Effects of Components of Servant Leadership on Social Responsibility in the Agricultural Bank of Sistan

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Abstract: Theory of servant leader is among theories that is developing and has influenced on form and style of leadership in present century. Greenleaf believes that servant leadership is based on philosophy of being servant first. Servant leaders are those mainly focus on serving other people’s highest priority needs and on the growth and well-being of people and the communities to which they belong. So the aim of this research, is reviewing Effects of components of servant leadership on social responsibility of employees of Agricultural Bank of Sistan. Methodology of present research is applicable regarding its aim, descriptive regarding its nature and qualitative in terms of execution method. In this research in order to gather theoretical principles, library study is used. In order to gather statistical information for research assumption, field research and search in statistical society are used. To gather information, first servant leadership and social responsibility questionnaire is prepared by interviewing experts, elites and professors, then distributed among statistical population and analyzed by SPSS software. Statistical population of this research includes 96 people of all employees of Agricultural Bank of Sistan. To determine sample population, 96 people were selected. Sampling method is simple random. To review and analyze data, descriptive and inferential statistics were used. At inferential level, linear regression test and step by step were used to show effects servant leadership and its components on social responsibility of employees. Results indicate that servant leadership and its components have meaningful effects on social responsibility of employees.

Keywords: Leadership, Servant leadership, Social responsibility, Agricultural Bank.

Introduction

Leadership is a necessary component to do activities of present organizations. Successful organizations have major components that differentiate them from unsuccessful organizations. This is the characteristic of effective and dynamic leadership. Leadership is a process that organization manager tries to create motivation and effective relationship to facilitate his duties according to organizational aims and also encourages other employee to do their responsibilities.

Traditional leadership theories are based on hierarchical model that generally involves the accumulation and exercise of power by one at the top of the pyramid. Followers have to obey such orders. Where changes in working environment encourage researcher to review traditional theories. Till now different models and theories of leadership were offered. Servant leadership is considered as a theory that matches to present circumstances. This theory could be a good guide for managers and organizational leaders and could provide appropriate solution for difficulties in organizations. It is a evolving theory and has great effects on form and style of leadership in present century. Greenleaf believes that servant leadership is based on philosophy of being servant first. Servant leaders are those mainly focus on serving other people’s highest priority needs and on the growth and well-being of people and the communities to which they belong. Servant
leaders’ priorities are Empowerment, mutual trust, cooperation, moral use of power and serving others in an organization. So style of servant leadership could solve problems of 21st century organizations.

The implementation of social responsibility policies depends strongly to mutual relations and bilateral cooperation of staff and this fact emphasizes on the role of human resource management. To facilitate the harmonization, organizations should choose employees with certain ethical principles and develop upgrade systems that enhance employees’ social performance and reward employees for coordinate values and provide the necessary training and development for them [1].

Use of employees in corporate social activity responsibilities needs the development of their positive behavioural and attitudinal characteristics. Therefore, human resource management plays an important role in its acquisition and is considered as one of the tools for development and support of staff and a responsibility to implement policies and practices of corporate social responsibility.

Corporate social responsibilities (CSR) activities (Depends on the staff) such as investment and involvement in HRM functions related to CSR has created organizational policies and practices in today’s dynamic work environment where large enterprises are particularly faced with low responsibility of staff and absence of them. Researches about the HRM function show that organizational responsibility and investment can appear as HRM functions that lead to less rotation of employees working and higher organizational responsibility and less absenteeism in organizations. Also interfering in CRS, specially interfering in HRM that is somehow related to CRS has a positive impact on employee responsibility, this issue is correlated with reducing the rotation of work and reducing absence from work and employees respond positively to organizational responsibility’s. According to current trends in the labour market and changing in work approaches and working places, interfering in HRM functions that are related to CSR has provided the background for the development of organizational functions.

At the end, we are looking to provide answer to this question: what are the effects of servant leadership on social responsibility?

Research Hypotheses

Main Research Hypotheses
- Servant leadership has effect on social responsibility of employees

Sub Research Hypotheses
- Humility has effect on social responsibility of employees

Conceptual Model of Research

Figure 1: Research conceptual model
• Kindness has effect on social responsibility of employees
• Trust has effect on social responsibility of employees
• Service providing has effect on social responsibility of employees
• Justice has effect on social responsibility of employees
• Originality has effect on social responsibility of employees
• Leadership with vision has effect on social responsibility of employees

Research Methodology

Scientific searches are categorized according to various criteria. Methodology of present research is applicable regarding its aim, descriptive regarding its nature and qualitative in terms of execution method. Professors, then distributed among statistical population and analyzed by SPSS software. Statistical population of this research includes 96 people of all employees of Agricultural Bank of Sistan.

To determine sample population, 96 people were selected. 147 questionnaires were completed and returned. Sampling method is simple random. In order to have quantitative analysis and to gather and use of viewpoints of managers and employees in such organization, questionnaires were used. Its validity was confirmed by professors and experts and its stability was calculated by Cronbach’s alpha as more than 0.7. In order to analyze statistical data, frequency table was used and in order to evaluate research variables, step by step and linear regression test was used.

Research Findings

Main Hypotheses

• Servant leadership has effect on social responsibility of employees

To review level of effect, regression model was analyzed. So in order to review and present model between servant leadership(Y) and social responsibility of employees(X), first model quality indexes are identified in below table., then processed model is reviewed.

Table 1: Matching regression model between servant leadership and social responsibility of employees

<table>
<thead>
<tr>
<th>Correlation coefficient</th>
<th>Coefficient of determination</th>
<th>Adjusted coefficient of determination</th>
<th>The standard deviation of error</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.181</td>
<td>0.033</td>
<td>0.026</td>
<td>10.69</td>
</tr>
</tbody>
</table>

Correlation between independent and dependent variables is 0.181. Coefficient of determination is 0.033 and this amount shows that 3.3% of changes in servant leadership relates to available social responsibility. Since this amount doesn’t cover freedom degree, adjusted coefficient of determination is used which is equal to 2.6%. According to proposed indexes, model has sufficient efficiency.

Table 2: Calculating regression equation of social responsibility

<table>
<thead>
<tr>
<th>Model</th>
<th>Nonstandard coefficient</th>
<th>Standard coefficient</th>
<th>T</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>Constant amount</td>
<td>62.74</td>
<td>10.35</td>
<td>0.181</td>
<td>6.06</td>
</tr>
<tr>
<td>Servant leadership</td>
<td>5.45</td>
<td>2.46</td>
<td>2.212</td>
<td></td>
</tr>
</tbody>
</table>

Dependent variables: social responsibility

Entered variable in regression equation is considered as main component of regression analysis which are in below table. Regression model could be calculated by using nonstandard coefficient:

Servant Leadership (5, 45) + 62, 74 = Social Responsibility

We can say that by improving 1 unit from each independent variable, dependent variable will be raised. In other words, by improving 1 unit from servant leadership,
5.45 unit of standard deviation of organizational will be raised. Therefore they have positive relations.

T-test relating to regression coefficients are showed in this table for independent variable. This amount for this variable is 0.029, so is effective in social responsibility. So Servant leadership has meaningful effect on social responsibility.

Table 3: Matching regression model between humility and social responsibility of employees

<table>
<thead>
<tr>
<th>Table 3: Matching regression model between humility and social responsibility of employees</th>
<th>correlation coefficient</th>
<th>Coefficient of determination</th>
<th>Adjusted coefficient of determination</th>
<th>The standard deviation of error</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.365</td>
<td>0.134</td>
<td>0.125</td>
<td>0.333</td>
<td></td>
</tr>
</tbody>
</table>

Correlation between independent and dependent variables is 0.365. Coefficient of determination is 0.134 and this amount shows that 13.4% of changes in Humility relates to available social responsibility. Since this amount doesn’t cover freedom degree, adjusted coefficient of determination is used which is equal to 12.5%. According to proposed indexes, model has sufficient efficiency.

Table 4: Calculating regression equation of social responsibility

<table>
<thead>
<tr>
<th>Table 4: Calculating regression equation of social responsibility</th>
<th>Model</th>
<th>Nonstandard coefficient</th>
<th>Standard coefficient</th>
<th>T</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td>10.10</td>
<td>0.000</td>
</tr>
<tr>
<td>Constant amount</td>
<td>2.86</td>
<td>0.283</td>
<td>0.364</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Humility</td>
<td>0.313</td>
<td>0.066</td>
<td>4.70</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Dependent variables: social responsibility

Entered variable in regression equation is considered as main component of regression analysis which are in below table. Regression model could be calculated by using nonstandard coefficient:

**Humility (0.313) + 2.86 = Social Responsibility**

We can say that by improving 1 unit from each independent variable, dependent variable will be raised. In other words, by improving 1 unit from Humility, 0.313 unit of standard deviation of organizational will be raised. Therefore they have positive relations.

Sub-Hypotheses 1: Humility has effect on social responsibility of employees.

To review level of effect, regression model was analyzed. So in order to review and present model between Humility (Y) and social responsibility of employees (X), first model quality indexes are identified in below table., then processed model is reviewed.

Table 5: Matching regression model between Kindness and social responsibility of employees

<table>
<thead>
<tr>
<th>Table 5: Matching regression model between Kindness and social responsibility of employees</th>
<th>Correlation coefficient</th>
<th>Coefficient of determination</th>
<th>Adjusted coefficient of determination</th>
<th>The standard deviation of error</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.271</td>
<td>0.073</td>
<td>0.067</td>
<td>0.347</td>
<td></td>
</tr>
</tbody>
</table>

Correlation between independent and dependent variables is 0.181. Coefficient of determination is 0.033 and this amount shows that 3.3% of changes in Kindness relates to available social responsibility.

Sub-Hypotheses 2: Kindness has effect on social responsibility of employees.

To review level of effect, regression model was analyzed. So in order to review and present model between Kindness (Y) and social responsibility of employees (X), first model quality indexes are identified in below table., then processed model is reviewed.

Since this amount doesn’t cover freedom degree, adjusted coefficient of determination is used which is equal to 2.6%. According to proposed indexes, model has sufficient efficiency.
Table 6: Calculating regression equation of social responsibility

<table>
<thead>
<tr>
<th>Model</th>
<th>Nonstandard coefficient</th>
<th>Standard coefficient</th>
<th>T</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Constant amount</td>
<td>3.54</td>
<td>0.193</td>
<td>0.271</td>
</tr>
<tr>
<td></td>
<td>Kindness</td>
<td>0.156</td>
<td>0.046</td>
<td>3.38</td>
</tr>
</tbody>
</table>

Dependent variables: social responsibility

Entered variable in regression equation is considered as main component of regression analysis which are in below table. Regression model could be calculated by using nonstandard coefficient:

**Kindness (0.156) + 3.54 = Social Responsibility**

We can say that by improving 1 unit from each independent variable, dependent variable will be raised. In other words, by improving 1 unit from Kindness, 0.156 unit of standard deviation of organizational will be raised. Therefore they have positive relations.

T-test relating to regression coefficients are showed in this table for independent variable. This amount for this variable is 0.001, so is effective in social responsibility. So Kindness has meaningful effect on social responsibility.

**Sub-Hypotheses 3:** Trust has effect on social responsibility of employees

To review level of effect, regression model was analyzed. So in order to review and present model between Trust (Y) and social responsibility of employees (X), first model quality indexes are identified in below table., then processed model is reviewed.

Table 7: Matching regression model between Trust and social responsibility of employees

<table>
<thead>
<tr>
<th>Correlation coefficient</th>
<th>Coefficient of determination</th>
<th>Adjusted coefficient of determination</th>
<th>The standard deviation of error</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.130</td>
<td>0.017</td>
<td>0.010</td>
<td>0.357</td>
</tr>
</tbody>
</table>

Correlation between independent and dependent variables is 0.130. Coefficient of determination is 0.017 and this amount shows that 1.7% of changes in Trust relates to available social responsibility. Since this amount doesn’t cover freedom degree, adjusted coefficient of determination is used which is equal to 1%. According to proposed indexes, model has sufficient efficiency.

Table 8: Calculating regression equation of social responsibility

<table>
<thead>
<tr>
<th>Model</th>
<th>Nonstandard coefficient</th>
<th>Standard coefficient</th>
<th>T</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Constant amount</td>
<td>3.81</td>
<td>0.239</td>
<td>0.130</td>
</tr>
<tr>
<td></td>
<td>Trust</td>
<td>0.088</td>
<td>0.56</td>
<td>2.57</td>
</tr>
</tbody>
</table>

Dependent variables: social responsibility

Entered variable in regression equation is considered as main component of regression analysis which are in below table. Regression model could be calculated by using nonstandard coefficient:

**Trust (0.088) + 3.81 = Social Responsibility**

We can say that by improving 1 unit from each independent variable, dependent variable will be raised. In other words, by improving 1 unit from Trust, 0.088 unit of standard deviation of organizational will be raised. Therefore they have positive relations.

T-test relating to regression coefficients are showed in this table for independent variable. This amount for this variable is 0.017, so is effective in social responsibility. So Trust has meaningful effect on social responsibility.

**Sub-Hypotheses 4:** Service providing has effect on social responsibility of employees.

To review level of effect, regression model was analyzed. So in order to review and present model between Service providing(Y) and social responsibility of employees (X), first model quality indexes are identified in
Correlation between independent and dependent variables is 0.140. Coefficient of determination is 0.020 and this amount shows that 2% of changes in Service providing relates to available social responsibility. Since this amount doesn't cover freedom degree, adjusted coefficient of determination is used which is equal to 1.3%. According to proposed indexes, model has sufficient efficiency.

Table 9: Matching regression model between Service providing and social responsibility of employees

<table>
<thead>
<tr>
<th>Correlation coefficient</th>
<th>Coefficient of determination</th>
<th>Adjusted coefficient of determination</th>
<th>The standard deviation of error</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.140</td>
<td>0.020</td>
<td>0.013</td>
<td>0.357</td>
</tr>
</tbody>
</table>

Table 10: Calculating regression equation of social responsibility

Model | Nonstandard coefficient | Standard coefficient | T   | Sig  
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Constant amount</td>
<td>3.71</td>
<td>0.245</td>
<td>15.40</td>
</tr>
<tr>
<td></td>
<td>Service providing</td>
<td>0.1</td>
<td>0.059</td>
<td>2.706</td>
</tr>
</tbody>
</table>

Dependent variables: social responsibility

T-test relating to regression coefficients are showed in this table for independent variable. This amount for this variable is 0.040, so is effective in social responsibility. So Service providing has meaningful effect on social responsibility.

Sub-Hypotheses 5: Justice has effect on social responsibility of employees.

To review level of effect, regression model was analyzed. So in order to review and present model between Justice(Y) and social responsibility of employees (X), first model quality indexes are identified in below table., then processed model is reviewed.

Table 11: Matching regression model between Justice and social responsibility of employees

<table>
<thead>
<tr>
<th>Correlation coefficient</th>
<th>Coefficient of determination</th>
<th>Adjusted coefficient of determination</th>
<th>The standard deviation of error</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.364</td>
<td>0.132</td>
<td>0.126</td>
<td>0.335</td>
</tr>
</tbody>
</table>

Correlation between independent and dependent variables is 0.364. Coefficient of determination is 0.132 and this amount shows that 13.2% of changes in Justice relates to available social responsibility.

Since this amount doesn't cover freedom degree, adjusted coefficient of determination is used which is equal to 12.6%. According to proposed indexes, model has sufficient efficiency.

Table 12: Calculating regression equation of social responsibility

Model | Nonstandard coefficient | Standard coefficient | T   | Sig  
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Constant amount</td>
<td>2.86</td>
<td>0.283</td>
<td>10.10</td>
</tr>
<tr>
<td></td>
<td>Justice</td>
<td>0.313</td>
<td>0.066</td>
<td>4.70</td>
</tr>
</tbody>
</table>

Dependent variables: social responsibility

Entered variable in regression equation is considered as main component of regression analysis which are in below table.

Regression model could be calculated by using nonstandard coefficient:
Justice (0.313) + 2.86 = Social Responsibility

We can say that by improving 1 unit from each independent variable, dependent variable will be raised. In other words, by improving 1 unit from Justice, 0.313 unit of standard deviation of organizational will be raised. Therefore they have positive relations.

T-test relating to regression coefficients are showed in this table for independent variable. This amount for this variable is 0.000, so is effective in social responsibility.

Table 13: Matching regression model between Originality and social responsibility of employees

<table>
<thead>
<tr>
<th>Correlation coefficient</th>
<th>Coefficient of determination</th>
<th>Adjusted coefficient of determination</th>
<th>The standard deviation of error</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.663</td>
<td>0.440</td>
<td>0.436</td>
<td>0.269</td>
</tr>
</tbody>
</table>

Correlation between independent and dependent variables is 0.663. Coefficient of determination is 0.440 and this amount shows that 44% of changes in Originality relates to available social responsibility.

So Justice has meaningful effect on social responsibility.

Sub-hypotheses 6: Originality has effect on social responsibility of employees.

To review level of effect, regression model was analyzed. So in order to review and present model between Originality(Y) and social responsibility of employees (X), first model quality indexes are identified in below table., then processed model is reviewed.

Table 14: Calculating regression equation of social responsibility

<table>
<thead>
<tr>
<th>Model</th>
<th>Nonstandard coefficient</th>
<th>Standard coefficient</th>
<th>T</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Constant amount</td>
<td>2.04</td>
<td>10.11</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>Originality</td>
<td>0.513</td>
<td>10.66</td>
<td></td>
</tr>
</tbody>
</table>

Dependent variables: social responsibility

Entered variable in regression equation is considered as main component of regression analysis which are in below table. Regression model could be calculated by using nonstandard coefficient:

Originality (0.513) + 2.04 = Social Responsibility

We can say that by improving 1 unit from each independent variable, dependent variable will be raised. In other words, by improving 1 unit from Originality, 5.45 unit of standard deviation of organizational will be raised. Therefore they have positive relations.

T-test relating to regression coefficients are showed in this table for independent variable. This amount for this variable is 0.000, so is effective in social responsibility. So Originality has meaningful effect on social responsibility.

Sub-Hypotheses 7: Leadership with vision has effect on social responsibility of employees.

To review level of effect, regression model was analyzed. So in order to review and present model between Leadership with vision(Y) and social responsibility of employees (X), first model quality indexes are identified in below table., then processed model is reviewed.

Table 15: Matching regression model between Leadership with vision and social responsibility of employees

<table>
<thead>
<tr>
<th>Correlation coefficient</th>
<th>Coefficient of determination</th>
<th>Adjusted coefficient of determination</th>
<th>The standard deviation of error</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.429</td>
<td>0.184</td>
<td>0.178</td>
<td>0.325</td>
</tr>
</tbody>
</table>

Correlation between independent and dependent variables is 0.429. Coefficient of determination is 0.184 and this amount shows that 18.4% of changes in Leadership
with vision relates to available social responsibility. Since this amount doesn't cover freedom degree, adjusted coefficient of determination is used which is equal to 17.8%. According to proposed indexes, model has sufficient efficiency.

### Table 16: Calculating regression equation of social responsibility

<table>
<thead>
<tr>
<th>Model</th>
<th>Nonstandard coefficient</th>
<th>Standard coefficient</th>
<th>T</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td>8.40</td>
</tr>
<tr>
<td>1</td>
<td>2.49</td>
<td>0.297</td>
<td>0.429</td>
<td>5.71</td>
</tr>
</tbody>
</table>

Dependent variables: social responsibility

Entered variable in regression equation is considered as main component of regression analysis which are in below table. Regression model could be calculated by using nonstandard coefficient:

**Leadership with Vision (0.401) + 2.49 = Social Responsibility**

We can say that by improving 1 unit from each independent variable, dependent variable will be raised. In other words, by improving 1 unit from Leadership with vision, 0.401 unit of standard deviation of organizational will be raised. Therefore they have positive relations.

T-test relating to regression coefficients are showed in this table for independent variable. This amount for this variable is 0.000, so is effective in social responsibility. So Leadership with vision has meaningful effect on social responsibility.

**Conclusion**

Since beginning of 21st century, modern leadership under the name of servant leadership replaced traditional leadership. Servant leadership tries to develop personal and occupational aspects of employees and also tries improve quality and health of organization by teamwork. In addition to Greenleaf support from servant leadership, many writings about leadership, confirmed this style as new and modern theory to guide an organization. Also, in chaos conditions, manager should search for flexible and creative methods rather than predetermined methods. Ultra-modernism in management is an approach to observe current circumstance of organization, criticizing and improving those circumstances. Ultra-modern organizations focus on features like dynamism, team work, creativity and leadership in serving, training and learning.

Leadership in ultra-modernism is servant leadership.

Responsibility is a type character that a person is limited through his actions. He believes that he should continue these activities and keep his effective involvement. Human are considered as the main capital off organizations. Organizations are to be successful that their leaders could flourish their employees' capabilities. Servant leader has the potential to improve leadership in an organization. Servant leader mainly focuses on serving followers.

Serving leadership consist of understanding and acting in a way that leader prefer other interests to his own interest. Primary motivation for servant leadership is tendency for serving others efficiently in order to achieve group purposes. According to confirmation of main assumption, this research is based on meaningful relations between employee' understanding from servant leadership and employees' responsibility, following suggestion could be offered:

- Servant leadership is regarded as basis to establish ideal leadership in organizations, therefore managers of organizations will benefit from advantages of this style of leadership by using it as a model.

- To be considered as a servant person, one could modeling such features to develop this style between managers and leaders of organizations. Preparing training courses to develop and flourish abilities of servant leadership and to offer good privileges for those who passed these courses with good marks is important and so effective for managers' efficiency.
• Leaders' motivation should be serving others. Placing serving others at the center of leadership leads to a good use of power.

References


