Various Elements of Servant Leadership and Its Impact on Organizations: A Case Based Literature Review

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Abstract- Several businesses from varied industries had gone through or may be still going through enormous challenges and difficulties due to the unbidden visitant Covid – 19. Top management changed the conventional way of thinking and decision making to stay afloat in the market and they realized that it was a real litmus test for them. A proper contemplative understanding of business is required as far as the leadership is concerned. The term globalization got a brand-new impression called 'glocalization'. Now it is considered as a fact that any organization which will eventually understand the term 'glocalization' better, the chance of achieving sustainability irrespective of any situation would be more. Due to sudden changes in business environment the relevance of servant leader has become more prominent. Robert Greenleaf explained the concept of servant leadership in one essay and after that various theorists contributed towards the body of knowledge. As a servant leader, someone focuses on the needs of others and prioritize preferences of team members. A servant leader acknowledges the perspective of others and provides them complete supports to meet the personal and professional goals. Such form of leadership helps to form 'sense of community' inside the team. This ultimately helps to build strong relationship among stakeholders. Several researches work suggest that it is a form of democratic or transformational leadership and often considered as one of the most effective and efficient leadership styles in any business situation. Researchers reviewed various literatures from different contexts to find the relevance of servant leadership in this unprecedented business and economic situation.

Indexed Terms- Globalization, Leadership, Servant Leadership, Sustainability

- *Objectives*

Objectives of the research paper are –

- *To study various elements of servant leadership and its' benefits in different contexts.*
- *To understand the implications of servant leadership in various contexts*

I. INTRODUCTION

The term leadership can be considered as one of the most extensively discussed and researched areas in the field of social science research. Leadership has been researched in different social influence processes which is actually the part of behavioural Sciences. Due to all these phenomena the success of different types of economic, political and organisational pattern and it's decision-making largely depends on the effective and efficient guidance of the leaders of different field of the systems. A great amount of critical factors are studied to understand and apply various advantages and achievements of an organisation and also to study the influence of leaders from these different organisations. Nevertheless leaders are the most important factors or elements of any organisation as they help to evaluate and mobilize resources of different companies. In different studies related to leaders preparedness it is clearly indicated that if leaders or not properly or adequately prepared eventually it affects the overall performance of the organisation at a large scale and it would be extremely difficult to rectify various ambiguities. Problem areas could be related to different organisation building processes like resource allocation capacity building recruitment and selection training and development in different business contexts in different marketplaces (Spears, 1995). Leadership could be considered as a skill set which helps to pursued followers for colleagues in an organisation to work enthusiastically towards goals to achieve the maximum output that is targeted by the top management of the organisation. It is often observed that great leaders are involved in creating a vision statement for any organisation and at the same time they make sure that the vision statement

should be realistic enough and practical in nature so that the statement should be able to motivate its employee to perform in the best possible manner. Great leaders also make sure that followers should able to build or formulate strategies across departments which will ultimately help to achieve the vision statement and effectively it should able to guide their organisation into new heights.

Another important factor to build an organisation with the tendency of success is nothing but the internal and external people those are working towards the goal therefore it is an imperative to build internal connect within the organisation so that each and every department should understand their nature of work and at the same time they should able to drive themselves to achieve organisational goals. Various leadership theories are trying to attempt to explain and define the complexity of the nature of various leadership theories and it's different consequences depending on the implementation but generally failed to describe the nitty-gritty of organisational success or achievements up to a great extent and in many cases it is also observed that it had given and incomplete idea towards the organisational decision making (Russell & Stone, 2002). Over a period of time it is observed that it needs special attention to find or establish a connection between organizational aspects and leadership practices but research scholars tried to establish the fact with reference to many organisational aspects which would broadly help to find a correlation between organisational success and leadership styles. A new dimension to leadership Theory namely servant leadership brought altogether new perspective to a new research domain and it is also observed that leadership theory has been absolutely linked to business ethics virtues and morality which are not broadly practiced in many organisations from different parts of the world especially when the top management analysed the nature of competition in the market place or it can be said that the competitiveness is visible for the players.

II. LITERATURE REVIEW

Servant leadership as a concept requires special amount of attention to accelerate the understanding and knowledge base of servant leadership in various business situations irrespective of any industry (Laub,

1999). It had lots of promises as many organisations realise that with the help of proper implementation of servant leadership they would able to gain maximum output without wasting any resources. As a promising and upcoming new area of research servant leadership also faced lots of challenges in different areas and its overall scope has been challenged multiple times. But looking at the overall success rate of servant leadership it is also observed that somehow it able to come out of a very conservative culture of any organisation and with the help of that it able to confront a debate on the distinctiveness and significance of such leadership theory for any organisation as well as its employees at larger scale across industries (Greenleaf, 1970). Despite of all these discussions it is also important to generate critical reviews to find the potential of this upcoming subject and in addition to that we need to understand the research rational of knowledge production in the management field through the concept of servant leadership which should be resulted in a body of knowledge that is extremely important as without its contribution towards the body of knowledge eventually researchers may lose interest for the long run. Various fragmented and interdependent advancements are already visible in various areas of Social Sciences and with the help of that servant leadership is trying to gain maximum importance through in depth management research (Hirschy et.al., 2012). We cannot deny the fact that servant leadership as a concept and practice can be used as a key tool which could be used to manage the diversity of knowledge and skill sets for different academic enquiry and at the end of it, it should able to provide a critical standpoint for the researchers (Schoorman, Donaldson, 1997). There is enormous number of descriptive and exploratory studies are already completed in the field of servant leadership in various contexts.

The term servant leadership was introduced into an organisational context by Greenleaf's three different essays. With the help of these essays servant leadership was explained with the help of three different dimensions like servant as a leader, the institution as a servant and trustees as servant. So with the help of the basic concept it is quite clear that the core part of servant leadership is explained with the help of various dimensions related to leaders and their

roles and responsibilities any organisation with reference to multiple business contexts. Servant leadership should not be considered as just a management technique but a way of life by using which the leader should able to define himself as a servant and that should come from within and intrinsic feeling and his or her work should be to serve first at whatsoever situation. This has been conceptualized as leader from the impression about his or her subordinates if the organisation across departments and there should not be any space for biasness (Gandolfi & Deno, 2017). Servant leaders are distinguished themselves from other leaders with reference to their way of functioning as their primary motivation is to serve the internal and external customer and they are trying to create an environment where there will be a choice of doing and serving for the people. Such leaders should be able to aspire for the future growth of other employees as well. There are lot of researches still think that it is still not well understood and practiced by various organisations in fact most of the organisations due to its complexity and the way it has been defined by many number of variables those are directly or indirectly associated with the concept of leadership and there are many variables which encompass the inter social process in a cross cultural context. Period of time researchers realised the importance of servant leadership and they tried to focus on the personality and different traits of leaders which should be kept for the business situation they are exposed to and different contingencies factors which may affect the overall leadership and the various behavioural styles like transformational charismatic and transactional leadership in various industry based contexts. At the end of 20th century it is observed that slowly organisations started realising the importance and relevance of servant leadership and due to that researchers are also trying to suggest various models of leadership to integrate different business lines and multiple variables those are performance-based in nature. With the help of that researchers are trying to suggest a full range Theory of leadership which encompasses 360 degree holistic standpoint to perform in the best possible way in the market. Leadership is one of the multiple terms that researches have already attempted to understand or define it in different Complex situations and especially to find out leadership qualities when organisation is in trouble or they are facing some contingencies due to a

specific reason (Patterson, 2003). Today it can be said that leadership is one of the most studied but least understood topic because of its complexities and mysteries involved in it and it would be extremely difficult to arrest different variables which can influence leadership factors. Since its Inception it has been consistently defined and redefined by a number of leadership theories which have been proposed on the basis of different kinds of theoretical perspectives by various research Scholars from different parts of the world. There is no specific or single definition for leadership but with the help of various literature reviews and different studies researcher found that leadership are very good and there is no specific definition which is accepted universally. In most of the cases it is observed that leadership is directing towards achieving vision statement for business goals but without considering other relevant factors. The success of any leadership depends on the relationship between an individual and a group which is formed to gain common interest and they all behave as per the directions of the leader. Aspirations and dwell use of the group are representing the actual essence of leadership of the organisation which will ultimately help a group and the organisation at large to achieve sustainable growth and development especially during turbulent time (Weber & Avolio, 2009). Leadership helps to bring required changes to influence the learning and development environment of the organisation and it helps to assess required skills of the employee. It also helps to evaluate performance of the people and create a logical platform for individual where they can grow in the organisation and they can make their future. There are many research work which had suggested that leadership is also related to the public relation and image creation within the organisation and how does it influence the external environment of the business.

There are different leadership theories like great man theory, trait theory, behavioral theory situational leadership Theory, contingency theory, transactional theory etc. have been studied and analysed thoroughly by various researchers in different contexts. Recently researchers have shown interest towards servant, strategic and positive leadership that's why other areas of leadership theories are gaining lots of interest. In earlier days various researchers involved in researching on leadership theories believed that

leaders trait theory is extremely important as it is talking about physical features, confidence level, various personality attributes and social characteristics and on the basis of all these elements how can the influence someone else. As we all know that individual generally born with certain traits such as confidence, intelligence, idealism and determination which effectively has an inclination to become a leader at various contexts. The failure of trait theory is related to the difficulties to find a common trait of each and every effective leader in a business context and the researcher exposed the importance of certain traits those were developed at certain times at various levels (Stone & Gandolfi, 2017). Behavioral leadership Theory is based on certain behavioral pattern which can clearly differentiate between leaders and its followers. From last few years it is observed that leadership studies have completely moved away from a strong focus on transformational leadership two a shared and relational leadership with reference to global perspectives where there is a clear-cut chance of interaction between leader and its subordinates and on the basis of it productivity can be increased. There is an emphasis in servant leadership Theory as it has shown that it is related to the future growth of other employee those are working with organisation.

However it is observed that though there is lots of theoretical framework based on servant leadership but still there is a lack of empirical evidences due to that it needs special attention of researchers which will help to develop a model which should be more apt for the organisational perspective and considering the importance of employee presence. Now researches need to come up with their own definitions and models related to servant leadership and that should be supported by enough empirical evidences and rational research work. There is lots of confusion in researchers mind related to operationalization of servant leadership at various scales and also with reference to different departments especially when any company is a conglomerate (Stone & Gandolfi, 2016). There is several research works addressing issues related to servant leadership from academic and non academic perspectives as well. There are enormous amount of descriptive and exploratory research work on servant leadership that mainly focusing on how it should be practiced in an industry situation and how to handle various impediments related to servant

leadership. Based on extensive literature search it is observed that different characteristics of servant leadership and its measures are related to organisational behaviour and the decision making system of the top management of the organisation. There are multiple additional characteristics those are also studied which are related to the servant leadership and with the help of that researchers try to find out various extrinsic factors affecting the implementation of servant leadership which encompasses different organisational dimensions. As it is already discussed in the research paper that organisational characteristics and vision statement hold a great impact on servant leadership especially when it has been implemented at large scale. Many researches mentioned that servant leadership is all about virtues and these virtues are explaining various elements related to someone's characteristic features with the help of that one can achieve organisational excellence in a short period of time. With the help of servant leadership employer employee relationship can be improved up to a great extent and any organisation would able to achieve sustainability for long run. It's all about doing the right thing at the right moment and following execution strategy without wasting resources of the organisation. Servant leadership has shown enormous promises in varied field of businesses (Collins, 2001).

Marketers are required to understand a very simple standpoint that if the top management action plans inspire people to dream more do more learn more then only they will able to drive their employee to achieve the vision statement. But unfortunately it is observed that a lot of companies are actually looking at its employees as a Cox in the wheel and those are treated as someone who has been recruited just to help the organisation to achieve its set goals install leaders should act as a taskmaster who can go beyond their authority to gain the maximum output. Timely delivery is also being regarded as one of the most important elements to gain organisational success. With the help of many literature service it is found that servant leadership eventually would able to flip the typical leadership model which is practice by maximum number of organisations by just putting people ahead of everything and they should be given the maximum priority to gain the organisation's success. A servant leader would able to foresee the teams growth and well being and they should able to

neglect their own needs and ambition at one point of time just to drive the people and the organisation at-large. Listening skill is considered as one of the most important factors which can drive servant leadership up to a great extent. In this case the team leader needs to confirm that while a team member is talking they should able to give complete focus and attention to that individual without any kind of interruption (Chaleff, 2009). It's one of the simplest ways by using which you can make your team feel valued and that's why they should take care of you and the company. The next important factor to implement servant leadership in any organisation could be considered as empathy. It is basically related to come down to getting to know no your home team and know their advantages and disadvantages completely. With the help of that you will also able to understand strength and weaknesses of individual and the team as well and with the help of that when the leader would like to go ahead with any final decision they would able to choose their team quite well and that would be practical in nature. By implementing all these things leader would able to let their team members Shine and maybe even help them to turn their weaknesses into strengths and with the help of that they will able to create a very healthy working environment within the organisation. Healing could be considered as the other factor by using which the leader would able to transform the team. Healing is as simple as to create a healthy work environment which will help to create a proper work life balance for the employee those are working with organization. It is also about providing people the tools that they need to succeed and with the help of that they will get a positive feeling to work for the company. Next important factor for a leader should be the self-awareness and with the help of that the leader would able to understand knowing himself or herself and at the same time leader should be in a better position to understand teams strengths and weaknesses at any given point of time. With the help of this leader should be able to get self-reflection of his or her own (Buchanan, 2013). With the help of taking the inventory of leaders own strengths and weaknesses he should able to figure out that whether leader is also fit to handle the overall team or not. Leader is involved in analysing various ways which can provide them the maximum benefit and they should able to achieve the set goals within the limits and resources. Persuasion is one of the important characteristics of a servant leader

and the use persuasion to build consensus and get buy in from other team members those are working for the leader. It helps to generate a feeling of stakeholding in the team's success. Each and every individual of the team would able to understand his or her own stake towards the success. Servant leaders need to be focused enough towards its employee and achieving goals. Servant leaders would able to analyse the workload of each and every employee that enables the leader to analyse the pulse of the team (Winston & Farling, 1999). Another characteristic of servant leadership is about taking the knowledge that the leader had learnt in the past and the leader should able to apply it to the future so that the whole team should able to grow on a continuous basis and the groups should be sustainable enough.

CONCLUSION

Stewardship is also one of the important factors in servant leadership and with the help of that to lead by example. They need to understand that it's their basic job to set the tone for the team so that people should not be in a position to say that you would not do it yourself. The simple formula to grow as a servant leader is the leader got to invest in people and for that they need to do something over and above what others are already doing. As a leader you need to have a 360 degree review process by using which the leader should be able to bring the peer and even director report feedback into the process so that the leader should get a more complete picture of performance and could able to identify the meaningful opportunities for growth leader should be able to build it a healthy relationship among the team members and with the help of that they should able to grow continuously and that should be the best game for the organisation as well.

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