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EMPIRICAL RELATIONSHIP BETWEEN SELF AWARENESS AND SERVANT LEADERSHIP**VIVEKANANDA SURI****RESEARCH SCHOLAR****SCHOOL OF MANAGEMENT STUDIES****JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY****KUKATPALLY - 500 085****DR. V. M. PRASAD****ASSOCIATE PROFESSOR****SCHOOL OF MANAGEMENT STUDIES****JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY****KUKATPALLY - 500 085****ABSTRACT**

This research paper adds to the increasing body of knowledge in the sphere of Servant Leadership. Although there has been loads of research in the area of Leadership, especially Transformational Leadership and Emotional Intelligence, there has been limited research in the area of Self Awareness (as a component of Emotional Intelligence as per Goleman, 1996) and Leadership, particularly Servant Leadership. This research paper attempts to fill the void. This study indicates that there is positive relationship between Self Awareness and Servant Leadership. The usefulness of this research can be seen in leadership development area.

KEYWORDS

Agapao Love, Altruism, Empowerment, Self Awareness, and Servant Leadership

INTRODUCTION**SELF AWARENESS**

Self-awareness has been defined as one's own ability to self-observe (Wicklund, 1979) and to precisely evaluate one's behavior with respect to set norms (Atwater and Yammarino, 1992). Self-awareness is the practice of reflecting on and accurately assessing one's own behaviors and skills as they are manifested in workplace interactions (Church, 1997)

Malcolm Higgs (2000) has described Self-awareness "as the awareness of our own feelings and the ability to recognize and manage these". Daniel Goleman (1996), described Self Awareness as the practice of reflecting on and accurately assessing one's own behaviors and skills as they are manifested in the workplace. Self-awareness involves leaders being aware of their own strengths and weaknesses and possessing the ability to be frank and honest about them. Daniel Goleman (1996) who has worked extensively on Emotional intelligence has said that Self Awareness is a component of Emotional Intelligence.

A limited number of empirical studies have attempted to link self-awareness to leadership. A few key studies that have dealt with this issue is by Atwater & Yammarino (1992); Church (1997); Van Velsor, Taylor, & Leslie (1993). These studies have all viewed Self-Awareness as congruence between 'self' and 'other' ratings through a 360-degree feedback. This type of conceptualization has traditionally been represented statistically by difference in scores (Church, 1997) and this has been referred to as "congruence-d" (Warr and Bourne, 1999).

Some of the terminologies used in the literature to indicate different types of congruence are viz. Underestimation, In-agreement and good estimation, In-agreement but poor estimation, and Overestimation (Atwater et al., 1998; Atwater & Yammarino, 1997; Fleener et al., 1996; Sosik & Megerian, 1999). In a 360-degree feedback, Leaders whose self-ratings are below others' (peers / followers / superiors) ratings are referred to as underestimators. Leaders whose self-ratings are high and similar to the others' rating are referred to as in-agreement/good estimators. Leaders whose self-ratings are low and similar to others' rating are referred to as inagreement/ poor estimators. And leaders whose self-ratings are greater than others' ratings are referred to as overestimators.

The main criticism of this conceptualization lies in the fact this index can reflect simply the extent to which self- and other-ratings covary, rather than actual self-awareness (Clive Fletcher and Caroline Bailly (2003). They suggest that there is some utility in considering alternative ways and contexts in which to establish an individual's level of self-awareness. Clive suggests that evaluating Self Awareness in other methodologies rather than a multi source feedback would be useful option.

There has not been much study done on Self Awareness as a component of Emotional Intelligence as defined by Goleman (1996). He has indicated that Self-Awareness has three components, Emotional Awareness, Self Assessment and Self Confidence. Based on these components, a self-rating self-awareness questionnaire was developed for the purpose of this study.

SERVANT LEADERSHIP

The focus of servant leadership is not on self but rather on others and the leader is first servant of others (Greenleaf, 1977). The servant leader's first and foremost activity is to serve and meet the needs of others (Russell & Stone, 2002). The philosophy of the servant-leader as seen by Greenleaf (1977), is distinct to say the least. He said that the servant-leader puts others first, trusts everyone unless and until, they prove themselves untrustworthy.

"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. He is sharply different from the person who is a leader first, perhaps because of the need to assuage an unusual power drive to acquire material possessions. For such it will be a later choice to serve – after leadership is established. The leader-first and the servant-first

are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature.” (Greenleaf, 1991) Servant leaders develop others, helping them to achieve follower goals (McMinn, 2001). Servant leaders articulate vision, behave in a manner to earn followers’ trust and credibility (Farling, Stone, & Winston, 1999). Real servant hood is a leadership style that relies upon the influence of self-giving McKenna (1989).

Patterson’s (2003) research has come up with a servant leadership model that includes seven behaviors as exhibited by a servant leader while interacting with his/her followers. These seven behaviors are agapao love, humility, altruism, vision, trust, empowerment, and service. Matthew P. Earnhardt (2008) has empirically validated servant leadership construct as developed by Patterson (2003). We will use these seven behaviors to measure servant leadership in the context of the present paper.

Following hypotheses are proposed to be tested in this study.

HYPOTHESES

There will be significant positive relationships between Servant Leadership components of agapao, humility, altruism, vision, trust, empowerment, and service

There will be significant positive relationship between Servant Leadership and Self Awareness

There will be significant positive relationship between components of Servant Leadership and Self Awareness.

METHODOLOGY

QUESTIONNAIRE DEVELOPMENT AND VALIDATION

The questionnaire for the purpose of testing Servant Leadership is developed based on the literature survey and in particular suited to steel manufacturing public sector environment. The questionnaire is a self-rating, likert scale based (scale 1 to 5) instrument to be filled up by the leader himself/herself. The instrument has total 30 questions with 24 questions on Servant Leadership and 6 questions on Self Awareness.

The questionnaire with initial list of 50 questions was shared with Industry and Faculty experts for review.

The faculty experts validated questions (whether the question measures what they are intended to) and the industry experts validated the relevance of the questions to the steel-manufacturing public sector environment. The validation by Industry experts is done in view of general reluctance of employee response to such surveys. Industry experts felt that, if the questionnaire were too long then it would be very difficult to get response from the employees. After many deliberations it was concluded that a questionnaire with 24 for servant leadership and 6 questions for self awareness would be used for the study.

A pilot data collected from 30 managers was tested for reliability and cornbach alpha indicated a value of .818. After having validated the questionnaire, it is then made available for administering to larger respondents.

SAMPLE

The instrument was administered in a large Steel Manufacturing Public Sector Organization in southeast India. The respondents were reached via emails with the context of the research, and a request to fill up the instrument. The instrument was accessible via an Internet for them to review and provide their feedback. The feedback was anonymous and was insured of confidentiality.

The sample was a convenient sample and total about 151 managers have responded with their feedback. The sample was drawn from various departments of steel manufacturing, Production, Maintenance, Planning, Projects and Quality Assurance teams. The data collection process took about 20 days.

COMMON METHOD VARIANCE (CMV)

Philip M. Podsakoff, Scott B. MacKenzie and Nathan P. Podsakoff (2003) carried out a critical review of the literature on common method variances (i.e., variance that is attributable to the measurement method rather than to the constructs the measures represent) in behavioral research and recommended some remedies. CMV not only can vary the strength of the bias but also can vary the direction of its effect. Method variance can either inflate or deflate observed relationships between constructs.

One of the primary way that Philip M. Podsakoff et al. (2003) recommend to control method variance was through the design of the questionnaire itself. Accordingly the researcher adopted following measures. 1) The order of the questions for Servant Leadership were jumbled up and 2) Protecting respondent anonymity and reducing evaluation apprehension. Respondents were assured that this data will be used purely for academic research purpose. In view of the above, it is concluded the effect of CMV is very minimal in this study

RESULTS OF SURVEY

The results of the survey were analyzed using SPSS version 16 software. The resultant data when tested for the reliability for all the items, the cornbach alpha has showed a value of 0.893, which means that the reliability of instrument is good for us to consider the results. Cornbach Alpha for Servant Leadership is 0.885; Cornbach Alpha for Self Awareness is 0.718, which is more than acceptable limit of 0.7 (Gay, 1990).

In order that the hypotheses are tested, normality of the data is established. The results of Kolmogorov-Smirnov test for normality of residuals are indicated in Table 1 below.

Table 1. Results of Tests of Normality

Tests of Normality			
	Kolmogorov-Smirnov ^a		
	Statistic	df	Sig.
Residual for Servant Leadership	.073	151	.066
a. Lilliefors Significance Correction			

The null hypothesis that the *residuals follow a normal distribution* can be accepted at 95% confidence level as p-values (0.066) is greater than 0.05. Hence, it can be inferred that the assumption of normality of residuals holds true.

TEST FOR HYPOTHESES

HYPOTHESIS 1: There is a linear relationship between servant leadership components of agapao, humility, altruism, vision, trust, empowerment, and service

To test this hypothesis, bivariate correlation is run between all the components of Servant Leadership. Table 2 shows correlation matrix.

Table 2: Correlation Matrix between components of Servant Leadership

	Agapao	Humility	Altruism	Vision	Trust	Empowerment	Service
Agapao	1	.512**	.470**	.471**	.589**	.612**	.499**
Humility		1	.451**	.348*	.518**	.516**	.421**
Altruism			1	.371*	.278**	.380**	.346**
Vision				1	.402**	.428**	.497**
Trust					1	.544**	.423**
Empowerment						1	.561**
Service							1

** . Correlation is significant at the 0.01 level (2-tailed)

* . Correlation is significant at the 0.05 level (2-tailed)

The range of correlations is starting from 0.278 to 0.612 . With P values less than 0.05, even though the correlations are ranging from weak to strong, they are positive and significant correlations. Hence Hypothesis 1 is accepted. This study supports Patterson's (2003) model of Servant Leadership.

HYPOTHESIS 2: There is a linear relationship between Servant Leadership and Self Awareness

To test the hypothesis, bivariate correlation is run between Servant Leadership and Self Awareness. Table 3 gives the results.

Table 3: Correlation and Coefficient of Determination between Servant Leadership and Self-Awareness

	Servant Leadership	R Squared
Self Awareness	.478**	0.228

** . Correlation is significant at the 0.01 level (2-tailed)

The correlation between Self Awareness and Servant Leadership is a healthy 0.478 with coefficient of determination (R Square) at 0.228. The significance level is less than 0.001. Since the P value is less than 0.05 and the correlation is positive and statistically significant, the Hypothesis 2 is accepted. This means that increase in Self Awareness would influence increase in Servant Leadership to the extent of coefficient of determination.

HYPOTHESIS 3: There will be significant positive relationship between components of Servant Leadership and Self Awareness

To test the hypothesis, bivariate correlation is run between all the components of Servant Leadership and Self Awareness. Table 4 gives the results

Table 4: Correlation between Self-Awareness and Components of Servant Leadership

		Agapao	Humility	Altruism	Vision	Trust	Empowerment	Service
Self Awareness	Pearson Correlation	.458**	.363**	0.196*	.338**	.353**	.417**	.304**
	Sig. (2-tailed)	0.00	0.003	0.054	0.00	0.00	0.00	0.00

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

All correlations are positive and significant and P values are less than 0.05. Based on the results, Hypotheses 3 is accepted. The correlations range from weak (.196) to healthy (.458). Altruism has lower correlation with Self Awareness.

DISCUSSION

This study supports Patterson's (2003) model of Servant Leadership. This study indicates that there is positive, significant leadership between Servant Leadership and Self Awareness. Self-Awareness also has positive relationship between Servant Leadership components. Individuals who are self aware are thought to have higher levels of organizational commitment and job satisfaction, and to be more effective managers

and leaders than individuals who are less aware (Atwater and Yammarino, 1997). Subordinates of managers who are high in self awareness will report higher levels of job satisfaction (Dan Moshavi et. al, 2003). In the present study some of the correlations are weak, given that the sample is from public sector organization, bureaucratic organization, the weak relationship can be explained due to prevailing environment. This needs to be further investigated in other business environments.

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