

Examining the impact of servant leadership on human resources management in Yasouj University of Medical Sciences

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ABSTRACT

Servant leadership is among modern theories in the organizational leadership arena which has been posed during recent years. Servant leader, before being a leader, is a servant and he knows that whatsoever invests on development and promotion of human resources, he has secured his organization efficiency and success. As for standing of servant managers in the organizations leadership levels, the main aim of this study has been to examine the impact of servant leadership on human resources management in Yasouj University of Medical Sciences. The utilized research method is descriptive method of survey branch. The statistical population of this study was 248 persons of all managers and assistants and staff members working in Yasouj University of Medical Sciences that 150 persons were selected by random sampling method as sample. Main tool of collecting data has been questionnaire. And for testing hypotheses, Spearman test and single variable regression were used. The main hypothesis has been calculated using Spearman correlation coefficient and existence of the impact of servant leader variable on human resources management has been confirmed with correlation coefficient 0.33. Correlation coefficients of serving variables, humility, trust and humanism of +0.533, +0.408, +0.479 and + 0.520 indicates their significance with human resources management variable. The findings of research show that there is a significant and positive relation between servant leadership and human resources management and also there is a significant and positive relation between all dimensions of servant leadership and human resources management. Therefore, modeling features and specifications of servant leaders will play an important role in human resources management. So, we can develop this style among the organization leaders and managers, by means of modeling traits and features.

KEY WORDS: SERVANT LEADERSHIP, HUMAN RESOURCES MANAGEMENT, LEADERSHIP STYLES

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INTRODUCTION

Today, management is interested in personnel self-actualization in attachment to the organization and determining identity with it instead of constraint the subordinates to obey. The first step in realization of this is to change managers' attitude to the organization members (Farhangi A, 2004). The concept of servant leadership is not a new concept and in phrase of Brower (2010), philosophical foundations of servant leadership has been existed from thousands years ago. But, by emergence of organizations and prevalence of primary and traditional methods in them, scholars tried to find a modern method for leadership in new organizations. Servant leadership is an alternative against traditional power and authority model which is still the most prevalent leadership model in our today organizations (Laub, 1999) also declared that servant leadership has this potential to improve the organizational performance.

Fast environmental changes threats many organizations and the world economy is forced ahead with regional economy pressures. New Medias, information technology, world consumer cultures and emersion of world standards are effective environmental changes which exist in today organizations. Therefore, the organizations ability is effective for adopting the environmental changes and as a result their survival. So, human resources management in the organizations should considered as the most important issue and it seems that this matter provides the incentives of the organization flexibility. Today, existing changes in workplace have forced the organizations to revise their management systems for their revival in the furious world and empowerment of human resources is as one of main tools relating to leadership and management performances has made possible the realization of this issue and also the organizations becoming more competitive.

Today, personnel need latitude and decision making power to perform their duties, while the organizations seek to increase their efficiency through their personnel (Quinn & Spreitzer, 1997). Traditional leadership theories have usually been based on a kind of hierarchical model (Alvani S M, 2002). Traditional leaders are those who had good ideas about guiding the group, made decisions and determined goals and utilized their control power and dominance for achieving the mentioned goals. Usually, the organization's political space is full of leaders who are to apply control on personnel instead of energizing them, while modern leaders will be those who help the group or organization to find out their potential abilities and needs, ingather and incorporate the group intuition and serve as a trigger or driver for the group. In this case, the leader is no more a manager or director since everyone could be a leader (Quinn & Spreitzer, 1997).

(Liden, Wayne, Zhao, & Henderson, 2008) states that for developing organizational effectiveness, leaders and personnel should reinforce themselves for achieving their potential capacities and this is exactly what servant leaders do through respecting people dignity, creating mutual trust and dominance in their followers. (Spreitzer, 1996), present manager of Green Life Institute, after studying and examining several records, has recounted 10 features for servant leaders which include listening, sympathy, healing, awareness, justifying, conceptualization, providence and forethoughtfulness, serving and supervision, commitment to people growth and creating group. Of course, Spire believes that these are ten features of complete and universal leadership, but some writers have added other features to them. Based on this approach, great leaders have been great servants and this has been their key to success. Drucker believes that future organizations are those who emphasize equality, parity, justice and fairness. Those organizations in which the terms head master and subordinate has little application, give personnel values like managers (Lamond & Humphreys, 2005).

Human force is considered the most valuable source of the organization for actualization of talents and continuous access to high performance. Encountering new competitive setting pressures, managers try to fully actualize their human force talents as much as possible since if the organization desires to achieve its goals completely, even when enjoying a clear prophecy and desirable guidelines and efficient organizational structures and designing an appropriate job, it will also need capable and guidable human force. Today, this has caused the issue of managing human resources in the organizations to have a special significance. for achieving a stable system and acquiring ideal missionaries and goals, social organizations managers try to organize their human force in a balanced system according to regulations and logical principles to facilitate realization of organizational goals (Alvani 2002).

No progress and improvement will be achieved unless by focusing on improvement of the organization human resources. Forehanded managers and leaders know well that the organization means a group of personnel with different spirits, interests, thoughts, knowledge and physical conditions without them the organization never finds external existence. This organizational life continuation and their glory depend on grounds like innovation, creativity and development which could lead to increasing permeation of the organization in the society (Todaro & Smith, 2009).

Realization of such condition depends on various factors and reasons that one of the most important factors is the undeniable and special role and position of human forces. Therefore, if the best managerial guide-

lines and modern technologies are utilized in the organization, but the organization lacks accurate guideline of human resources, will never achieve a desirable product and process in its output (Carter, 2001). Servant leader empowers his followers to be able to find their future way and instead they help others to find the best ways. Empowerment, trust, serving, honesty and appreciation from other are considered among variables emphasized by servant leader which help shaping the organization culture (Patterson, 2003).

Servant leadership has had a considerable impact on growth and performance of a healthy economy and successful organization and this study considers the impact of servant leadership on human resources management, at first examines Yasouj University of Medical Sciences and analyzes its results. The research is new in the field of servant leadership and no study has been before performed in the organizations like Yasouj University of Medical Sciences.

METHODOLOGY

The present study is applied in objective respect and in respect of data collecting method is among descriptive researches (non-experimental) and in respect of the relation between variables it is casual. The used methodology is descriptive method of survey branch. The statistical population of this study is 248 persons and the sample size regarding the sample volume is 150 people of managers, assistants and staff members working in Yasouj university of Medical Sciences. In this study, first of all servant leadership training was provided for the respondents through distance learning for one week before completing the questionnaire and then the questionnaire was provided for them. The questionnaire of the present study was the research questionnaire of Moghimi & Ramazan (2013) and questions were homologized and examined. Finally, the questionnaire is the result of interviewing with some of managers and experts about general scheme of the questionnaire using Likert range and for evaluating attitude of managers, assistants and staff members working in Yasouj University of Medical Sciences about servant leadership and its impact on human resources management.

For gaining confidence about the study's tool and examining the accuracy of the questionnaire, it was distributed among 5 managers experimentally and after obviating its problems, final questionnaire was designed on this logical basis that it is required for us to put our evaluations in a more accurate format than merely a general evaluation. The servant leadership questionnaire included 50 questions that 28 questions were related to servant leadership scale and 22 questions were related to

human resources management scale. Servant leadership scale includes 4 components of serving, humility, trust and humanism, each designated 7 items of 28 items of servant leadership scale to itself. Cronbach alpha coefficient of servant leadership scale with 28 questions and human resources optimal management scale with 22 questions was 0.96. For explaining the rate of effectiveness of variables and hypotheses tests, firstly Spearman correlation test has been used using SPSS software for assessing the correlation between variables. At first, descriptive analysis of respondents specifications were performed and in the following tests of variables normality, Spearman correlation and single variable regression was used for doing test of research hypotheses and for main hypothesis of the study, single variable regression was used.

FINDINGS

In this study, 59.3% of respondents were women and 39.3% men. The findings obtained in the field of educations of the statistical sample shows that about 4.7, 11.3, 55.3, 22 and 6% of personnel have diploma, associate diploma, bachelor, master and doctoral degrees respectively. The greatest frequency is for people with bachelor's degree with 55.3% and the least frequency is for people with diploma degree 4.7%. In examining the statistical sample based on age, it was specified about 98% respondents are between 20 to 50 years old that these statistics show that the research population of this study is middle aged. The results of the first secondary hypothesis showed that there is a relation between serving and human resources management. Correlation rate of the first secondary hypothesis was performed using Spearman correlation test and the correlation rate of 0.533 and significance level of 0.000 was obtained (table 1).

The second secondary hypothesis was that there is a relation between humility and human resources management. The correlation rate of second secondary hypothesis was performed using Spearman correlation test and the correlation 0.408 and significance level of 0.000 was obtained that the second hypothesis was also confirmed (table 2).

The results of the third secondary hypothesis are that trust is related to human resources management. The correlation rate of third secondary hypothesis was performed using Spearman correlation test and the correlation 0.479 and significance level of 0.000 was obtained (table 3).

The results of the fourth secondary hypothesis are that humanism is related to human resources management that this hypothesis was also confirmed. Finally, the correlation rate of fourth secondary hypothesis was

Table 1. Test result between serving and human resources management			
variable	number	correlation	significance level
serving	150	0.533	0.000

Table 2. Test result between humility and human resources management			
variable	number	correlation	significance level
serving	150	0.408	0.000

Table 3. Test result between trust and human resources management			
variable	number	correlation	significance level
serving	150	0.479	0.000

Table 4. Test result between humanity and human resources management			
variable	number	correlation	significance level
serving	150	0.520	0.000

performed using Spearman correlation test and the correlation 0.520 and significance level of 0.000 was obtained (table 4).

The main hypothesis has examined the impact of servant leadership on human resources management that the observed F is equal to 17.695 and the research hypothesis is confirmed in significance level of 0.000 (table 5).

DISCUSSION AND CONCLUSION

The main hypothesis of the research is effectiveness of servant leadership on human resources management. The study findings confirm this result. The results of (Kharazi K, 2014)who found out positive impacts of servant leadership style and its effectiveness on human resources are consistent with the results of the present study. The results of (Brewer, 2010)research showed that using servant leadership principles causes improvement of human resources management and consequently the organization efficiency. The results of this study are consistent with the results of the present study. Wong

(2003) in a study on leadership styles concluded that servant leadership not only is a moral and human leadership style but it is predicted that it is useful since it also causes increasing spirit, job satisfaction, efficiency and the organization and personnel glory and empowerment. So, they are consistent with the results of the present study. (Yukl, 2010) believes that servant leadership could increase effectiveness of leadership and human resources.

The results of Yokel study are also consistent with this study. The results of secondary hypotheses show that there is a relation between serving, trust, humility and humanism with human resources management. On this basis(Aryan Gh, 2010) in a study under the title of explaining assessment tool of servant leadership in Iran governmental organizations find out that features of servant leadership including kindness, humility, serving and trustiness have a significant relation with human resources management which is consistent with the results of the present study.

On the other hand, the results of (Aryan Gh, 2010)show that servant leadership has a significant and positive relation with organizational trust since concerning others and fulfilling their needs create trust and sympathy. Servant leadership causes followers to perform their occupational duties with more motive and capability and try to perform them as best as possible. Also, (Fry, Vitucci, & Cedillo, 2005)in his study showed that kindness humanity has a direct relation with human resources management and human resources efficiency which is consistent with the results of the present study. (Patterson, 2003)who examined a functional theory on servant leadership in his study concluded that evolutionary leadership implicates the leader concentration on the organization but it seems insufficient for explaining human behaviors, while servant leadership focuses on follower and clearly shows such behaviors. The results of Peterson study are consistent with the results of the present study.

The results obtained from this study could be analyzed in this way that affability with personnel and also association with them in decision makings creates the atmosphere of fellowship, love and intimacy in the organization and increase the people trust towards the leader and the organization. Servant leader implements self-devotion and serving followers through prioritiz-

Table 5. Regression analysis of relation between servant leader and human resources management					
	SS total squares	DF freedom degree	mean squares MS	observed F rate	p-value
regression	27.415	1	27.415	17.695	0.00
remainder	229.290	148	1.549		
total	256.705	149			

ing their needs to organizational needs in leaders. Also, humility with others and behaving them with kindness and modesty and interest in others causes excitation and finally improvement of human resources performance. Leaders should behave with others, their personnel and subordinates with more kindness and sympathy so that personnel show more interest and motivation and raise their job satisfaction and as a result their performance level and finally it leads to the organization growth and prosperity. Trust is also considered one of main elements of servant leadership.

According to (Friedman, 2006), using servant leadership in the organization is associated with increase of trust among leader and followers, followers' growth, followers' empowerment and reproduction of services by the followers and will result in increasing of individual performance. Finally, managers should know that servant leader with traits of kindness, love and humanity tends to sacrifice for his personnel (ignore his right) and for defending them tolerates various problems like weakening his position against higher authorities, therefore, the personnel in response to this sacrifice try to improve their performance. Humanity component includes some elements like forgiveness, kindness, integrity, sympathy, compassion, honesty, patience, courage, trust, loyalty and humility.

Therefore, for a people being considered a servant, we can't dictate serving to him, but modeling features and specifications of servant leaders will be very effective. So, we can develop this style among the organizations' manager and leaders by modeling traits and features. Preparing and providing training courses for development and nurturing servant leadership skills and providing special scores for managers who could successfully pass these courses is significant and could be very efficient in managers effectiveness. Servant leaders due to their special leadership style are not unique but their look to their surrounding world makes them to be distinguished from others.

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