping trust with the scholars view, we want to test the definition and potential applicable sectors in Bangladesh.

HYPOTHESES

H1: Servant leadership will be accepted among the employees of business organizations, students and teachers in the educational institute, political or social workers in Bangladesh.

H2: Traditional leadership practices will be changed with servant leadership in Bangladesh.

RESEARCH METHODOLOGY

We gathered all publications, books, articles etc from the Greenleaf Center for theory development. Besides that, a vast scholarly works were scrutinized for its conceptualization. Spears scholarly works were followed to understand all applicable sources of servant leadership. Moreover, we tried to understand the deep meaning of servant leadership through some religious scripture which are related to that leadership styles. We did not use any structured measurement scales from previous literature for data analysis. For a simple understanding, we distributed 200 printed questionnaires among students of Dhaka University, faculty members as well as teachers of different educational institutions and political leaders. Only 15 questions were used and they were followed by dichotomous scales. Questionnaire items were given at appendix. Finally, we analyzed 165 questionnaires by MS Excel and rest of them was distracted for their incomplete answers. Besides that we interviewed some respondents. Three important field of application were chosen like education, business organization especially employee behavior and social development close to political leadership.

RESULTS AND DISCUSSIONS

There were 95 male and 70 female among the 165 respondents. All of them were in the range of 21-25 years old. All of the students from the University of Dhaka. Few faculty members possessed from Dhaka University but others belong to colleges and schools. We have taken respondents from few student leaders those who want to be a politician in future. Besides that, we interviewed some of the respondents for the understanding of servant leadership and its prospective fields. Results are shown below in the chart:

FIG. 1: AVERAGE RESPONSES REGARDING ALL QUESTIONS

Questions	Asked	Respondent Answers in Percentage (%)		
		Yes	No	Don't Know
Q.1		80	15	5
Q.2		95	5	0
Q.3		30	60	10
Q.4		35	60	5
Q.5		70	25	5
Q.6		85	15	0
Q.7		65	10	25
Q.8		70	15	15
Q.9		90	5	5
Q.10		65	15	20
Q.11		90	5	5
Q.12		80	15	5
Q.13		95	5	0
Q.14		55	40	5
Q.15		75	5	20
Avg. Outcome		72	19.667	8.333333

This figure illustrates that 72% of respondents know the term "Servant Leadership" and agree upon the effectiveness of its effective general application. On the other hand, 19.67% respondents also know the term "Servant Leadership" but they think that this concept will not bring any positive outcome in business, education and political fields. However, 8.33% of the total respondents do not know anything about Servant leadership and we did not find any positive results from them. More specifically, we interviewed 15 respondents among them and their answers were both positive and negative in aspects. We tried to get the main theme of Servant leadership from them but they think that it will be hard to implement both in educational and political sector as these two sectors still follow traditional leadership styles. So, the results show that H1 is accepted and H2 is partially accepted.

FINDINGS

Servant leadership is not a new concept in the scholarly worlds as well as it was practiced by many western companies successfully. Truly, it is untouched in the Asian business practice. So there is a bright possibility to flourish servant leadership in Bangladeshi business and non-profit organizations. We interviewed several respondents and they think that servant leadership will bring a new horizon in the leadership practice in Bangladesh. But the first task is to introduce servant leadership among employees and the benefits of it among the mass people. Bernhart & Kamal (1994) conducted a study to identify attributes that distinguishes high performing non governmental organizations and their contributions to family planning as well as community services. Here, we can find the most important issue of service and that can be well organized through the characteristics of servant leadership. Because the key characteristics of servant leadership approaches to the heart of general people too. In our methodology part, we identified three important sectors of servant leadership practices and we will discuss it one by one. Crippen (2004) conducted a visionary study over changing leadership style in education sector. He introduced servant leadership and its application among 200 educators and they reported positively about servant leadership. Similarly, Neill et al. (2007) conducted a study based on professional career selection among students and it resulted that servant leadership might remove the barrier to find good career selection among students. So these two contemporary studies reveal both the importance and utility of servant leadership in education sector. In relation with that, we find the same opinion while we interviewed the students about the concept and utility of servant leadership. Students feel that they have a communication barrier with the teachers and administrative officers in University and it affects adversely in their educational life. So most of the students gave a positive opinion towards the application of servant leadership in education sector and it will eradicate the communication barrier as well as bureaucratic hierarchies. In addition to that it will affect positively to select their future career too. Secondly, the most important sector is business organization. Nowadays executives prioritize the behavior of employees to serve the organization best. Neubert et al. (2008) have found in their study that servant leadership and the structure are unique leadership formula that can bring radical positive outcome. Moreover, Neubert (2008) stated that, "By modeling initiating structure, leaders induce in employees a focus of security, obligations, and loss avoidance, or, in contrast, by modeling servant leadership, leaders induce in employees a focus on nurturance, aspirations, and gains." While we took our data from employees of different organizations, they also raise the concern about the behavioral pattern which leads to security, evaluation and performance based treatment. It clearly makes conflict with hierarchy based management style and resembles with servant leadership or participative leadership. Here, the scholarly article of Bandura (1986) argues that work regulatory focus is a conscious awareness of one's mindset and on the other hand there is an unconscious effect which arises from leader behavior. In addition to that leader behavior also influence on building positive employee attitude and organizational commitment (Meyer et al. 2004). In that case, we can say strongly that servant leadership will build the employees attitude positively which is an influential actor of organizational commitment as well as organizational performance. Thirdly, we found a strong demand of change in political leadership which will be more people centered and welfare focused. Social development and community services are also included with political leadership. Sperandio (2005) conducted a major study over the social entrepreneurs and educational leadership in Bangladesh. That study revealed that "social entrepreneurship has the potential to make major contributions to education in three key areas: experimenting with innovative methods of teaching and learning; developing models of collaboration including support networks and partnerships with educational enterprises in the private sector, and modeling nontraditional leadership for educational institutions." So this study strongly supports to change traditional leadership style. On the other hand respondents also support the issue of creating collaborative network and service based community for social development. Moreover, service based leadership will focus more on well being of mass people. All that major findings support our notion that political leadership should be modified with the concept of servant leadership.

RECOMMENDATIONS

Managerial implications should be more specific while servant leadership will be applied in the educational, organizational, political or social development sectors. Hereby we recommend explaining the features and effectiveness of servant leadership among the mass people first. Most of the people do not know about the servant leadership. Specifically, business organization might get best output to manage employees by the practicing of servant leadership. Still business leaders in Bangladesh practice traditional approaches and they fear about that type of participative styles of leadership. Most of them think that it will decrease their authority in the organization. So long time training is needed to eradicate those sorts of misconceptions. In addition to that, educational field has a strong demand of servant leadership but teachers or administrators also fear about their authority. Here we also recommend organizing a lot of seminars as well as workshop for better understanding and applications. Still the mass people think that political area is mostly affected by centered leadership styles. It has the strongest need to change but too much difficult to change it. Here we recommend developing mass awareness programs and the bright pictures of servant leadership among the general people. In that way peoples' view will be changed to servant leadership and social system will be forced to change it.

CONCLUSIONS

The core objective of this study was to test the theoretical framework of the servant leadership and the prospective applicable fields in Bangladesh. Though we have several limitations in our study but it has some new ideas and horizons of leadership in Bangladesh. Both the academic and organizational perspectives have bright future over servant leadership. In academic research, servant leadership is a new field and Bangladeshi corporate culture may discover new

paradigm of this new leadership practice. Moreover, we believe that this philosophy will act as a change maker in our society. As most of the respondents welcome servant leadership, so it might affect positively our society. For the theoretical development, we followed Van Dierendonck (2011) latest work of Servant leadership and he followed all previous studies to develop the main characteristics which are much recognizable nowadays. In addition to that, Williamson (2008) found a close relationship of servant leadership with Plato's "The Republic", so servant leadership may change our society and it will focus the good of the whole. We hope servant leadership will open the new horizon of corporate culture and academic research in Bangladesh.

SCOPE FOR FUTURE RESEARCH

We tried to focus on the theoretical framework of servant leadership in our study but it has several aspects of limitations too. Whetstone (2002) argued that any study should be followed by three aspects. First of all, any theory or new concept should be tested through several measures. In addition to that, Van Dierendonck (2011) stated, "A multidimensional measure is definitely required for future studies in order to get an in-depth insight into servant leadership." Secondly, the term of servant leadership has some confusing explanations. Cultural paradigms should be concerned in case of testing. Usually most of Asian countries belong to high power distance and they practice hierarchy based management. So the term "Servant" make managers confused and they take it negatively. To some extent, they think that servant leadership practice is a way of loosing authority. Here Van Dierendonck (2011) suggested that the six characteristics might be a solution of that type of misunderstanding as all of them are recognized by managers for necessary leadership practice. Thirdly, the risk of manipulation by followers (Whetstone, 2002). The core concept of servant leadership believes that people like to work, take responsibility but opposite of that belief may happen also. So a leader should think both of the parts like to give direction and motivate them to do so. More specifically, we did not test the concept through any valid measure. Actually, most of the people do not know about the term servant leadership so we wanted to know that how do people feel about the new concept of leadership. We relied mostly upon the empirical studies of servant leadership. For future research, we suggest to test all aspects of servant leadership through the valid measurement. Moreover, we did not have enough respondents in our study. In future, studies should be taken in a broad aspect of society and all sorts of respondents should be taken and that will increase the generalizability of the study. There is a severe limitation of our study that we did not find enough literature review to scrutiny of the leadership practices in Bangladesh. For future research, we suggest to take more oral interview to test in depth of the leadership practice as we have scarcity of vast literature review. Hale and Fields (2007) first studied an empirical view over servant leadership. Moreover, Sun and Wang (2009) recently studied over the servant leadership behavior in context of performance and job satisfaction in China. In addition to that, West et al. (2009) showed a comparative analysis of servant leadership between USA and Filipino context and they showed strong relation of job satisfaction and organizational commitment. But our study purpose was different that these Asian context study. For future research, we feel to overview all Asian context studies based on Servant leadership.

REFERENCES

1. Ataur Rahman Belal, (2001), "A study of corporate social disclosures in Bangladesh," *Managerial Auditing Journal*, Vol. 16, No. 5, pp. 274 – 289.
2. Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009), "Leadership: Current theories, research, and future directions," *Annual Review of Psychology*, Vol. 60, pp. 421-449.
3. Bandura, A. (1986), "Social foundations of thought and action: A social cognitive theory." Englewood Cliffs, NJ: Prentice Hall.
4. Banks, R. and Powell, K. (Eds) (2000), "Faith in Leadership." San Francisco, CA: Jossey Bass.
5. Bernhart, M. H., and Kamal, G. M. (1994), "Management of Community Distribution Programs in Bangladesh," *Studies in Family Planning*, Vol. 25, No. 4, pp. 197-210.
6. Blackaby, H. and Blackaby, R. (2001), "Spiritual Leadership." Nashville, TN: Broadman and Holman.
7. Crippen, D. C. (2004), "Servant- Leadership as an Effective Model for Educational Leadership and Management," *Management in Education*, Vol. 18, No. 5, pp. 11-16.
8. Daft, R. L. and Lengel, R. H. (2000), "Fusion Leadership: Unlocking the Subtle Forces that Change People and Organizations." San Francisco, CA: Berrett-Koehler.
9. Davis, J. H., Schoorman, F. D., & Donaldson, L. (1997), "Toward a stewardship theory of management," *Academy of Management Review*, Vol. 22, pp. 20-47.
10. Ferris, G. R., Liden, R. C., Munyon, T. P., Summers, J. K., Basik, K. J., & Buckley, M. R. (2009), "Relationships at work: Toward a multidimensional conceptualization of dyadic work relationships," *Journal of Management*, Vol. 35 No. 6, pp. 1379-1403.
11. Ford, L. (1991), "Transforming Leadership: Jesus' Way of Creating Vision, Shaping Values and Empowering Change." Downers Grove, IL: InterVarsity Press.
12. Garber, J. S., Madigan, E. A., Click, E. A., & Fitzpatrick, J. J. (2009, July), "Attitudes towards collaboration and servant leadership among nurses, physicians and residents," *Journal of Interprofessional Care*, Vol. 23, No. 4, pp. 331-340.
13. Gibb, C. A. (1954), Leadership, in Lindzey, G. and Aronson, E. Edited by, *The Handbook of Social Psychology*, Chapter. 2, pp. 877-917. Reading, MA: Addison-Wesley.
14. Gibb, C. A. (1969), Leadership, in Lindzey, G. and Aronson, E. Edited by *The Handbook of Social Psychology* (2nd Edition), Addison-Wesley, Reading, Mass., pp. 205-282.
15. Greenleaf, R. K. (1977). "Servant Leadership." Mahwah, NJ: Paulist Press.
16. Hale, J. R., & Fields, D. L. (2007), "Exploring servant leadership across cultures: A study of followers in Ghana and the USA," *Leadership*, Vol. 3, pp. 397-417.
17. Hesse, H. (1956). "Journey to the East." London: Owen.
18. Jacobs, T. O. (1971). "Leadership and Exchange in Formal Organizations," *Human Resources Research Organization*, Alexandria, Va.
19. Jago, Arthur. G. (1982, March), "Leadership: Perspectives in Theory and Research," *Management Science*, Vol. 28, No.3, pp. 315-336.
20. Jaworski, J. (1997). *Destiny and the leader*. In Spears, L. C. Edited by, *Insights on Servant Leadership: Service, Stewardship, Spirit, and Servant Leadership*. New York: Wiley.
21. Konczak, L. J., Stelly, D. J., & Trust, M. L. (2000), "Defining and measuring empowering leader behaviors: Development of an upward feedback instrument," *Educational and Psychological Measurement*, Vol. 60, pp. 301-313.
22. Kurth, K. (2003). Spiritually renewing ourselves at work: finding meaning through serving. In Giacalone, R. A. and Jurkiewicz, C. L. Edited by, *Handbook of Workplace Spirituality and Organizational Performance*. New York: M.E. Sharp.
23. Laub, J. A. (1999), "Assessing the servant organization; Development of the Organizational Leadership Assessment (OLA) model," *Dissertation Abstracts International*, Vol. 60, No. 02, pp. 308A (UMI No. 9921922).
24. Luthans, F. (2002), "The need and meaning of positive organizational behavior," *Journal of Organizational Behavior*, Vol 23, pp. 695-706.
25. Luthans, F., & Avolio, B. (2003). Authentic leadership development. In K. S. Cameron & J. E. Dutton. *Positive organizational scholarship*, pp. 241-254. San Francisco: Berrett-Koehler.
26. Macik-Frey, M., Quick, J. C., & Cooper, C. L. (2009), "Authentic leadership as a pathway to positive health," *Journal of Organizational Behavior*, Vol. 30, pp. 453-458.
27. Meyer, J. P., Becker, T. E., & Vandenberghe, C. (2004), "Employee commitment and motivation: A conceptual analysis and integrative model," *Journal of Applied Psychology*, Vol. 89, No. 6, pp. 991-1007.
28. Neill, M., Hayward, K. S., & Peterson, T. (2007, August), "Students' perceptions of the inter professional team in practice through the application of servant leadership principles," *Journal of Interprofessional Care*, Vol. 21, No. 4, pp. 425-432.
29. Neubert, M. J., Kacmar, K. M., Carlson, D. S., Chonko, L. B., & Roberts, J. A. (2008), "Regulatory focus as a mediator of the influence of initiating structure and servant leadership on employee behavior," *Journal of Applied Psychology*, Vol. 93, No. 6, pp. 1220-1233.

30. Patterson, K. A. (2003), "Servant leadership: A theoretical model," Doctoral dissertation, Regent University. ATT No. 3082719.
31. Peterson, C., & Seligman, M. E. P. (2004). "Character strengths and virtues. A handbook and classification." Oxford: Oxford University Press.
32. Russell, R. F., & Stone, A. G. (2002), "A review of servant leadership attributes: Developing a practical model," *Leadership and Organization Development Journal*, Vol. 23, pp. 145-157.
33. Sanders, O. J. (1994). "Spiritual Leadership." Chicago, IL: Moody Press.
34. Sendjaya, S., Sarros, J. C., and Santora, J. C. (2008), "Defining and Measuring Servant Leadership Behavior in Organizations," *Journal of Management Studies*, Vol. 45, No. 2, pp. 402-424.
35. Sendjaya, S. and Sarros, J. C. (2002), "Servant leadership: its origin, development, and application in organizations," *Journal of Leadership and Organizational Studies*, Vol.9, pp. 57-64.
36. Spears, L. C. (1995). "Reflections on leadership: How Robert K. Greenleaf's theory of servant-leadership influenced today's top management thinkers." New York: John Wiley.
37. Spears, L.C. & Lawrence, M. (2002), "Focus on leadership: Servant-Leadership for the twenty-first century." New York: John Wiley.
38. Spears, L. C. (2004), "Practicing servant-leadership," *Leader to Leader*, Vol. 34 (Fall), pp. 7-11.
39. Sperandio, J. (2005), "Social Entrepreneurs and Educational Leadership in Bangladesh," *Current Issues in Comparative Education*, Teachers College, Columbia University, Vol. 8, No. 1, pp. 18-30.
40. Stogdill, R. M. (1974). "Handbook of Leadership," The Free Press, New York.
41. Stone, A. G., Russell, R. F., & Patterson, K. (2004), "Transformational versus servant leadership: A difference in leader focus," *Leadership and Organization Development Journal*, Vol. 25, pp. 349-361.
42. Sun, J.-M. & Wang, B. (2009), "Servant leadership in China: Conceptualization and measurement," *Advances in Global Leadership*, Vol. 5, pp. 321-344.
43. Van Dierendonck, D. (2011, July), "Servant Leadership: A Review and Synthesis," *Journal of Management*, Vol. 37, No. 4, pp. 1228-1261.
44. Van Dierendonck, D. and Nuijten, I. (2011), "The Servant Leadership Survey: Development and Validation of a Multidimensional Measure," *Journal of Business Psychology*, Vol. 26, pp. 249-267.
45. Waterman, H. (2011, February), "Principles of 'servant leadership' and how they can enhance practice," *Nursing Management*, Vol. 17, No. 9, pp. 24-26.
46. West, G. R. B., Bocarnea, M., & Maranon, D. (2009), "Servant-leadership as a predictor of job satisfaction and organizational commitment with the moderating effects of organizational support and role clarity among Filipino engineering, manufacturing, and technology workers," *International Journal of Servant-Leadership*, Vol. 5, pp. 129-162.
47. Whetstone, J. T. (2002), "Personalism and moral leadership: The servant leader with a transforming vision," *Business Ethics: A European Review*, Vol. 11, pp. 385-392.
48. Williamson, T. (2008), "The good society and the good soul: Plato's Republic on leadership," *Leadership Quarterly*, Vol. 19, pp. 397-408.

APPENDIX

The questions of the survey are given below:

- 1) Do you think you will be a leader one day?
- 2) Is leadership an important issue to you?
- 3) Do you like hierarchical system in the organization?
- 4) Should leader be authoritative?
- 5) Do you like to change current leadership style?
- 6) Have you ever heard the term "Servant Leadership"?
- 7) Do you like to be a Servant Leader?
- 8) Will it make organization and society more dynamic?
- 9) Do you think that Servant Leadership will reduce power distance in society?
- 10) Would you like to adopt this philosophy in education?
- 11) Do you like to express opinion freely?
- 12) Do you like to participate in decision making?
- 13) Do you expect cordial behavior from the leader?
- 14) Would you like to change in your own organization especially in leadership style?
- 15) Are you interested about Servant Leadership?

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce and Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail i.e. infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

