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The Relationship between Servant Leadership and Trust in a South African Public Sector Organisation

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ABSTRACT

In recent years, there has been an increased demand by the South African communities and society at large for public institutions to become more accountable. The literature seems to support the view that managerial trust and organisational trust in the public sector is globally acknowledged as a strategic goal. It is imperative for leaders in the public sector to recognise the nature of the business leadership that is required in the South African context. Servant leadership was identified as a leadership style that is most likely to achieve the objective of a trusting public sector.

The paper examines the relationship between servant leadership and interpersonal trust, as well as organisational trust in a public sector organisation in South Africa. The sample consisted of 54 employees of the City of Johannesburg Property Company (SOC) Ltd who participated in a survey designed around the Servant Leadership Behaviour Scale developed by (Sendjaya, Sarros & Santora, 2008) along with the Organisational Trust Indicator (Nyhan & Marlowe, 1997).

The results of the investigation confirmed what the literature says on servant leadership and trust. It revealed a statistically significant relationship between the opinions of servant leadership with both interpersonal trust and organisational trust. These findings will be discussed in terms of their implications for establishing what kind of leadership model might work in public sector organisations and how this approach might build trust among employees as key stakeholders.

Keywords: Leadership, Servant leadership, Organisational trust, Interpersonal trust

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Name: Ellenise Pedro

Signature: _____

Date: 7 November 2012

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LIST OF ABBREVIATIONS

JPC   Joburg Property Company (SOC) Ltd

SLBS   Servant Leadership Behaviour Scale

OTI   Organisational Trust Inventory

SL   Servant Leadership

VS   Voluntary Subordination

AS   Authentic Self

CR   Convenantal Relationship

RM   Responsible Morality

TS   Transcendental Spirituality

TI   Transforming Influence

IT   Interpersonal Trust

OT   Organisational Trust

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CHAPTER 1: INTRODUCTION TO THE RESEARCH PROBLEM

1.1   Introduction

Organisational and managerial trust in the public sector has long been recognised as a principle goal, as well as a necessary strategic means, of effective and productive public sector management (Battaglio & Condrey, 2009; Choudhury, 2008). Rainey & Steinbauer (1999) says that from a public human resources management and human relations perspective, interpersonal trust in management is one of the core values in social psychological relationships occurring at the lateral and hierarchical levels in the organisation. The authors further argue that a climate with a high level of trust in an organisation is often associated with greater loyalty to the organisation, enhanced public service motivation, better customer service, higher quality of work, and increased efficiency and effectiveness.

Within this context, recent scandals in business, government, sports, non-profits and other institutions raise questions regarding the quality of organisational leadership (Reed, Vidaver-Cohen & Colwell, 2011). It is submitted further by these authors that the worldwide economic crises erupting in mid-2008 has further challenged organisational scholars to question deeply held assumptions about effective business strategy and to define new models of ethical leadership that can more adequately respond to the demands of a profoundly interdependent global society. Implicit in this new paradigm, says Bolden & Gosling (2006), is an alternative model of organisational leadership that moves beyond the "competency inputs" and "performance outputs" traditionally used to measure leader effectiveness – emphasising instead the moral, emotional, and relational dimensions of leadership behaviours. Among the numerous other leadership frameworks presented in the management literature, one that articulates the emotional, relational, and moral dimensions of leadership in a particularly useful way is the concept of Servant Leadership (Reed et al., 2011).

Thus, more robust studies on leadership, motivation and trust are necessary as leaders in the public sector seek to affect intrinsic and extrinsic motivation through several mechanisms (Perry & Hondeghem, 2008).

1.2   Servant Leadership as defined by Greenleaf (1977)

A paper on leadership and more specifically servant leadership would not be fitting if no reference to the seminal work done by Greenleaf is made.

In defining servant leadership, Greenleaf (1977) stated, that "if one is a servant, either a leader or a follower, one is always searching, listening, [and] expecting that a better wheel for these times is in the making. He further explains that:

Natural servants are trying to see clearly the world as it is and are listening carefully to prophetic voices that are speaking now. They are challenging the pervasive injustice with greater force and they are taking sharper issue with the wide disparity between the quality of society they know is reasonable and possible with available resources, and, on the other hand, the actual performance of the whole range of institutions that exist to serve society (Farling, Stone & Winston, 2012, p.9).

1.3   Problem Statement and Purpose of the research

Although there have been a number of research studies conducted on the concept of servant leadership prior to this research, few were found which served to assess the relationship between trust and servant leadership in a public sector context. Joseph & Winston (2005) in Anderson (2011), for example, have explored the relationship between employees' perception of servant- leadership and trust. They found that perception of servant-leadership correlated positively with trust in leaders. This study was however conceptualised through a study conducted previously by (Chatbury, Beauty & Kriek, 2010) who similarly found a positive relationship between servant-leadership and trust. Their research however was aimed at examining the relationship between servant leadership and interpersonal trust in a South African context. They submitted that the servant leadership style may potentially be found to be an appropriate leadership style in the South African context and in particular at the bottom of the pyramid. Their study, despite having been conducted in South Africa, was however undertaken in the private sector.

"What most research fail to do, is recognise that leadership processes can vary significantly across geographic regions. That is, much of what is written discusses or proposes a particular leadership model that has been constructed based on largely Western beliefs, values, and cultures, and then offers this model to the world as an accepted strategy for managerial and organisational effectiveness" (Steers, Sanchez-

Runde, & Nardon, 2012). With due regard to the geographic and context specific factors that influence leadership, this study will take place in a public sector organisation which by definition is mandated to serve the needs of the people. It is founded on the principles of Batho Pele and Ubuntu which closely resembles the principles of servant leadership.

A further contribution of this study and its relevance is illustrated in the works of Van Dierendonck (2011). He states the following: "Another issue of concern is that most of what has been written about servant leadership (including both academic and non-academic writings) has been prescriptive, mainly focusing on how it should ideally be; only a few have been descriptive – and inform us about what is happening in practice. As such, there is a compelling need for validated empirical research building on a theoretical model that incorporates the key insights learned from research until now." This study successfully describes the levels of servant leadership in the chosen context.

In addition, the same author contends that studies with a strong qualitative focus have been popular research design in the field of servant leadership; however, "servant leadership theory has much to gain from broadening its perspective, using valid and reliable measures to study the propositions herein." Van Dierendonck (2011). Once again this study used a quantitative design which will assist to address the apparent gap in the available literature.

The employee engagement survey results of the chosen public sector entity will be used in formulating the hypothesis upon which this study is based. The low levels of trust highlighted during the engagement survey, according to the existing literature reviewed, are indicative of the absence of servant leadership.

1.4   Research aims and objectives

The study will therefore:

1. Test the levels of trust in the organisation using an organisational trust indicator survey instrument
2. Test the existence of servant leadership using the Servant and Leadership Behaviour Scale.

It is hypothesised that the levels of servant leadership in this company will be very low due to perceived (existing employee engagement results), and therefore, predicted levels of interpersonal trust.

1.5   Outline of the Report

Chapter Two provides an overview of the relevant literature relating to servant leadership and the trust construct.

Chapter Three clarifies the specific aims of the research as well as the research questions that the study is trying to achieve.

Chapter Four sets out the research methodology that was embarked upon to test the relationship between servant leadership and trust in a public sector organisation.

Chapter Five presents and interprets the results of the research.

Chapter Six interprets and analyses the finding of the research within the context of the literature explored and considers the implications for the City of Johannesburg Property Company.

Chapter Seven concludes the research report by way of offering recommendations to increase the levels of trust and suggesting areas for future research.

CHAPTER 2: LITERATURE REVIEW

2.1   Introduction

The research title, "The relationship between servant leadership and trust in a South African public sector organisation" informs the two concepts to be critically evaluated in the literature review. This chapter therefore explores the relevant theories on leadership with specific emphasis on servant leadership and its associated dimensions. The literature alludes to the complexity of clearly defining the term "servant leadership". Two different trust constructs relevant to this study are identified and reviewed in the body of the text below.

2.2   Servant Leadership

2.2.1   The broader leadership context

Much has been written on leadership for centuries and various theories and numerous models have been developed to begin to conceptualise leadership as either a trait, or a skill. While the model of servant leadership will be the central theme of this study, a brief overview of leadership, specifically in the public sector context, is provided to contextualise servant leadership.

Leadership refers to the ability to "influence processes involving determination of the group's or organisation's objectives, motivating task behaviour in pursuit of these objectives, and influencing group maintenance and culture" (Yukl, 1989).

Leadership in the public sector is an important aspect of the work environment for employees (e.g., Oldham & Cummings, 1996; Scott & Bruce, 1994). Therefore, effective public sector leaders, says (Park, 2011) possess some major characteristics of value-based leadership styles, that is, directive leadership, transformational and transactional leadership, charismatic and servant leadership, and empowering and integrated leadership.

There are seven leadership theories that reveal the most overlap in terms of servant leadership, namely, transformational leadership, authentic leadership, ethical leadership, Level 5 leadership, empowering leadership, spiritual leadership, and self-sacrificing leadership (Van Dierendonck, 2012).

2.2.2 Transformation vs. Servant leadership

Taylor et al. (2007) submits that servant leadership is compatible with and enhances other leadership models and may be viewed as an extension of transformational leadership. Stone, Russell, Patterson (2003) suggested that transformational leaders tend to focus more on organisational objectives while servant leaders focus more on the people who are their followers. This tendency, they argue, of the servant leader to focus on followers appears to be the primary factor that distinguishes servant leadership from transformational leadership. Most importantly, the authors contend that the servant leader place a much higher degree of trust in their followers than would be the case in any leadership style that required the leaders to be somewhere directive.

It is further stated that "there is a long line of research focusing on transformational leadership. However, academic research on servant leadership is still in its infancy.

2.2.3 Defining Servant Leadership

While much has been written on servant leadership since Greenleaf, "it is hard to conclude that a general definition of servant-leadership is available today (Anderson, 2011).

The term servant- leadership however was first coined by Greenleaf (1904-1990) in a 1970 essay titled "The Servant as Leader" (Spears, 2004). As a result of shaken confidence in contemporary business leadership, Freeman (2011) contends that there has been an increased interest in Greenleaf's servant leadership theory. Taylor et al. (2012) states that it is obvious that there has been a shift in the leadership paradigm for the 21st century.

The best test of the servant leader, according to Greenleaf, is whether "those who served grow as persons" and whether by virtue of the leader's inspiration they become healthier, wiser, freer, more autonomous, more likely to become servants themselves". He further asserted that moving beyond the boundaries of the organisation, servant leaders consider at all times the effects of their decisions on "the least privileged in society." Insuring these groups will benefit or at a minimum. "not be further deprived".

This seminal work on leadership theory emphasised that the servant leader is a servant first with the primary imperative to ensure the other's highest priority needs are being served, which enables followers, while being served, to "become healthier, wiser, freer, more autonomous, more likely themselves to become servants".

"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?" (Greenleaf, 1977).

Service leadership is defined as a leadership style that is primarily focused on the growth and well-being of individuals (de Waal & Sivro, 2012).

Service leadership is defined as an attitude of leading others from a perspective of placing the organisational purpose, the needs of the organisation, and the needs of people over the needs and desires of the leader (Woodruff, 2004 in Cerit, 2012).

2.2.4   A Business case for Servant leadership

"In recent years, there has been a shift in the thinking about the ideal leader. A reason for this shift, says Collins (2001), is that building great companies takes a leadership style that combines strength with humility. Fortune's yearly "100 Best Companies to Work For" list emphasises that these best companies acknowledge the importance of addressing employees' needs and setting humane values by leadership for great performance. Organisations nowadays are therefore seeking people-centered leaders who use their power in an ethically responsive and positive way. The most people-centered approach is that of servant leadership" (de Waal & Sivro, 2012).

In management, says Anderson (2009) in support of this new age leadership approach, the fundamental motivation for managers is supposed to be the desire to serve the organisation. Covey (2006) also concurs with this view by asserting that "organisations are founded to serve human needs – there is no other reason for their existence". With reference to authors such as Jim Collins, he further argues that top people of great organisations have been found to be servant leaders. "It is through the combing of high standards, strong values, and consistent discipline that always point north, that you develop moral authority and people trust you." In the final analysis, he argues, organisations are only sustainable if they serve human needs. Sufficient evidence in the literature seems to exist that suggest that people will trust the leader when a servant leadership approach is adopted.

Che, Chen & Li (2011) state that servant leadership theory is an approach to leadership development which holds that the leaders are first a servant to serve others

before they are guided. They suggest that service is the core of servant leadership and is the most important function of servant leaders, to place other's interests above their own.

Servant leadership has gained an enormous amount of popularity in organisations by being viewed as a promising resolution to a perceived need for leaders to become more efficient, principled, and employee-focused (Jones, 2011).

2.2.5 Key Characteristics of Servant Leadership

Drawing form the work of Greenleaf, Spears (2004) identified/extracted the following 10 characteristics central to servant leadership:

- Listening – servant leaders are known to listen with intent; they seek to identify the will of the group and helps to clarify that will; seeks to receptively listen to what is being said.
- Empathy – strive to understand and empathize with others.
- Healing – possess the potential to heal oneself and others from a variety of emotional hurts.
- Awareness – general awareness, especially self-awareness, strengthens the servant-leader.
- Persuasion – primary reliance on persuasion rather than positional authority in making decisions within an organisation.
- Conceptualisation – seek to nurture their abilities to "dream big dreams".
- Foresight – characteristic that enables the servant leader to understand the lessons from the past, the realities of the present, and the likely consequence of a decision for the future.
- Stewardship – "holding something in trust for another"; the use of openness and persuasion rather than control.
- Commitment to the growth of people – recognises the tremendous responsibility to do everything possible to nurture the growth of employees.
- Building community – identify some means for community building among those who work in a given institution.

Russell (2001) in Anderson (2011) has proposed another set of characteristics of servant-leadership: vision, credibility, trust, service, modelling, pioneering, appreciation of others, empowerment.

2.2.6   Benefits of servant leadership

According to Hamilton (2008) in Anderson (2011), several outcomes are expected to be derived from servant led organisations, including:

- Mission and value focus
- Creativity and innovation
- Responsiveness and flexibility
- A commitment to both internal and external service
- A respect for employees, employee loyalty and
- A celebration of diversity

Many authors on servant leadership claim that a direct positive leadership relationship exists between servant leadership and organisational performance, but empirical evidence was lacking. There is however evidence that servant leadership leads indirectly to better organisational performance, through improving mediating factors of performance (de Waal & Sivro, 2012).

The concept of servant leadership inspires subordinates to generate better awareness, trust, learning, and spiritual fulfilment at work. And due to the servant leadership of their supervisors, employees become tolerant, open-minded, patient, optimistic, proactive, and willing to learn (Chen, Chen & Li, 2011). Trust is one of those mediating factors and will be discussed below.

Mayer, Bardes & Piccolo (2008) showed an increased employee performance when an employee viewed their manager as a servant leader, with attributes including: trust, empowerment, acceptance, empathy, positive morale. The desire to serve others were one of the traits that would formulate a good leader and follower relationship, according to Greenleaf (1070) as cited in Jones (2011).

"The data certainly suggests that servant leadership within the organisation has very positive benefits and affirmative outcomes. These outcomes led to certain themes that included a reduction in turnover among organisations employees, profitability increases, and how trust developed and grew between the organisation and the follower." (Jones, 2011).

2.3 Trust

2.3.1 Interpersonal Trust vs. Organisational Trust

Braun (2011) provides a psychological perspective that gives insights into why the trust element, in particular, is such an important part of the employee value proposition. She contends that an employee's capacity to trust is largely informed by his/her overall sense of security. A comparison is made between the need for security of employees to that of children who need to feel secure enough in the family, in order to carry out their developmental tasks. She argues that such security has become difficult for organisations to provide as organisations themselves "are affected by the acute insecurity of the wider environment; employers have become increasingly transactional in their dealings with employees; technology reduces the need for personal interaction and physical space defining an organisation is less tangible. Alongside constant change and loss, the level of complexity increases stress and insecurity."

Having said this, one needs to acknowledge and accept that organisational change will not go away. Nor is the impact of complexity, including organisational restructuring and technology. It may no longer be possible for organisations to provide life-time employment that provided security that in turn led to increased levels of trust.

As a result of the importance of trust in the employment relationship and the absence of the traditional management practices to inculcate trust – leaders will therefore have to come up with alternative ways of engendering trust in their organisations.

In response to changes in the competitive situation, innovation potential of information and communication technology, and value changed in the working world and society, management's key task among others (integration, relationship management) is trust building (Picot et al., 2008 in Hassan & Semercioz).

Much organisational behaviour research now recognises the importance of trustful working relationships that enhance knowledge sharing, problem solving, and cooperative innovation (Deutsch, 1962; Dore, 1973; Fox, 1974; Fukuyama, 1995; Huotari & Livonen, 2004; Kramer & Cook, 2002; O'Mahoney, 2005; Shapira, 1995, 2008; Snell, 2001, Zand, 1972. In Shapira, 2011)

Today's environment is featured as:

1) globalisation – moving from local economies to worldwide economies
2) diversity – more diverse workplaces and markets

3) flexibility – fewer rules and procedures, more need for flexible work forces
4) flattened structure – less management, more worker empowerment
5) networks – new information technology has enabled more strategic alliances, direct communication

In response to this, "trust" as a hallmark of effective organisations has attracted enormous interest of variety of perspectives (Hassan & Semercioz, 2010). They provide examples, as per Watson Wyatt survey (2002), total return to shareholder (TRS) over a three-year period was 186% higher for those companies that ad high levels of trust compared to those with low levels of trust. Further, researchers have found that trust has been regarded as a major construct in research predicting individual-level & organisational-level outcomes such as job satisfaction, organisational citizenship behaviours, organisational commitment, turnover, and job performance, employee productivity, team performance, innovative behaviours, organisational revenue and profit. (Delunga, 1995; Dirks & Ferrin, 2001; Flaherty & Pappas, 2000; Robinson, 1996; Dirks, 2000; Dirks & Ferrin, 2002; Frenke & Orlitsk, 2005; Mayer & Gavin, 2005; Tan & Tan, 2000; Wat & Shaffer, 2005; Davis, Schoorman, Mayer & Tan, 2000; Simons et al., 2002; Roy et al. 2006; Colquitt et al., 2007).

Despite, the above positive role of trust within organisations, and progress made by multidisciplinary perspective of trust literature, however, there appears to be equally widespread lack of agreement on a suitable definition of the concept of trust (Hosmer, 1995).

Mirriam-Webster on-line dictionary defined trust as an assured reliance on the character, ability, strength, or truth of someone or something (Hassan & Semercioz, 2010).

Researchers from different disciplines have defined, assessed, and categorised organisational trust using various concepts and definitions (Park, 2011).

Clarke (2011) contends that there has been a shift from viewing leadership as a set of leader behaviours to instead viewing leadership as a social relationship emphasizes the distinctive relational qualities that determine leadership. Most significantly, where in addition to trust and mutual obligation, respect plays a pivotal role:

"It is this mutual trust, respect and obligation toward each other which empowers and motivates both to expand beyond the formalised work contract and formalized work roles: to grow out of their prescribed jobs and develop a partnership based on mutual reciprocal influence." (Clarke, 2011)

Tremblay (2010) states that research on leader trust in organisations is steadily increasing. Trust can be defined as a willingness to be vulnerable to actions by another party (e.g., Lewicki & Bunker, 1995). Given this definition, it is not surprising that trust in leaders play a central role in theories of justice. For example, it has been argued that employees are particularly concerned with the notion of justice because it helps them determine the degree to which they trust the organisation and it leaders. It follows that in order to gain trust, and build commitment to his or her goals, a leader (more likely a transformational leader) must be perceived as providing interpersonally fair treatment to subordinates (Tremblay, 2012).

He further argues that it has been suggested, (e.g., Loiu, 1995; Siegel, Brockner, & Tyler 1995) that commitment can be preserved during organisational downturns if trust has been previously established with employees.

Theories such as transformational leadership and charisma leadership treat organisational trust as a key attribute of successful leaders, emphasising that trust in leadership increases employees' willingness to accept the leader's activities, goals and decisions (Dirk, 2000 in Park, 2011). Those types of leaders have the ability to "create a shared vision, to articulate clear and meaningful goals, to empower employees, and to model ethical and trustworthy behaviour" (Paarlberg & Lavigna, 2010). These arguments suggest that trust in leaders would positively influence the overall levels of trust in people's behaviours, trust in management norms and systems, and thus, trust in institutions and cultures of the organisation.

Atkinson & Butcher (2003), according to Sendjaya and Pekerti (2010), claimed that it is virtually impossible to have a universal definition of trust since it is a socially constructed phenomenon. They however developed the following integrative definition of trust in leadership which will be adopted during this study,…to trust is "to place oneself in a position of personal risk based on expectations that the trustee will not behave in a way that results in harm to the trustor". In layman's terms, the Oxford English Dictionary defines trust as "confidence in or reliance on some quality or attribute of a person or thing".

Mishra in Hassan & Semercioz (2010) provides that "the trustworthiness of leaders has also been explicitly defined in terms of their reliability and nothing is noticed more quickly, and considered more significant, than a discrepancy between what executives preach and what they expect their associates to practice.

According to Nyhan & Marlowe (1997) as well as Nyhan (2000) as depicted in Joseph and Winston (2004), trust is the level of confidence that one individual has in another's competence and his or her willingness to act in a fair, ethical and predictable manner.

The above definitions refer to trust from an interpersonal perspective only. Sendjaya and Pekerti (2010) suggest that trust in a leader is typically defined as the willingness of a subordinate to be vulnerable to the behaviours and actions of his or her leader which are beyond the subordinate's control, whereas trust in organisation is the general perception of employees on the organisation's trustworthiness. They further argue, that making this distinction is important because it implies that, for example, an employee may decide to trust the organisation on the basis of the trust he or she has in the leader, or when such generalisation of trust does not occur, the employee only trusts his or her leader but not the organisation.

According to Ellonen et al. (2008), this institutional trust could be characterised as the trust of its members in the organisation's vision and strategy, it's technological and commercial competence, its fair processes and structures, as well as its HR policies, and this impersonal trust is based on the roles, systems and reputations from which inferences are drawn about the trustworthiness of an individual, and its success is determined by the efficiency and the fairness of the organisation-wide systems, such as the HR policies (Costigan et al., 1998 in Hassan & Semercioz, 2010).

Following the same logic, Akbar et al (1998) also explored the importance of trust from both the organisational and individual perspective. The elements that make up both are in fact identical. For the purposes of this study, only individual/ interpersonal trust will be dealt with.

They contend that interpersonal trust is made up of 3 elements – reliability, predictability, and fairness – but distinguishing it from organisational trust with an individual as both the referent and origin of trust.

Mayer, Davis & Schoorman's (1995), in Wade et al. (2011), model of organisational trust are commonly used as the basis for understanding the development of trust. They propose that the three antecedents of trust are ability, integrity, and benevolence. These antecedents in turn, claim Sendjaya & Pekerti (2010) are part of servant leadership behaviours. Using the same theoretical base Joseph & Bruce (2005) states that trust in a leader is a product of the leader's behaviour and is determined to a great extent by various aspects of the behaviour of that leader. The authors therefore advanced an argument that the servant hood-focused, follower-centric, and moral-

laden servant leadership approach will create stronger trust effects in followers towards their leaders relative to other leadership approaches.

There is an underlying assumption that servant leadership takes place within a specific organisational context. Following from the preceding arguments outlining the link between trust and servant leadership, it is assumed that a culture of trust will develop as a result of servant leadership. Joseph & Bruce (2005) outline several factors that are associated with a culture of trust in an organisation which includes:

- The depth and quality of interpersonal relationships
- Clarity of roles and responsibilities
- Frequency , timelines, and forthrightness of communication
- Competence to get the job done
- Clarity of shared purpose
- Direction and vision, and
- Honouring promises and commitments.

The authors highlight the point that several of these factors results from leader behaviour which confirms the leader's role in creating a culture of trust in the organisation – in that a climate exists in organisations when managers do what they say they are going to do (credibility) and behave in a predictable manner.

Handy (1995) in addition proposes seven common-sense principles of trust including:

- Trust is not blind….it is unwise to trust people whom you do not know well, whom you have not observed in action over time.
- Trust needs bonding…trust is not and never can be an impersonal commodity
- Trust needs touch…a shared commitment still requires personal contact to make it real

He further states that by implication, interpersonal relationships are therefore crucial for developing trust. This supports the above argument by Joseph & Bruce (2006) that trust is a product of the leader's behaviour. "When there is trust among people, relationships flourish; without it, they wither."

It is proposed in this study that exchange behaviours which occur between servant leaders and followers facilitate the formation of follower's trust in their respective leaders.

CHAPTER 3: RESEARCH QUESTIONS

The City of Johannesburg Property Company (JPC), in its pursuit to this higher purpose as outlined by Covey (2006), commissioned an employee engagement survey in 2011. The overall results indicated low levels of trust in the organisation. The intention of the survey was to understand how employees felt about the issues that affect them and the organisation. The results would then have been used to inform the company's decision making processes on related policy and management issues.

Some of the key recommendations on employee relations and Trust included:

- Involve employees more in decision making in JPC
- Investigate and deal with perceived unfairness in terms of the conditions of service
- Improve trust between supervisors/managers, senior leadership and employees
- Ensure management treats employees with dignity and respect.

Based on the literature review conducted and further supported by the findings of Chambers et al. (2010), a high and significant correlation exists between servant leadership and trust. Therefore, it is imperative to determine whether or not the low levels of trust identified by the employee engagement results at the Joburg Property Company, is directly attributable to an absence or lack of servant leadership.

The researcher, using the above organisational context, with the work done by Chatbury et al. (2010) in mind as well as the literature review conducted in Chapter 2 sought to answer three research questions as outlined below.

Research question 1: Is there a positive correlation between servant leadership and trust? In other words, do servant-led organisations have higher levels of trust?

Research question 2: Is there a positive correlation between servant leadership and interpersonal trust? In other words, do servant-led organisations have higher levels of interpersonal trust?

Research question 3: Is there a positive correlation between servant leadership and organisational trust? In other words, do servant-led organisations have higher levels of organisational trust?

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Introduction

This study was conceptualised using a study conducted previously by Chatbury, Beauty & Kriek (2010). Their research examined the relationship between servant leadership and interpersonal trust in South Africa.

The authors proposed that the findings be used for discussions on what constitutes an appropriate leadership model at the base of the pyramid and how the approach might build trust among stakeholders in the informal economy in South Africa. It was found that a positive and significant relationship exist between servant leadership and trust in a sample of low-level workers and their managers in a South African firm. "These findings suggested that this model of leadership has the potential to enhance interpersonal trust between workers and managers in South Africa" (Chatbury, Beauty & Kriek, 2010).

This research attempted to extend these findings to the public sector environment that in essence represents the interests of the people of South Africa at large, and in particular, the bottom of the pyramid.

The methodology followed in conducting the research was therefore largely based on the original study, but conducted within a different context and with an extension of the research objectives as discussed in Chapter 3. While Chatbury et al. (2010) for example, limited their Organisational Trust Inventory to the eight items focusing on interpersonal trust between the supervisor and the employee only; this study deployed the full scope of the OTI to include measuring Organisational Trust. Further variations from the original study will be highlighted in the subsections discussed below.

4.2 Research design

The study adopted a research methodology that was best suited to answer research questions but also considering the existing resources and time constraints. A survey design (Shaughnessy & Zechmeister, 1997) was used to examine the relationship between servant leadership and interpersonal trust. A quantitative design was adopted to answer the research questions.

The fundamental difference between qualitative and quantitative research is that the former delves into 'what, where and when' while the latter is concerned with the 'why and how" of human behaviour (Zigmund, 2003). This research intended to test for the relationship between servant leadership and trust and hence the study was best supported by a quantitative approach.

Furthermore, quantitative design supported data gathering of many responses within a short period of time, and also considered a low budget for conducting the research (Zigmund, 2003).

Finally, the appropriateness of the quantitative approach was supported by Van Dierendonck (2011) who contended that studies with a strong qualitative focus have been popular research design in the field of servant leadership; however, "servant leadership theory has much to gain from broadening its perspective, using valid and reliable measures to study the propositions herein." The quantitative research design will therefore seek to contribute to addressing the apparent gap in the available literature.

The details of the survey design and quantitative design methods are set out below.

4.3   Defining the Population

Saunders & Lewis (2012) simply define a population as "the complete set of group members...". The target population of relevance was therefore identified as all employees of the City of Johannesburg Property Company. At the time of administering the survey the company had a staff complement of 129.

Two main factors that influenced the choice of the population defined in this study:

- Accessibility and cost considerations – the researcher is an employee of the City of Johannesburg Property Company, have access to information and will therefore be able to conduct the research within a cost and time-efficient manner.

- Apart from the above two reasons, the JPC was chosen given its not-for-profit orientation. Its mandate is largely founded on social imperatives. Sendjaya & Pekerti (2010) argued that not-for-profit organisations in contrast to organisations in the for-profit sector, with their more long-term perspectives and balanced approach to performance, provided a more positive context for servant leadership to take root and flourish.

4.4   Unit of Analysis

The research assessed the relationship between servant leadership and interpersonal trust at the JPC. The unit of analysis was the employees of the JPC.

4.5   Sampling method and Size

According to Saunders & Lewis (2012), the ideal approach when you wish to draw inference on a population where you are able to obtain a complete list of the elements of the target population (called a sampling frame) is to use a probability sampling technique to draw a sample for analysis. However, when surveys involving employees in the company are done, the practice is that of inviting all employees to participate. The JPC has a total of 129 staff – all employees were invited (via e-mail) to participate. Out of a possible response rate of 129 employees, 54 employees responded positively to the request, yielding a response rate of 42%. This was marginally less than the response rate obtained in the employee engagement survey which served as a baseline for the levels of trust in the company; the response rate for this survey was 50.4%. Thus, the sample size upon which the results of this study were based was 54.

4.6   Procedure followed for data collection

Data were collected through the questionnaire survey instrument attached as Appendix 1. The process undertaken in the development of the questionnaire is discussed below. Participants were given access to the questionnaires, mainly electronically via e-mail with a covering letter explaining the research to the proposed participants. The questionnaire included an introduction to the research, a request to voluntarily complete the questionnaires and instructions on how to complete the instrument. Confidentiality and anonymity were guaranteed and respondents were not required to reveal their identities.

Respondents were requested to rate the extent to which the individual's direct supervisor displays a specific servant leadership behaviour using a 5-point Likert scale from 0=Strongly Disagree to 5 = Strongly Agree. Respondents were then requested to complete the Organisational Trust Inventory by rating the 4 items that indicated trust levels between the direct supervisor and participant and rating each item using a 7-point Likert scale from 0 (=Nearly Zero) to 7 (= Near 100%).

The questionnaires were ultimately all printed and completed by hand and either hand-delivered to the researcher or collected from the participants. A total of 54 responses were received, yielding a response rate of 42%. The questionnaires were then handed to the statistician for the relevant data analysis.

4.7   Research instrument

To examine the relationship between servant leadership and trust, a survey questionnaire was developed. Two existing research instruments, the same instruments deployed during the research conducted by Chatbury et al. (2010), were used to inform the construction of the survey administered. These instruments are explained briefly followed by a description of the survey compiled and ultimately administered by the researcher.

4.7.1   Servant and Leadership Behaviour Scale (SLBS)

The researcher examined the impact of servant leadership behaviours on followers' trust in their immediate leaders and organisations using the construct of Servant Leadership developed by Sendjaya et al. (2008) which measures six dimensions and comprise of 35 items each. The six dimensions of servant leadership as conceptualised by these authors, are listed and briefly defined below:

1) *Voluntary Subordination (VS)*: consider others' needs and interests above his or her own; uses power in service to others, not for his or her own ambition – being a servant

2) *Authentic Self (AS)*: is not defensive when confronted; when criticised focuses on the message not the messenger – acts of service, humility, integrity, accountability, security

3) *Covenantal Relationship (CR)*: treats people as equal partners in the organisation; respects other for who they are, not for how they make him or her feel – acceptance, availability, equality, collaboration

4) *Responsible Morality (RM)*: takes a resolute stand on moral principles; encourages others to engage in moral reasoning – moral reasoning, moral action

5) *Transcendental Spirituality (TS)*: helps others to find clarity of purpose and direction; promotes values that transcend self-interest and material success – religiousness, interconnectedness, sense of mission, wholeness

6) *Transforming influence (TI)*: inspires others to lead by serving; leads by personal example – vision, modelling mentoring, trust and empowerment.

Sendiaya et al. (2008) said that, "the multidimensionality of servant leadership had been empirically verified in earlier studies, in which content validity was established through extensive reviews of the literature from pertinent fields such as religious theology, and organisational leadership; content analysis of interview data; and content expert validation".

4.7.2   Organisational Trust Inventory (OTI)

While the existing data from the employee engagement survey results alluded to low levels of trust, there was no scientifically sound measure applied to quantify the levels of trust. The measuring instrument that was used to assess both interpersonal and organisational trust is the Organisational Trust Inventory, developed and reported on by Nyhan & Marlowe (1997). This instrument was a 12-item measure designed to measure an individual's level of trust in his/her supervisor (8 items) and organisation (4 items) respectively.

The authors found that, in all cases, correlations were consistent with theoretical expected and hypothesized relationships between the levels of trust and other factors being addressed and confirmed the convergent validity of the instrument. (Chatbury et al., 2010).

4.7.3   Procedure followed in developing Survey Questionnaire

The researcher combined the two instruments above into one comprehensive research instrument. This was deliberately done to avoid survey fatigue amongst the participants. While the OTI was readily accessible on various electronic databases and the items could simply be transferred to the combined questionnaire, it was more difficult to obtain a copy of the SLBS. As a result, the researcher had to develop interview questions to measure servant leadership based on the insights gained from the original study by Chatbury et al. (2010) as well as the extended literature review on the available measurement dimensions for servant leadership. The study conducted by van Dierendonck (2010) was particularly useful in developing the questions required..

The survey instrument finally administered consisted of three sections. The first section described the demographic data collected about the participants in the survey. The demographics were used to assess any differences or similarities amongst the respondents. The second section of the survey presented the Servant Leadership Behaviour Scale, as adapted from (Sendiaya et al., 2008). The respondents had to

indicate on a 5-Point Likert Scale whether they agreed or disagreed with the statements provided. The final part of the questionnaire detailed the Organisational Trust Indicator developed by Nyhan & Marlowe (1997). Here, respondents were asked to complete each of the statements, using a 7-Point Likers Scale, by selecting the number from the scale that was closest to their opinion of the confidence level in your immediate supervisor and write it in the blank space at the end of the statement.

All the questions were linked to the research questions outlined in Chapter 3.

4.8   Data analysis

The main statistical computing tool used to analyse the data was the Statistical Package for the Social Sciences (SPSS).

Biographical data supplied by the respondents and their ratings on the 5-point Likert scale for Servant Leadership and the 7-point Likert scale for Trust had respectively formed the basis for the statistical analysis.

Before the data were analysed, a process of cleaning the data was initiated. In total, 15 questionnaires required some cleaning. The exercise involved checking things such as double entries. While some data were missing due to partially incomplete questionnaires, the degree of "missingness" was not a cause for concern. Since the degree of "missingness" was not that significant, there was no need for any procedures such as multiple imputation to be instituted.

The analysis involved a number of statistical techniques:

1. The Cronbach's alpha coefficient was calculated to determine reliability of the questions in the questionnaire for this study.

2. Frequency tables were run in order to determine the distributions of biographical information on the sample of respondents. The demographics in terms of age; gender; highest qualification and home language were presented in appropriate charts such as pie and bar charts to illustrate the distribution of respondents.

3. Frequency analyses and cross-tabulations were run on the Likert - type questions for both Servant Leadership and Trust and bar-charts were produced to illustrate the differences in opinions by the respondents around a particular dimension.

4. Relationships of servant leadership and trust were investigated through the use of Chi-Square tests of association and Pearson correlation coefficients as well as Spearman rank coefficient.

5. Linear regression models were fitted to explore the possible relations between the two types of trust dimensions and servant leadership dimension.

6. Pairwise comparisons of dimensions were done with the aid of multiple response function in SPSS.

7. Factor analysis was done to examine and explain the pattern of correlations for the all the quantitative variables: age, highest qualification and all the variables in Section A to Section C.

4.9   Limitations

- JPC is a small company which led to a small sample. Smaller companies generally function as "families" and may as a company have a greater propensity to trust in comparison to larger companies.
- The findings of the research cannot be generalised to other companies.
- The selection of the sample – inviting all employees to participate in the survey
- Had to improvise to develop the SLBS – may have content validity issues; not as sound at the OTI as this was previously tested.
- No pre-testing of the developed questionnaire.
- Employees were not given an opportunity to provide reasons – no open-ended questions.
- Interviewer and respondent bias – the researcher's proximity to the respondents may have affected objectivity on both sides.

CHAPTER 5: PRESENTATION OF THE RESULTS

5.1 Introduction

The study was designed to determine whether a relationship exist between servant leadership and trust. Significant research (Chatbury et al., 2012; Joseph & Winston, 2005) supported the argument that a positive relationship exists, but few studies have examined the relationship between servant leadership and trust in the public sector.

This chapter presents the results of the data collected during the present study. The interpretation of the findings will however be outlined in Chapter 6.

5.2 Sample characteristics

The target population was full-time employees of the Joburg Property Company, an entity wholly owned by the City of Johannesburg, responsible for the management and maintenance of all Council owned land and properties. A total fifty four employees participated in the survey and came from all levels in the company and represented a variety of disciples across the organisation. A description of the characteristics of the sample is provided in the charts in Section 5.6 below.

5.3 The data

Out of a possible response rate of 129, the 54 employees who took part in the study yielded a response rate of 42%.

Before the data were analysed, a process of cleaning the data was initiated. In total, 15 questionnaires required some cleaning. The exercise involved checking things such as double entries; especially on the question relating on home language. While some data were missing due to partially incomplete questionnaires, the degree of "missingness" was not a cause for concern. Since the degree of "missingness" was not that significant, there was no need for any procedures such as multiple imputation to be instituted.

For demographic variables (Section A), almost all data values were filled in by the respondents; only one person did not give a response when asked to indicate the respondent's home language.

No responses were received for a total of 14 questions (with a maximum of two non-responses per question) from respondents in questions that fall under Section B; while all questions were fully answered by the respondents under Section C.

5.4 Descriptive statistics

The results will from an elementary frequency analysis and cross-tabulation of variables of the data be presented in the sequence as per the survey questionnaire: Section A which consists of demographical data; Section B which is the Servant Leadership Behaviour Scale (SLBS) and finally Section C which deals with the levels of Interpersonal and Organisational Trust found in the organisation.

(The aim of this study is to examine the relationship between servant leadership and trust and therefore various correlations are presented in the sections below. All correlations of pairs of dimensions referred to in the text, either Spearman's Rank Correlation Coefficient and Pearsons Correlation coefficient are found in Appendix 2.)

5.4.1 Section A: Demographic Statistics

The figure below presents the distribution of respondents by age group.

Figure 14: Distribution of respondents by age group
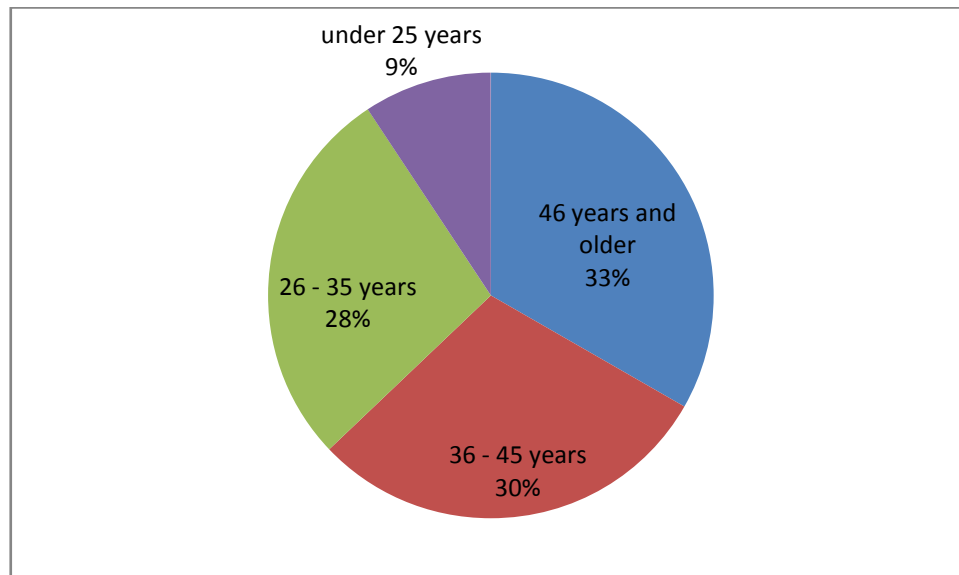
The ages of the respondents are skewed to the left with most of the respondents being older people with 63% of the people being 36 years or older.

The sample coincidentally resulted in a gender balance; an exact 50/50 split. The figure below presents the distribution of the highest qualifications of the respondents.

Figure 15: Distribution of respondents by highest qualification
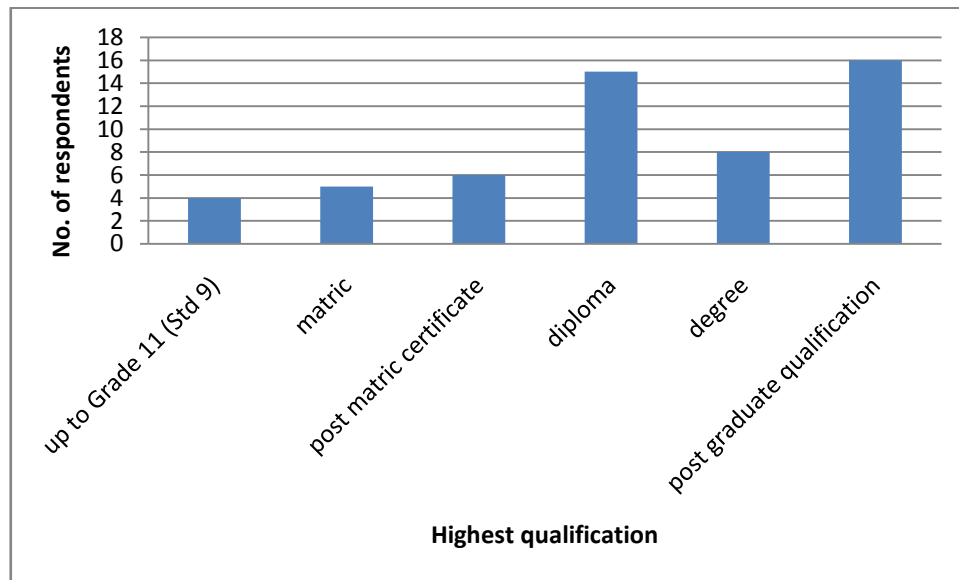
The majority of the respondents have a post graduate qualification (29.6%), a degree (14.8%) or a diploma (27.8%). This suggests that employees' levels of education are generally high.

Figure 16: Distribution of respondents by home language
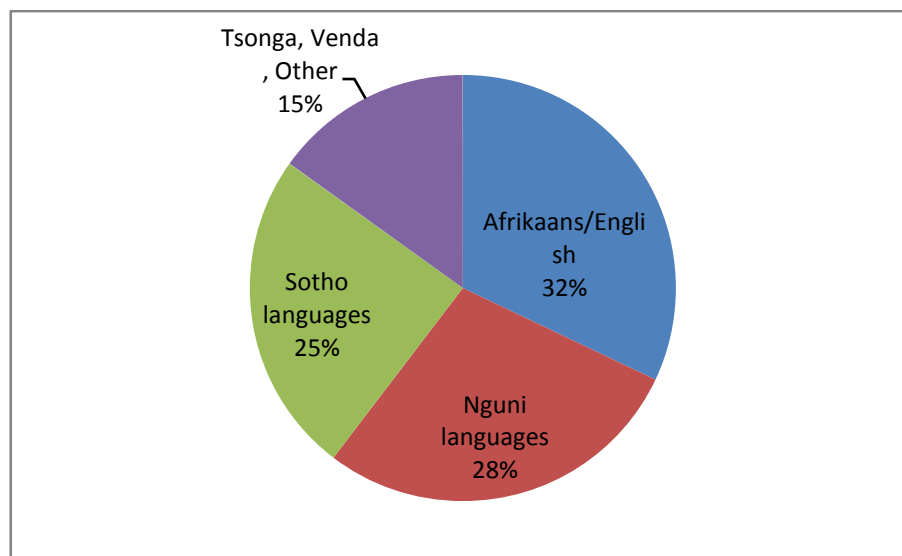
The majority of the respondents, just below one third or 32% belong to the English and Afrikaans language groups, followed by Nguni languages (i.e, Zulu, Xhosa, Ndebele and Swazi) at 28% which in turn are followed by Sotho language groups (Southern Sotho, Tswana and Sepedi or Nothern Sotho) at 25% with the least represented group being Tsonga, Venda and other at 15%.

5.4.2 Section B: Servant Leadership Behaviour Scale

This section is discussed in respect of the six dimensions: Voluntary Subordination (VS); Authentic Self (AS); Convenantal Relationship (CR); Responsible Morality (RM); Transcendental Spirituality (TS) and Transforming Influence (TI). Various questions relating to servant leadership were grouped in terms of the six (6) dimensions.

The responses were captured using a 5-point Likert – type scale: 1 = Strongly disagree; 2 = Disagree, 3 = Unsure; 4 = Agree; 5 = Strongly agree

5.6.2.1 Voluntary Subordination (VS) and its relationship with all other dimensions

The two questions that probed this dimension are:

Q5 – My manager demonstrates a willingness to take up opportunities to serve others whenever there is a legitimate need

Q6 – I regularly observe acts of service by my manager

The figure below illustrates responses to questions relating to the Voluntary Subordination (VS) dimension.

Figure 17: Comparison of responses to VS questions
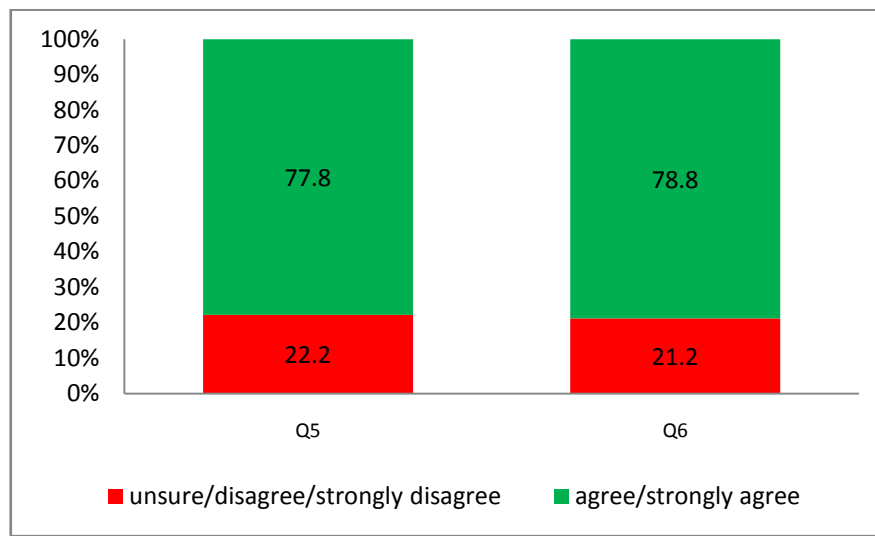
At 77.8%, the incidence of respondents saying that their *managers demonstrate a willingness to take up opportunities to serve others whenever there is a legitimate need* is very high. Similarly, 78.8% of respondents agreed that they *regularly observe acts of service by their managers.*

Only 22.2% of the respondents indicated that they were unsure/disagree or strongly disagreeing that their *managers demonstrate a willingness to take up opportunities to serve others whenever there is a legitimate need* while only 21.2% similarly were unsure/disagree or strongly disagreeing that they *regularly observe acts of service by their managers.*

For the dimension (VS) in its totality, 21,7% of the responses to the two questions were unsure/disagree/strongly disagree; while 78.3% of the responses were agreeing/strongly agreeing.

The Pearson correlation co-efficient for responses to the two questions was found to be 0.580 and a statistical test indicates that it is significantly greater than 0.

The Chi-square test of association for responses to the two questions gives a p-value of 0.000; this tells us that there is an association between the responses to the two questions.

The relationship of VS with all dimensions is explored because it is the only factor found to significantly impact on interpersonal trust when a full regression analysis of all dimensions is done as reported below.

The classification table below gives us an impression of the situation on the ground. About 8 out of every 10 respondents who answered in the affirmative to Q5 also give an affirmative response to Q6 while approximately 90% of respondents who answered in the affirmative for AS also responded likewise for VS.

Table 19: Multiple responses classification table - VS & AS

		AUTHENTIC SELF (AS)						Total for VS
		unsure/disagree/strongly disagree			agree/strongly agree			
		within VS	within AS	of total	within VS	within AS	of total	
VOLUNTARY SUBORDINATION (VS)	unsure/disagree /strongly disagree	66.10%	47.80%	14.40%	33.90%	10.60%	7.40%	**21.90%**
	agree/strongly agree	20.20%	52.20%	15.80%	79.80%	89.40%	62.40%	**78.10%**
Total for AS		30.20%			69.80%			100.00%

There is an approximate 66% likelihood that a negative response on the VS dimension will be accompanied by a negative response on the AS dimension.

However, there appears to be only a 47,8% chance that a negative response under AS dimension will be accompanied by a negative response under the VS dimension.

The Spearman's rank correlation coefficient is 0.702 and the Pearson correlation coefficient for VS and AS is 0.708; both were found to be significantly greater than 0.

The table below illustrates the cross tabulation of VS and CR.

Table 20: Multiple responses classification table - VS & CR

		CONVENANTAL RELATIONSHIP (CR)						Total for VS
		unsure/disagree/strongly disagree			agree/strongly agree			
		within VS	within CR	of total	within VS	within CR	of total	
VOLUNTARY SUBORDINATION (VS)	unsure/disagree /strongly disagree	60.40%	51.40%	13.20%	39.60%	11.60%	8.60%	**21.80%**
	agree/strongly agree	15.90%	48.60%	12.40%	84.10%	88.40%	65.80%	**78.20%**
Total for CR		**25.60%**			**74.40%**			**100.00%**

More than 80% of the respondents who gave affirmative answers to VS also give answers in the affirmative to CR questions and vice-versa.

There is an approximate 60% likelihood that a negative response on the VS dimension will be accompanied by a negative response on the CR dimension. However, there appears to be only a 51% chance that a negative response under the CR dimension will be accompanied by a negative response under the VS dimension.

The Spearman's rank correlation coefficient is 0.668 and the Pearson correlation coefficient for VS and CR is 0.684; both were found to be significantly greater than 0.

The table below illustrates the cross tabulation of VS and RM.

Table 21: Multiple responses classification table - VS & RM

		RESPONSIBLE MORALITY (RM)						Total for VS
		unsure/disagree/strongly disagree			agree/strongly agree			
		within VS	within AS	of total	within VS	within AS	of total	
VOLUNTARY	unsure/disagree	63.00%	52.70%	13.70%	37.00%	10.80%	8.00%	**21.70%**

SUBORDINATION (VS)	/strongly disagree							
	agree/strongly agree	15.70%	47.30%	12.30%	84.30%	89.20%	66.00%	**78.30%**
Total for RM		**25.90%**			**74.10%**			**100.00%**

The relationship between VS and RM is very similar to the relationship between both VS and AS and VS and CR, respectively.

The Spearman's rank correlation coefficient is 0.556 and the Pearson correlation coefficient for VS and RM is 0.592; both were found to be significantly greater than 0.

The table below illustrates the cross tabulation of VS and TS.

Table 22: Multiple responses classification table - VS & TS

		TRANSCENDENTAL SPIRILUALITY (TS)						Total for VS
		unsure/disagree/strongly disagree			agree/strongly agree			
		within VS	within AS	of total	within VS	within AS	of total	
VOLUNTARY SUBORDINATION (VS)	unsure/disagree /strongly disagree	64.10%	36.90%	14.20%	35.90%	12.90%	7.90%	**22.10%**
	agree/strongly agree	31.20%	63.10%	24.30%	68.80%	87.10%	53.60%	**77.90%**
Total for TS		**38.50%**			**61.50%**			**100%**

Respondents appear to be more misgiving for issues relating to TS compared to issues of VS. This stems from the observation that of those respondents who answered in the affirmative for VS, only 68.8% also answered in the affirmative for TS; whilst of those

who responded in the affirmative under TS, 87.1% also responded in the affirmative for VS.

The Spearman's rank correlation coefficient is 0. 456 and the Pearson correlation coefficient for VS and TS is 0.481; both were found to be significantly greater than 0.

The table below illustrates the cross tabulation of VS and TI.

Table 23: Multiple responses classification table - VS & TI

		TRANSFORMING INFLUENCE (TI)						Total for VS
		unsure/disagree/strongly disagree			agree/strongly agree			
		within VS	within AS	of total	within VS	within AS	of total	
VOLUNTARY SUBORDINATION (VS)	unsure/disagree /strongly disagree	69.90%	51.60%	15.10%	30.10%	9.20%	6.50%	**21.60%**
	agree/strongly agree	18.10%	48.40%	14.20%	81.90%	90.80%	64.20%	**78.40%**
Total for TI		**29.30%**			**70.70%**			**100.00%**

The Spearman's rank correlation coefficient is 0.677 and the Pearson correlation coefficient for VS and TI is 0.660; both were found to be significantly greater than 0.

The table below illustrates the cross tabulation of VS and IT.

Table 24: Multiple responses classification table - VS & IT

	INTERPERSONAL TRUST (IT)						Total for VS
	0 up to 50%			Above 50%			
	within VS	within AS	of total	within VS	within AS	of total	

VOLUNTARY SUBORDINATION (VS)	unsure/disagree /strongly disagree	71.40%	51.80%	15.50%	28.60%	8.80%	6.20%	**21.70%**
	agree/strongly agree	18.40%	48.20%	14.40%	81.60%	91.20%	63.90%	**78.30%**
Total for IT		**29.90%**			**70.10%**			**100.00%**

If respondent is VS negative, there is an approximate probability of 71.4% that the respondent will also be IT- negative. However, in instances where the respondents are IT-negative, only 51.8% are also VS-negative. Respondents appear to be more misgiving to VS in comparison to IT.

The Spearman's rank correlation coefficient is 0.776 and the Pearson correlation coefficient for VS and IT is 0.773; both were found to be significantly greater than 0.

The table below is the classification table for VS and OT.

Table 25: Multiple responses classification table - VS & OT

		ORGANISATIONAL TRUST (OT)						**Total for VS**
		0 up to 50%			Above 50%			
		within VS	within AS	of total	within VS	within AS	of total	
VOLUNTARY SUBORDINATION (VS)	unsure/disagree /strongly disagree	74.80%	27.70%	16.20%	25.20%	13.20%	5.50%	**21.70%**
	agree/strongly agree	54.20%	72.30%	42.50%	45.80%	86.80%	35.80%	**78.30%**
Total for OT		**58.70%**			**41.30%**			**100.00%**

For respondents who are VS-positive, only 45.8% are also OT-positive, whereas if it is OT-positive it is highly probable that the respondents would also be VS-positive.

The Spearman's rank correlation coefficient is 0.187 and the Pearson correlation coefficient for VS and OT is 0.251; VS and OT were found not to be significant at both the 1% and 5% level of significance.

Authentic Self (AS)

The 5 questions that probed this dimension are:

Q7 – My manager is humble in his/her dealings with staff

Q8 - My manager is honest and acts with integrity at all times

Q9 - My manager lives according to our company value of being accountable

Q10 - My manager is secure in his/her own capabilities and do not require constant acknowledgement and approval

Q11 - My manager is not afraid to display his/her vulnerable side at times

The figure below illustrates responses to questions relating to the authentic self (AS) dimension.

Figure 5: Comparison of responses to AS
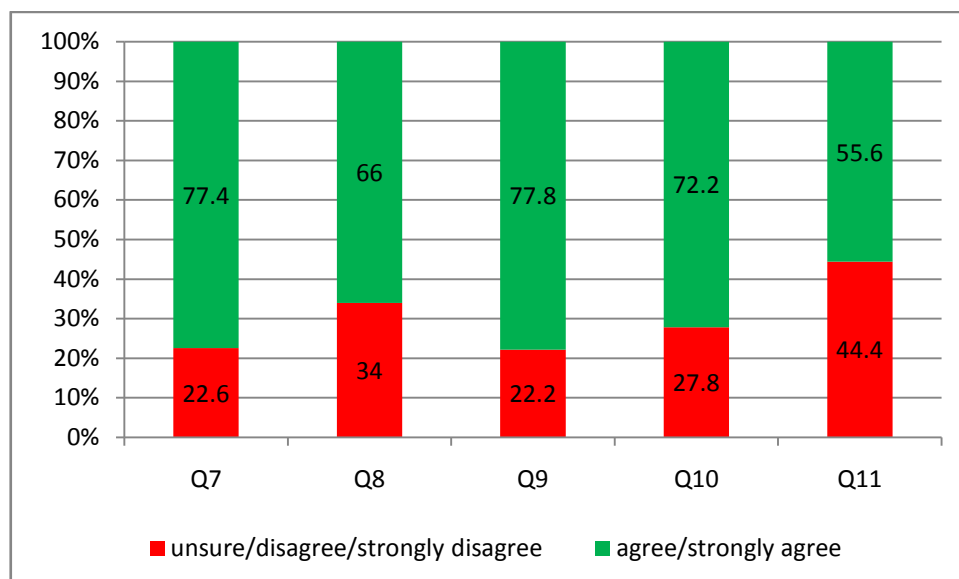
For this dimension, 30.2 % of the responses to the five questions were unsure/disagree/strongly disagree; while 69.8% of the responses were agreeing/strongly agreeing.

The two biggest contributors to these positive perceptions under this dimension are Questions 7 (at 77.4%) and Question 9 (at 77.8%) whilst the least levels of satisfaction are registered in Question 11 (at 55.6% agreeing/strongly agreeing).

The Pearson test of correlation coefficient indicates the following:

- At the 1% level of significance, Question 7 and Question 11 are not correlated; however they are found to be correlated at the 5% level of significance.
- Question 11 is not correlated with any of Question 8, 9 and 10.

It appears as though Question 11 is out of sync with all the questions measuring AS.

The table below illustrates the cross tabulation of AS and IT.

Table 26: Multiple responses classification table - AS & IT

| | | INTERPERSONAL TRUST (IT) | | | | | | Total for AS |
| | | 0 up to 50% | | | Above 50% | | | |
		within VS	within IT	of total	within VS	within IT	of total	
AUTHENTIC SELF (AS)	unsure/disagree /strongly disagree	57.80%	57.50%	17.50%	42.20%	18.30%	12.70%	**30.20%**
	agree/strongly agree	18.50%	42.50%	12.90%	81.50%	81.70%	56.90%	**69.80%**
Total for IT		30.40%			69.60%			100.00%

The results from the table appear to suggest that the probabilities of a negative result given a negative result for the other, in the case of AS and IT, are very close (57.8% and 57.5% respectively). Similarly, the probability of a positive result for one given a

positive result for the other, are interestingly very close as well (81.5% and 81.7% respectively).

Both the Spearman's correlation coefficient (0.648) and Pearson (0.725) were found to be significantly greater than 0 at the 5% as well as the 1% level of significance.

The table below illustrates the cross tabulation of AS and OT.

Table 27: Multiple responses classification - AS & OT

		ORGANISATIONAL TRUST (OT)						Total for AS
		0 up to 50%			Above 50%			
		within AS	within OT	of total	within OT	within AS	of total	
AUTHENTIC SELF (AS)	unsure/disagree /strongly disagree	72.10%	37.00%	21.80%	27.90%	20.50%	8.40%	**30.20%**
	agree/strongly agree	53.30%	63.00%	37.20%	46.70%	79.50%	32.60%	**69.80%**
Total for AS		59.00%			41.00%			100.00%

With reference to Table 9 it was observed that given an AS-negative respondent the chances or probability that they will be OT-negative is approximately 72.1 %. In sharp contrast to this observation one observes that the probability that an OT-negative respondent will also be AS-negative, at 37% is much lower.

The Spearman's correlation coefficient (0.291) is only marginally significant at the 5% level of significance and is found not to be significantly different from 0 at the 1% level of significance. The Pearson correlation of (0.361) is however considered to be significant.

5.6.2.3 Covenantal Relationship (CR)

The 4 questions that probed this dimension are:

Q12 – My immediate supervisor seems to accept me for who I am as a person.

Q13 – My immediate line manager is always visible and accessible.

Q14 – My immediate manager treats all employees as equal partners in our business.

Q15 – My immediate manager encourages us to collaborate our efforts towards a common goal.

The figure below illustrates responses to questions relating to the covenantal relationship (CR) dimension.

Figure 18: Comparison of responses to CR
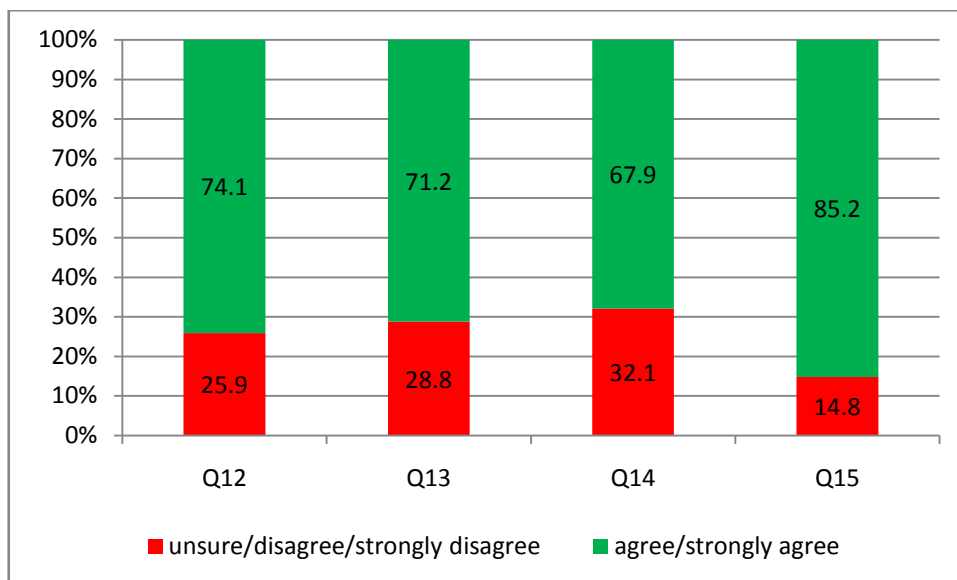
For this dimension, 25.4 % of the responses to the four questions were unsure/disagree/strongly disagree; while 74.6 % of the responses were agreeing/strongly agreeing.

Table 10 illustrates the cross tabulation of CR and IT.

Table 28: Multiple responses classification - CR & IT

| | | INTERPERSONAL TRUST (IT) | | | | | | Total for VS |
| | | 0 up to 50% | | | Above 50% | | | |
		within VS	within AS	of total	within VS	within AS	of total	
CONVENANTAL RELATIONSHIP (CR)	unsure/disagree /strongly disagree	68.50%	57.70%	17.40%	31.50%	11.40%	8.00%	**25.40%**
	agree/strongly agree	17.10%	42.30%	12.70%	82.90%	88.60%	61.90%	**74.60%**
Total for IT		**30.10%**			**69.90%**			**100.00%**

For respondents who are CR-negative, the chances of them also being IT-negative are 68.5%, while the chances of a respondent who is IT-negative being also CR-negative are 57.7%. For CR-positive respondents, the probability of them being also IT-positive is 82.9% - this value appears close to the probability of IT-positive respondents being also CR-positive which is 88.6%.

The Spearman's rank correlation coefficient is 0.736 and the Pearson correlation coefficient for CR and IT is 0.793; both were found to be significantly greater than 0.

Table 29: Multiple responses classification - CR & OT

| | | ORGANISATIONALL TRUST (OT) | | | | | | Total for VS |
| | | 0 up to 50% | | | Above 50% | | | |
		within CR	within OT	of total	within CR	within OT	of total	
CONVENANTAL RELATIONSHIP	unsure/disagree /strongly disagree	83.00%	35.60%	21.00%	17.00%	10.60%	4.30%	**25.40%**

(CR)	agree/strongly agree	50.90%	64.40%	38.00%	49.10%	89.40%	36.60%	**74.60%**
Total for OT		**59.10%**			**40.90%**			**100.00%**

It is intriguing to note that there are notable disparities from the results observed between the relationship of IT and CR. With OT and CR:

- CR-negative respondents, at 83% have a higher likelihood of also being OT-negative compared with 68.5% for CR-negative being IT-negative
- For OT-negative respondents the likelihood of them also being CR-negative is 35.6% compared to 57.5% with IT.
- The likelihood of a CR-positive respondent being OT-positive is 49.1% (compared to 82.9% with IT)
- OT-positive respondents, have an equal chance of being CR positive (89.4%) compared to IT-positive being CR-positive (88.6%)

The Spearman's rank correlation coefficient is 0.388 and the Pearson correlation coefficient for CR and OT is 0.477; both were found to be significantly greater than 0.

5.6.2.4 Responsible Morality (RM)

The 2 questions that probed this dimension are:

Q16 – My manager's decisions are always morally legitimate, thoughtfully reasoned and ethically justified.

Q17 - My immediate manager encourages and facilitates good moral dialogue between himself and his subordinates.

Figure 7 illustrates responses to questions relating to the Responsible Morality (RM) dimension.

Figure 19: Comparison of responses to RM

For this dimension, 25.9 % of the responses to the two (2) questions were unsure/disagree/strongly disagree; while 74.1 % of the responses were agreeing/strongly agreeing.

Table 12 illustrates the cross tabulation of RM and IT.

Table 30: Multiple responses classification - RM & IT

		INTERPERSONAL TRUST (IT)						Total for RM
		0 up to 50%			Above 50%			
		within RM	within IT	of total	within RM	within IT	of total	
RESPONSIBLE MORALITY (RM)	unsure/disagree /strongly disagree	70.90%	61.00%	18.40%	29.10%	10.80%	7.50%	**25.90%**
	agree/strongly agree	15.90%	39.00%	11.80%	84.10%	89.20%	62.30%	**74.10%**
Total for IT		30.20%			69.80%			100.00%

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For RM-negative respondents the likelihood that they would also be IT-negative is 70.9%; for IT-negative respondents the likelihood that they would also be RM-negative is 61%.

For RM-positive respondents the likelihood of them being IT-positive and vice-versa is between 85% and 90%.

The Spearman's rank correlation coefficient is 0.610 and the Pearson correlation coefficient for RM and IT is 0.707; both were found to be significantly greater than 0.
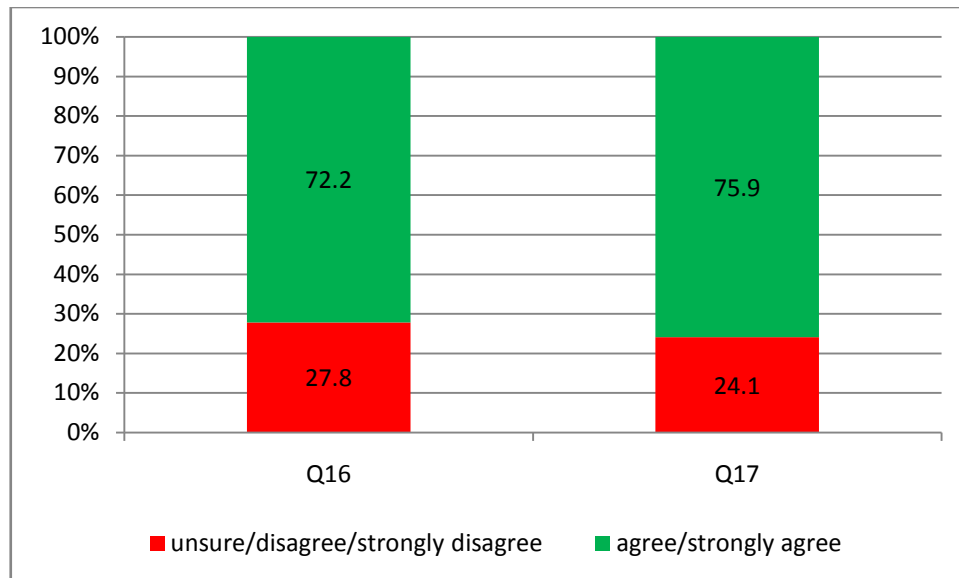
The table below illustrates the cross tabulation of RM and OT.

Table 31: Multiple responses classification - RM & OT

| | | ORGANISATIONAL TRUST (OT) | | | | | | Total for VS |
| | | 0 up to 50% | | | Above 50% | | | |
		within RM	within OT	of total	within RM	within OT	of total	
RESPONSIBLE MORALITY (RM)	unsure/disagree /strongly disagree	76.40%	33.90%	19.80%	23.60%	14.70%	6.10%	**25.90%**
	agree/strongly agree	52.20%	66.10%	38.70%	47.80%	85.30%	33.40%	**74.10%**
Total for OT		**58.50%**			**41.50%**			**100.00%**

The profiling of RM and OT and IT is very similar to that of CR and OT and IT in that the results for IT and OT respectively are radically different.

It is intriguing to note that there are notable disparities from the results observed between the relationship of IT and RM. With OT and RM:

- RM-negative respondents, at 76.4% have a higher likelihood of also being OT-negative compared with 70.9% for RM-negative being IT-negative
- For OT-negative respondents the likelihood of them also being RM-negative is 33.9% compared to 61.0% with IT.
- The likelihood of a RM-positive respondent being OT-positive is 85.3% (compared to 84.1% with IT)
- OT-positive respondents, have an equal chance of being RM positive (47.8%) compared to IT-positive being RM-positive (89.2%)

The Spearman's rank correlation coefficient is 0.418 and the Pearson correlation coefficient for RM and OT is 0.479.; both were found to be significantly greater than 0.

Having observed the similarities in behaviours between CR and RM, both as servant leadership behaviours, a correlation between the two variables were conducted. The Spearman's rank correlation coefficient is 0.738 and the Pearson correlation coefficient for CR and RM is 0.810; both were found to be significantly greater than 0.

5.6.2.5 Transcendental Spirituality (TS)

The 4 questions that probed this dimension are:

Q18 – My manager's conduct resembles spiritual/religious values.

Q19 - My manager places a premium on a "holistic, integrated life" which stretched beyond the workplace.

Q20 – My manager clearly articulates the reason for our existence which creates meaning and purpose in life.

Q21 - In my department, my manager highlights our interconnectedness and gets us to work together as a team.

Figure 8 illustrates responses to questions relating to the Transcendental Spirituality (TS) dimension.

Figure 20: Comparison of responses to TS
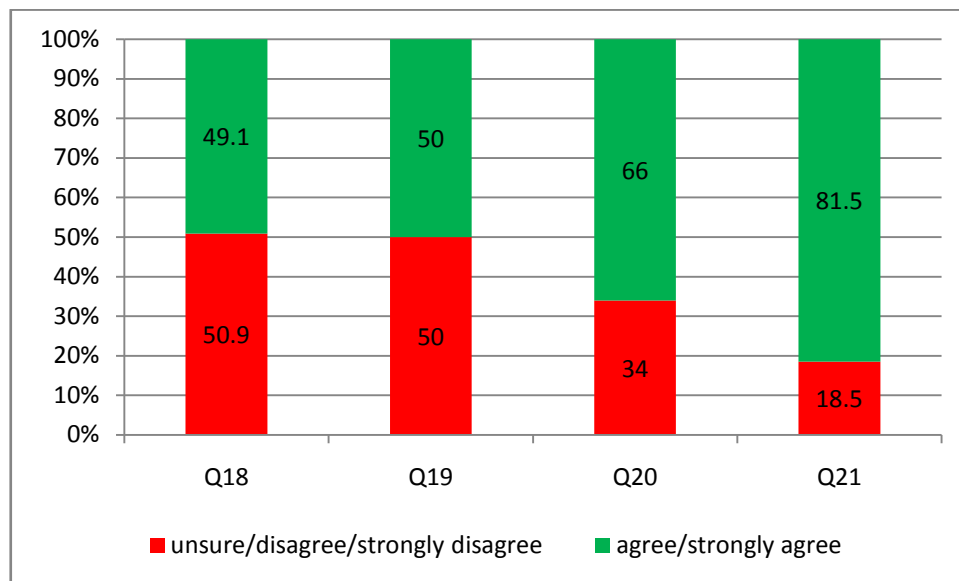
For this dimension, 38.2% of the responses to the four (4) questions were unsure/disagree/strongly disagree; while 61.8 % of the responses were agreeing/strongly agreeing.

Table 14 illustrates the cross tabulation of TS and IT.

Table 32: Multiple responses classification - TS & IT

		INTERPERSONAL TRUST (IT)						Total for TS
		0 up to 50%			Above 50%			
		within TS	within IT	of total	within TS	within IT	of total	
TRANSCENDENTAL SPRITUALITY (TS)	unsure/disagree /strongly disagree	54.00%	67.10%	20.60%	46.00%	25.40%	17.60%	**38.20%**
	agree/strongly agree	16.40%	32.90%	10.10%	83.60%	74.60%	51.70%	**61.80%**
Total for OT		**30.70%**			**69.30%**			**100.00%**

For TS-negative respondents the likelihood that they would also be IT-negative is 54.0%; for IT-negative respondents the likelihood that they would also be TS-negative is 67.1%.

For TS-positive respondents the likelihood of them being IT-positive is 83.60% and 74.6% for IT-positive being TS-positive.

The Spearman's rank correlation coefficient is 0.585 and the Pearson correlation coefficient for TS and IT is 0.633.; both were found to be significantly greater than 0.

Table 15 illustrates the cross tabulation of TS and OT.

Table 33: Multiple responses classification - TS & IT

		ORGANISATIONAL TRUST (OT)						Total for TS
		0 up to 50%			Above 50%			
		within TS	within OT	of total	within TS	within OT	of total	
TRANSCENDENTAL SPRITUALITY (TS)	unsure/disagree /strongly disagree	74.10%	48.20%	28.30%	25.90%	24.00	9.90%	**38.20%**
	agree/strongly agree	49.30%	51.80%	30.50%	50.70%	76.00%	31.30%	**61.80%**
Total for OT		58.80%			41.20%			100.00%

For TS-negative respondents the likelihood that they would also be IT-negative is 74.1%; for OT-negative respondents the likelihood that they would also be TS-negative is a paltry 48.2%.

For TS-positive respondents the likelihood of them being OT-positive is 50.70% and 76.0% for OT-positive being TS-positive.

Correlation

The Spearman's rank correlation coefficient is 0.433 and the Pearson correlation coefficient for TS and OT is 0.489; both were found to be significantly greater than 0.

5.6.2.6 Transforming Influence (TI)

The 5 questions that probed this dimension are:

Q22 – My manager has a clear vision of our company's future.

Q23 – I am motivated to do better by the personal example set by my manager.

Q24 – My immediate manager is an excellent mentor to myself and/or others.

Q25 – I trust my immediate manager

Q26 – My immediate manager believes in empowering employees.

Figure 9 illustrates responses to questions relating to the Transforming Influence (TI) dimension.

Figure 21: Comparison of responses to TI
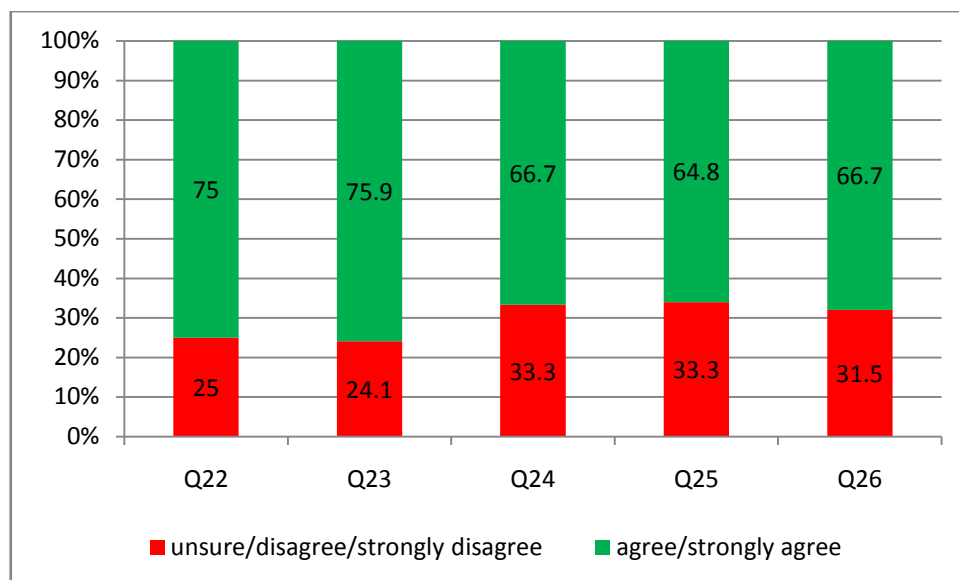
For this dimension, 29.7% of the responses to the five (5) questions were unsure/disagree/strongly disagree; while 70.3% of the responses were agreeing/strongly agreeing.

The table below illustrates the cross tabulation of TI and IT.

Table 34: Multiple responses classification - TI & IT

| | | INTERPERSONAL TRUST (IT) | | | | | | Total for VS |
| | | 0 up to 50% | | | Above 50% | | | |
		within TI	within IT	of total	within TI	within IT	of total	
TRANSFORMING INFLUENCE (TI)	unsure/disagree /strongly disagree	73.80%	72.20%	21.90%	26.20%	11.20%	7.80%	**29.70%**
	agree/strongly agree	12.00%	27.80%	8.40%	88.00%	88.80%	61.90%	**70.30%**
Total for OT		**30.30%**			**69.70%**			**100.00%**

For TI-negative respondents the likelihood that they would also be IT-negative and vice versa is between 72% and 74%/

Interestingly, for TS-positive respondents the likelihood of them being IT-positive and vice versa is between 88% and 89%.

The observation is that this pair of dimensions have the highest correlation values (Pearson = 0.830 and Spearman = 0.746)

Table 17 illustrates the cross tabulation of TI and OT.

Table 35: Multiple responses classification - TI & OT

		ORGANISATIONAL TRUST (OT)						Total for VS
		0 up to 50%			Above 50%			
		within TI	within OT	of total	within TI	within OT	of total	
TRANSFORMING INFLUENCE (TI)	unsure/disagree /strongly disagree	82.80%	42.00%	24.60%	17.20%	12.30%	5.10%	**29.70%**
	agree/strongly agree	48.20%	58.00%	33.90%	51.80%	87.70%	36.40%	**70.30%**
Total for OT		**58.50%**			**41.50%**			**100.00%**

Again OT shows that it has weak relations with yet another servant leadership dimension. We note that in the classification Table above , 82.8% of TI negative respondents say they are OT-negative as well, while 42% of OT negative respondents say they are TI negative.

The proportion of TI positive respondents who say they are also OT positive is 51.8%; this is a paltry figure compared to 87.8% which obtains for OT respondents who say they are TI positive as well.

Correlation

The Spearman's rank correlation coefficient is 0.433 and the Pearson correlation coefficient for TI and OT is 0.489; both were found to be significantly greater than 0.

5.4.3   Section C: Organisational Trust Inventory

The Organisational Trust Inventory consisted of two dimensions. The first part measured interpersonal trust (IT), while the second part measured organisational trust (OT). Various questions relating to trust were grouped in terms of these two sub-dimensions .

Respondents were asked to rate the confidence level in their immediate supervisors on a scale from 1 to 7; 1 = nearly zero; 2 = very low; 3 = low; 4 = 50/50; 5 = high; 6=very high; 7 = near 100%

5.6.3.1 Interpersonal Trust (IT)

The eight questions that probed this dimension are:

Q27 – My level of confidence that my immediate manager/supervisor is technically competent at the critical   elements of his/her job is _____.

Q28 – My level of confidence that my immediate manager/supervisor make well thought out decisions about his/her job _____.

Q29 – My level of confidence that my immediate manager/supervisor will follow through on assignments is _____.

Q30 – My level of confidence that my immediate manager/supervisor has an acceptable level of understanding of his/her job is _____.

Q31 – My level of confidence that my immediate manager/supervisor will be able to do his/her job in an acceptable manner is _____.

Q32 – When my immediate manager/supervisor tells me something my level of confidence that I can rely on what they tell me is _____.

Q33 – My level of confidence in my immediate manager/supervisor to do the job without causing other problems is _____.

Q34 – My level of confidence that my immediate manager/supervisor will think through what he/she is doing on the job _____.

Figure 10 illustrates responses to questions relating to the Interpersonal Trust (IT) dimension.

Figure 22: Comparison of responses to IT
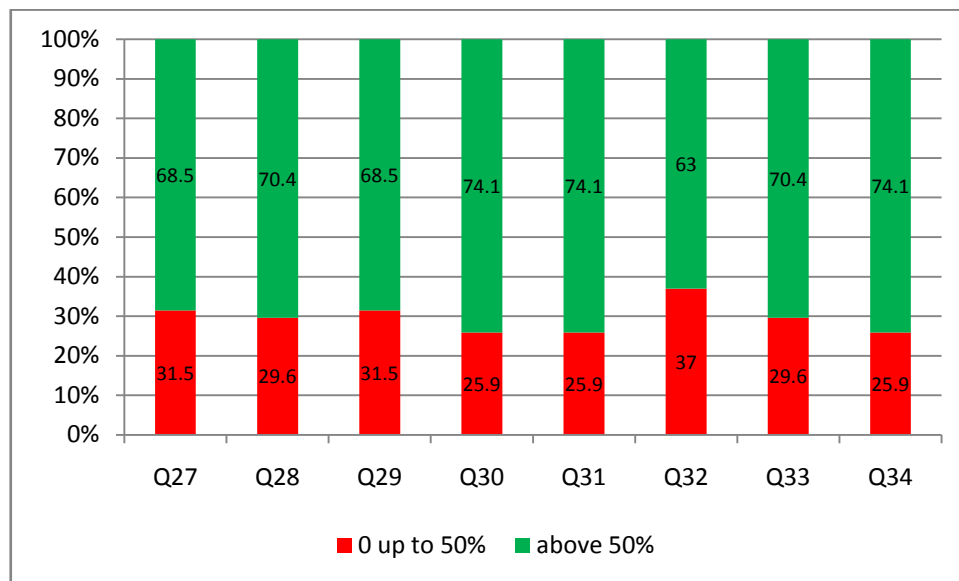
For this dimension, 30.2% of the responses to the eight (8) questions indicated a confidence level of between o up to 50% in their immediate supervisors; while 69.8% of the responses were above 50%.

5.6.3.2 Organisational Trust (OT)

The four questions that probed this dimension are:

*Q35 – My level of confidence that this organization will treat me fairly is _____.*

Q36 – The level of trust between supervisors and workers in this organization is _____.

Q37 – The level of trust among people I with on a regular basis is _____.

Q38 - The degree to which we can depend on each other in this organization is _____.

Figure 11 illustrates responses to questions relating to the Organisational Trust (OT) dimension.

Figure 23: Comparison of responses to OT
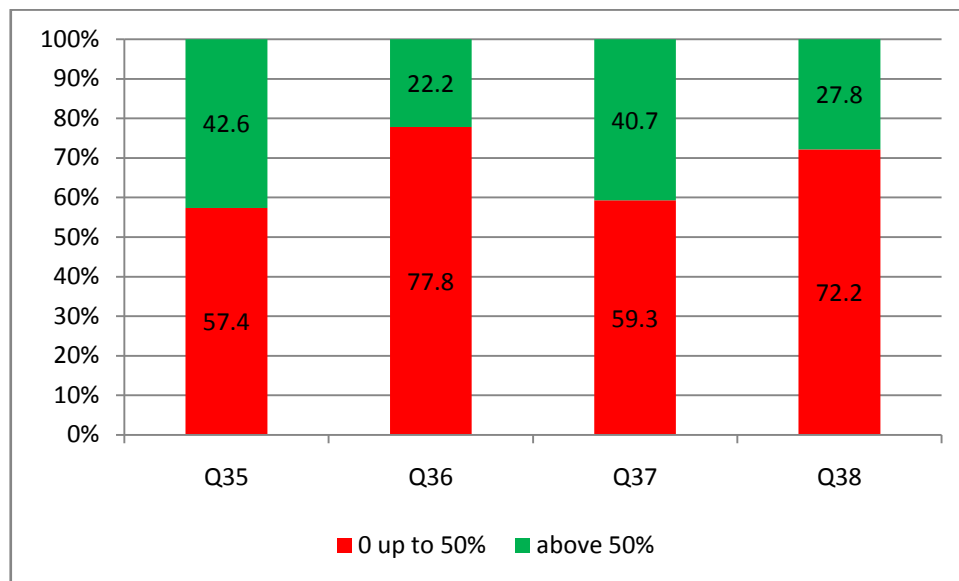
For this dimension, 58.5% of the responses to the four (4) questions indicated a confidence level of between 0 up to 50% in their immediate supervisors; while only 41.5% of the responses were above a confidence level of 50%.

The table below illustrates the cross tabulation of IT and OT.

Table 36: Multiple responses classifications - IT & OT

|		ORGANISATIONAL TRUST (OT)						Total for IT
		0 up to 50%			Above 50%			
		within TI	within OT	of total	within TI	within OT	of total	
INTERPERSONAL TRUST (IT)	unsure/disagree /strongly disagree	85.10%	43.90%	25.70%	14.90%	10.80%	4.50%	**30.20%**
	agree/strongly agree	47.00%	56.10%	32.90%	53.00%	89.20%	37.00%	**69.80%**
Total for OT		**58.50%**			**41.50%**			**100.00%**

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The proportion of OT-negative amongst the respondents who are IT-negative is 85.10 % while the proportion of IT-negative respondents who are OT-negative is 43.90%. The proportion of OT positive amongst those respondents who are IT-positive is 53.00%, while the proportion of IT-positive amongst the respondents who are OT-positive is a towering 89.20%. The latter observations tell us that respondents, whether IT-negative or IT-positive are almost equally susceptible of being OT-negative.

Correlation

The Spearman's rank correlation coefficient is 0.505 and the Pearson correlation coefficient for OT and IT is 0.404; both were found to be significantly greater than 0.

However, the overall impression that one gets from Figure 24 is that in this organisation it has been much easier to cultivate interpersonal trust as opposed to organisational trust. Possible reasons as to why this is the case, are proffered in Chapter 6.

Figure 24: Scatter plot OT & IT
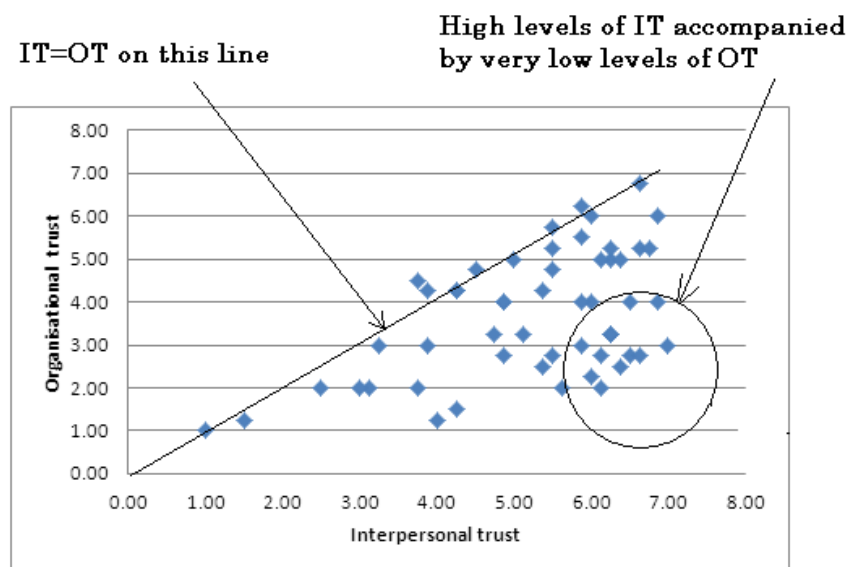

5.5   Influence of SL dimensions on Trust dimensions

5.5.1   *Influence of overall SL on interpersonal trust (IT)*

In an effort to understand the importance of servant leadership to trust variables, one variable called "Servant leadership (SL)" which is the mean of all the responses to the 22 questions for each respondent is calculated. Simple linear regression was then run

with each trust variable as the *dependent variable* and SL as the *independent variable.*
The scatter plot of IT versus SL and the fitted model are given in Figure **.

Figure 25: Fitted Linear Regression Model of IT vs SL
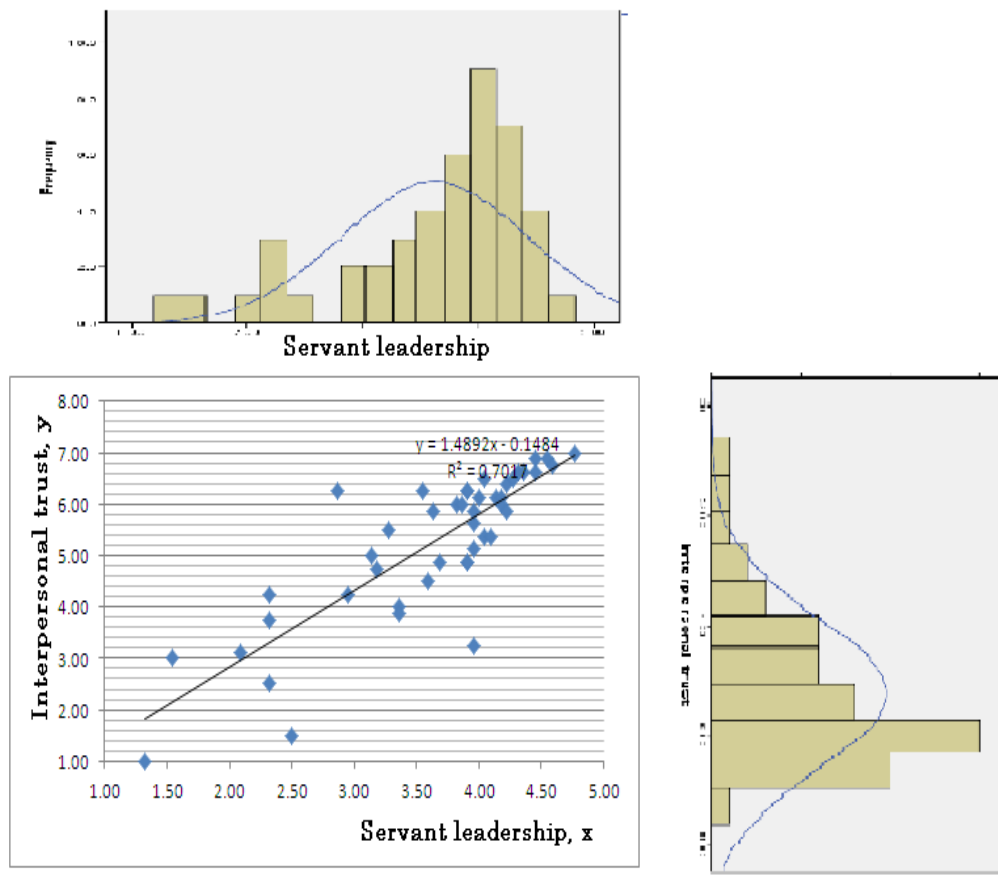
A detailed SPSS output regarding the fitted regression model is given in Appendix **

The major highlights of the outputs are:

- The raw R^2 and adjusted R^2 values are 70.2% and 69.5%, respectively.
- The analysis of variance F-tests gives a p-value of 0.00 indicating that the model is significant.
- The residuals do not appear to closely follow a normal distribution (see the histogram for the residuals and accompanying normal P-P plot.)
- The maximum Cook's distance was found to be 0.252 indicating that the problem of outliers for the fitted model is not significant.

- One would not be comfortable accepting the model when you examine a plot of the residuals versus interpersonal trust. Given the pattern that residual values increase with increasing interpersonal trust.

5.5.2 Influence of individual SL dimensions on interpersonal trust (IT)

In this section an exploratory analysis of the relative importance of the servant leadership dimensions to the interpersonal trust (IT) dimensions is done using multiple linear regression with all the six servant leadership dimensions as the independent variables while the dependent variable is interpersonal trust. The model fitted is of the form

$$Y = \beta_o + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \epsilon, \ldots\ldots\ldots\ldots\ldots\ldots\ldots(1)$$

where

X_1 = mean of VS responses,

X_2 = mean of AS responses,

X_3 = mean of CR responses,

X_4 = mean of RM responses,

X_5 = mean of TS responses,

X_6 = mean of TI responses, and

Y = mean of interpersonal trust (IT) responses

The means of questions under each dimension are computed and treated as the respective representative values of the dimensions for the respondents.

The linear regression tool is used to explore the possible dependency relationship of the interpersonal trust dimension variable on servant leadership variables yielding the SPSS output in Appendix 3.2.

A detailed SPSS output regarding the fitted regression model is given.

The major highlights of the outputs are:

- At 76.3 % and 72.6% respectively the raw R^2 and adjusted R^2 appear to be large enough to suggest that the linear model adequately fits the data.

- The analysis of variance F-tests gives a p-value of 0.00 confirming that the model is significant.

- The residual appear to follow a normal distribution (see the histogram for the residuals and accompanying normal P-P plot.)

- The maximum Cook's distance was found to be 0.35 indicating that the problem of outliers for the fitted model is non-existent.

In this section an exploratory analysis of the relative importance of the servant leadership dimensions to the trust dimensions is done.

The means of questions under each dimension are computed and treated as the respective representative values of the dimensions for the respondents.

The linear regression tool is used to explore the possible dependency relationship of the trust dimension variables on servant leadership variables yielding the SPSS output in the table below.

Table heading

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	-.380	.654		-.580	.565	-1.705	.945
Voluntary subordination	.504	.215	.281	2.345	.024	.069	.939
Authentic self	.130	.314	.074	.413	.682	-.506	.766
Convenantal relationship	.279	.303	.185	.921	.363	-.334	.892
Responsible morality	-.260	.248	-.189	-1.048	.301	-.762	.242
Transcendental spirituality	.046	.194	.029	.235	.815	-.347	.438
Transforming influence	.910	.356	.565	2.554	.015	.189	1.632

Only VS is found to be a significant explanatory variable to IT (its standardised Beta coefficient of 0.281 has a p-value of 0.024

5.5.3 Influence of individual SL dimensions on the organisational trust dimension

In this section, a similar exploratory analysis of the relative importance of the servant leadership dimensions to the organisational trust dimension is done using multiple linear regression with all the six servant leadership dimensions as the independent variables while the dependent variable is organisational trust. The model fitted is of the form

$$Y = \beta_o + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \epsilon, \ldots\ldots\ldots\ldots\ldots\ldots\ldots..(2)$$

where

X_1 = mean of VS responses

X_2 = mean of AS responses

X_3 = mean of CR responses

X_4 = mean of RM responses

X_5 = mean of TS responses,

X_6 = mean of TI responses, and

Y = mean of organisational trust (OT) responses

The linear regression tool is similarly used to explore the possible dependency relationship of the organisational trust (OT) dimension variable on servant leadership variables yielding the SPSS output in Appendix 3.3.

The major highlights of the outputs are:

- At 38.4% and 28.6% respectively the raw R^2 and adjusted R^2 appear to be very low suggesting that a linear model is inappropriate to describe the relationship between SL dimension variables and OT variable.
- The plot of the residuals versus OT show a pattern of residuals increasing with increasing OT – A clear violation of the fundamental assumptions required for fitting a linear regression model.

In this section an exploratory analysis of the relative importance of the servant leadership dimensions to the trust dimensions is done.

The means of questions under each dimension are computed and treated as the respective representative values of the dimensions for the respondents.

The linear regression tool is used to explore the possible dependency relationship of the trust dimension variables on servant leadership variables yielding the SPSS output in Table below.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	.770	1.064		.723	.474	-1.384	2.923
Voluntary subordination	.126	.349	.069	.360	.721	-.582	.833
Authentic self	-.945	.511	-.538	-1.851	.072	-1.979	.088
Convenantal relationship	.603	.492	.396	1.226	.228	-.393	1.600
Responsible morality	.273	.403	.197	.676	.503	-.544	1.089
Transcendental spirituality	.289	.315	.184	.916	.365	-.349	.927
Transforming influence	.458	.579	.282	.791	.434	-.715	1.631

a. Dependent Variable: Organisational trust

According to the output only AS is significant in explaining OT, but this observation need not be taken seriously because the performance of the model is poor.

5.6   Use of factor analysis

Factor analysis was conducted with the aim of explaining the pattern of correlations within variables in the entire data set. The only variables which were excluded because they are not appropriate for factor analysis are the demographic variables: Gender, Language.

Before factor analysis was done, Cronbach's alpha was determined (Cronbach's Alpha = 0.975; Cronbach's Alpha based on standardised item = 0.976)

The factor analysis output in Appendix ** was obtained

In line with the usual procedure of dropping variables for which commonality is below 0.6; the only variable identified for exclusion was:

My manager clearly articulates the reason for our existence which creates meaning and purpose in life.

The appropriate ness of this question in measuring TS appears to be in question.

With this question incorporated in the factor analysis, there are three latent factors (with eigen values in excess of 1) that explain about 73% of the total data variation in the entire data set. After removing the question from the factor analysis and rerunning the factor analysis the number of latent factors with eigen values in excess of 1 rose from 3 to 7 and these 7 latent factors account for about 82% of the variation in the data. Seven latent factors are very close to the 8 dimensions involved in the study.

CHAPTER 6: DISCUSSION OF THE RESULTS

6.1   Introduction

This chapter will answer the research questions posed in Chapter 3 by interpreting the results presented in Chapter 5 with reference to the literature review conducted in Chapter 2. Key observations and insights to the research problem are discussed hereunder which will inform the recommendations provided in Chapter 7.

6.2   Contextualising the findings

The research that was carried out largely confirmed what the literature review in Chapter 2 says regarding the relationship between servant leadership and trust. These relationships are unpacked under each of the two sections dealing with the actual research questions below. There are however two issues that will assist in clarifying the context of the findings. They are:

1. Firstly, the research findings relative to Chatbury et al whose study was used as a platform for this project
2. Secondly, the employee engagement results of the JPC which indicated low levels of trust, discussed in Chapter 1 as part of the motivation for the study

Research outcomes relative to Chatbury et al (2010)

The outcome of this research supports the study conducted by Chatbury et al (2010) in that similar findings were reported for a common set of statistical techniques applied during the research. Some of the variations from the study are briefly discussed here.

One of the key areas of agreement in the results relates to the positive correlation between servant leadership and interpersonal trust. Pearson Correlation Coefficient for this study is 0.838, while Chatbury et al reports on a correlation coefficient of 0.706. Further the fitted linear regression model between servant leadership (SL) and interpersonal trust (IT) by Chatbury et al (2010) is:

$$IT = 1.3027 + 1.0889 * SL$$

while the fitted linear model obtained in this study is:

$$IT = -0.1484 + 1.4892 * SL.$$

Based on the model, it appears that an increase in servant leadership (SL) is accompanied by a more rapid increase in interpersonal trust (IT) in the case of JPC compared to the employees in the private sector company reported by Chatbury et al (2010). While this may at face value appear to be good for building interpersonal trust in the public sector, the researcher notes the impact that the size of the respective samples could have had on the respective results.

Findings in respect of the Employee Engagement survey results

In Chapter 1, as part of describing the context and the specific research problem, reference was made to the most recent Employee Engagement results of the JPC which alluded to very low levels of trust in the organisation.

The researcher therefore expected that the perceived low levels of trust in the organisation would be an indication of a lack of servant leadership. The research however produced evidence to the contrary indicating relatively high levels of servant leadership and interpersonal trust. This peculiar phenomenon and its implications for the company are better understood as a result of having examined both the interpersonal and organisational trust components. The discussion of the results under Research Question 1 and Research Question 2 will clarify same. Figure 26 depicts a summary of the results of the survey which begs a reassessment of the perceptions around employee engagement and/or issues relating to trust and its current management interventions to address the problem areas. It further serves as a reference point for a broader discussion of the results.

6.3   Discussion of Research Questions

This research purpose as highlighted in Chapter 1 and Chapter 3, was aimed at examining the relationship between servant leadership and trust. The research differed from the works of Chatbury *et al* (2010) because of the inclusion of organisational trust as a variable, as opposed to interpersonal trust alone. The results showed that a positive and significant relationship exists not only between servant leadership and interpersonal trust but also between servant leadership and organisational trust.

The literature review conducted points towards a recognition of this distinction between the two types of trusts. Joseph and Winston(2004) in fact describes trust as a multidimensional construct involving interpersonal trust or dynamic trust; inter-organisational trust; political trust; societal trust; peer trust in the workplace; trust between superiors and subordinates and finally organisational trust. They too, because

of the multi-dimensional nature of the trust construct, elected to base their study on the two latter constructs; interpersonal and organisational trust. Their findings confirmed a strong and positive relationship between servant leadership with both interpersonal and organisational trust but an interesting contrast is reported in terms of the relationship between the two trust variables. This is further discussed in the sections below.

The differences in the factors associated with each of the trust variables became clear as the results of the study was analysed. In theory, according to (Joseph et al, 2005) an employee effectively may trust his/her immediate supervisor but not necessarily the organisation and vice versa. The sections below will deal with the associations between servant leadership and interpersonal trust and servant leadership and organisational trust respectively.

6.4   Discussion of Research Question 1

Is there a positive correlation between Servant leadership and Interpersonal trust? In other words, do servant-led organisations have higher levels of interpersonal trust?

Before the research question is answered and with reference to the discussion above on the perceived low levels of trust brought about by the results of the employee engagement survey; one needs to confirm the existence of servant leadership in the JPC first.

Figure 14 depicts the overall results of the opinions of employees on servant leadership and trust:

Figure 26: Summary of levels of SL & Trust
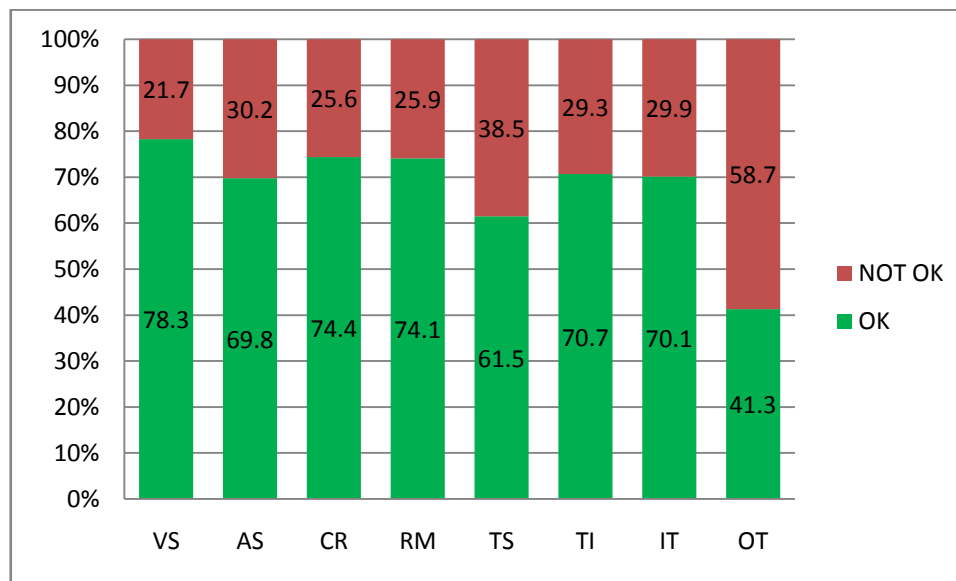
For the SL dimensions "OK" means that employees either agreed/strongly agreed to SL; whilst "NOT OK" means that they were either unsure/disagree/strongly disagreed with the dimension. For the Trust dimensions, "OK" means that employees rated trust at levels above the 50% mark while "NOT OK" means that they rated trust below the 50% cut-off.

It is interesting to note that a large majority of the respondents either disagreed or strongly agreed that SL is present (despite the employee engagement results). Furthermore, employees were of the view that high levels of interpersonal trust existed. (Organisational trust will be discussed under Research Question 2). This result has significant implications for JPC leaders. By having proven that there are high levels of servant leadership in the organisation, the perceptions of low levels of trust automatically become questionable. The organisation may have to commission a second employee engagement survey or re-evaluate the current strategic interventions in addressing employee engagement.

In addressing both Research Questions, the independent variable, servant leadership is discussed in terms of the research findings as well as the accompanying theory.

Servant Leadership

Without repeating the literature review on the dimensions of servant leadership, some key dimensions are highlighted and briefly discussed based on the observations made during the data analysis process.

Voluntary subordination (VS)

Table ** indicating the summary of the levels of all SL and Trust dimensions indicates that VS at 78.3% received the highest number of overall positive responses.

Out of the six servant leadership dimensions used in the servant leadership behaviour scale, voluntary subordination (VS) was also found to be the only significant explanatory variable for interpersonal trust (IT) when a full regression analysis of all dimensions is done. Refer to Table ** for the linear regression.

In order to understand the importance of this finding, the meaning of voluntary subordination is recapped. Sendjaya et al. (2008) suggests under VS that central to servant leadership is a willingness to take up opportunities to serve others whenever there is a legitimate need. They contend that this voluntary nature of service implies that servant leaders is more about "being a servant" than merely "doing acts of service", thus reflecting the leader's character. The fact that JPC employees rated their leaders very high on this key pillar of servant leadership is a positive indication of working towards the creation of a public service where servant leadership is deemed part of the organisational culture based on based on trust.

Authentic Self (AS)

Question 11, "*My manager is not afraid to display his/her vulnerable side at times*" under authentic self (AS) was found to indicate the least level of satisfaction under the servant leadership dimension. Table ** seems to indicate that this question is out of sync with the rest of the questions and may not have been an appropriate measuring question in this instance.

Sendjaya et al. (2008) says AS manifests itself in their consistent display of humility, integrity, and vulnerability. They emphasise the importance of the leader's ability to quietly behind the scenes and almost go unnoticed for their good deeds. Although the lower rating does not necessarily reflect a huge problem, it can be deduced from this variation in responses with the other SL dimensions that employees may experience a level of arrogance. The public sector is known for a hierarchical organisation with an often crippling bureaucracy where the perception of arrogance amongst the leadership could easily creep in. Leaders in general should guard against arrogance as this may become an inhibiting factor for building trust.

Transcendental Spirituality

My manager clearly articulates the reason for our existence which creates meaning and purpose in life.

The appropriateness of this question in measuring TS appears to be in question. With this question incorporated in the factor analysis, there are three latent factors (with eigen values in excess of 1) that explain about 73% of the total data variation in the entire data set. After removing the question from the factor analysis and rerunning the factor analysis the number of latent factors with eigen values in excess of 1 rose from 3 to 7 and these 7 latent factors account for about 82% of the variation in the data. Seven latent factors are very close to the 8 dimensions involved in the study. This means that the study would in fact have delivered better results without the inclusion of the Question 20.

The reasons for the disconnect discovered under this dimension could be attributed to the limitations discussed in Chapter three in respect of the construction of the questions for the servant leadership behaviour scale.

Research Question 1

The direct response to Research Question 1 is yes. <u>a positive correlation between Servant leadership and Interpersonal trust.</u>

The results as indicated indicated that there is a significant and positive relationship between Servant leadership and Interpersonal trust in terms of the opinions of the sample employed in the study. This means that on the whole, servant-led organisations do indeed have higher levels of interpersonal trust. While positive and strong correlations are evident for both of interpersonal and organisational trust with servant leadership effectively, the level of significance for interpersonal trust as indicated in is significantly higher than that of organisational trust. The reasons for the difference will become clearer towards the end of this section when organisational trust is discussed. For now, it is useful to link this observation to the literature which suggests (Joseph & Winston, 2005) that leaders generate and sustain trust through the behaviour of the leader. They say that trust seems to be determined <u>primarily</u> by the behaviour of the leader's communicative and supportive behaviours.

Sendjaya & Pekerti (2010) suggest that trust in a leader is typically defined as the willingness of a subordinate to be vulnerable to the behaviours and actions of his or her leader which are beyond the subordinate's control, whereas trust in organisation is the

general perception of employees on the organisation's trustworthiness. They further argue, that making this distinction is important because it implies that, for example, an employee may decide to trust the organisation on the basis of the trust he or she has in the leader, or when such generalisation of trust does not occur, the employee only trusts his or her leader but not the organisation.

Interpersonal Trust

The results indicates that interpersonal trust (IT) has a very high correlation with transforming influence (TI). This pair out of all possible combinations has the highest correlation values; Pearson of 0.830.

A closer look at the questions that made up the TI dimension is therefore required. The 5 questions that probed the TI dimension are:

Q22 – My manager has a clear vision of our company's future.

Q23 - I am motivated to do better by the personal example set by my manager.

Q24 – My immediate manager is an excellent mentor to myself and/or others.

Q25 - I trust my immediate manager

Q26 - My immediate manager believes in empowering employees.

By extracting these questions or the behaviours required by the leaders a company like JPC could for example target development of managers geared toward particular behaviours linked to transforming influence. By focusing only on TI, the company would be able to maximise the associated impact on interpersonal trust in a shorter timeframe. The benefits of interpersonal trust are vast.

Joseph et al. (2005) provides some insights on how (practically) servant leaders build trust. IT is by:

- Genuinely empowering workers;
- Involving employees early;
- Honouring commitments and being consistent;
- Developing coaching skills and fostering risk taking;
- An appropriate management style and
- Through trustworthiness that is built on integrity and competence.

In light of the above discussion, the results Research Question 1 fully support the literature on the relationship between servant leadership and interpersonal trust.

6.5   Discussion of Research Question 2

<u>Is there a positive correlation between Servant leadership and Organisational trust?</u> In other words, do servant-led organisations have higher levels of organisational trust?

Similar to the introduction given with answering Research Question 1, the findings in terms of the levels of organisational trust, derived from the opinions of JPC employees obtained during the survey questionnaire administered, need to be discussed.

With reference to the employee engagement results, it is therefore a fair assumption to say the perceived low levels of trust may have been caused by issues relating to organisational trust (as opposed to interpersonal trust). The company may have to shift its strategic interventions towards building organisational trust more aggressively than they did previously. Key recommendations will be provided in relation to the literature review conducted. It appears as though the theoretical base of organisational trust versus interpersonal trust has lagged behind. Eberl, Clement & Moller (2012) critically examines trust and reported on how striking it was that few scholars have investigated employees' trust in their employing organisation. He argues that while this type of trust relates to a relatively impersonal trust which may be regarded as somewhat intangible, they have behavioural consequences (e.g. trusting behaviour) as well.

<u>Research Question 2</u>

The direct response to Research Question 2 is yes. <u>There is a positive correlation between Servant leadership and Organisational trust.</u>

The results indicate that there is a significant and positive relationship between Servant leadership and Organisational trust in terms of the opinions of the sample employed in the study. The level of significance as indicated is however lower than that of Servant leadership and Interpersonal Trust. It was also found that all correlation coefficients of other dimensions with organisational trust are much lower (0.5 and below).

Our deduction from the above correlation is that once you achieve OT in the organisation, then it appears that you would automatically have achieved SL.

The results indicated that an organisation who may be fortunate enough to have many servant leaders, may still find themselves in the position of low organisational trust such as the situation depicted in Figure.

In this instance, organisations should rather focus their attention on strategies (besides adopting a servant leadership philosophy) to build organisational trust and also guard against practices that destroy existing levels trust. We will look at how the literature aligns with the findings. This is contrary to the relationships found between servant leadership and interpersonal trust where increased levels of servant leadership tend to predict higher levels of interpersonal trust.

Organisational Trust

One of the key findings on the dimensions relating to OT has already been addressed above under servant leadership. Generally OT shows weak relations with any of the dimensions as observed during the research.

What is even more significant is the relationship between organisational trust and interpersonal trust. The literature presented by Joseph et al (2005) provides an interesting contrast. The figure below, also presented in Chapter 5 best illustrates this thought provoking relationship.
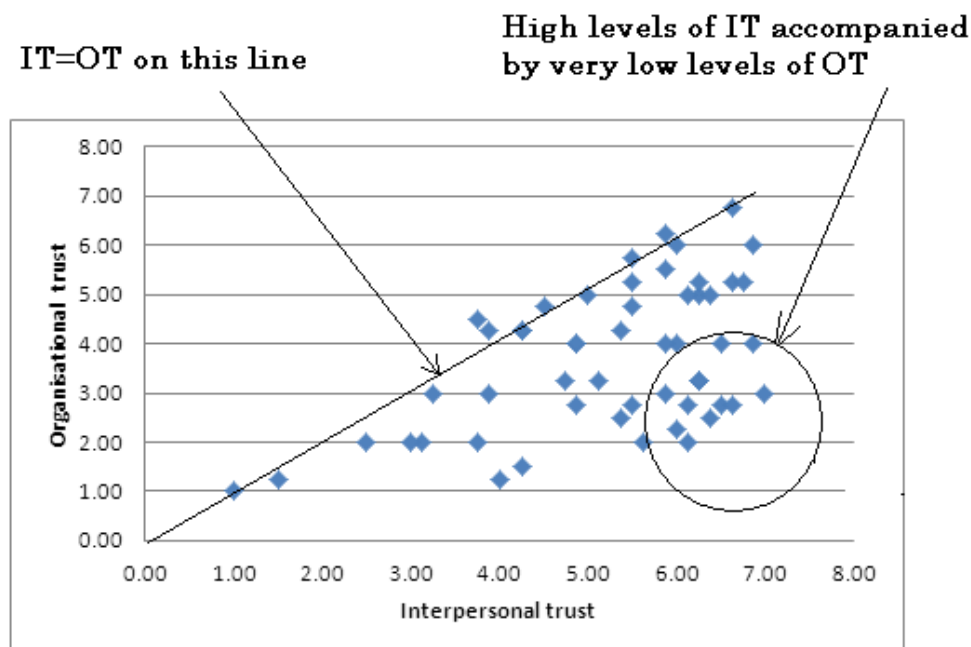
Theoretical alignment

Joseph et al. (2005) conducted a similar study to this research; one involving both interpersonal and organisational trust. They however contend that the two "trust types" are not necessarily independent and that top management characteristics can in fact be used to predict organisational outcomes. This contradicts with the outcome of this study that showed weak relations between organisational trust and the servant leadership dimensions – particularly with voluntary subordination (VS), authentic self (AS) and convenantal relationship (CR). They propose that servant leadership principles are used to build an organisational culture of trust that will result in outstanding organisational performance. This type of contradictions in studying topics of this nature is not uncommon. Farling et al. (1999) highlights the ambiguity that often exist when defining aspects such as trust and the trust relationship. They argue that the lack of adequate trust referents in the studies lends to confusing analysis in some research.

According to Ellonen et al. (2008), this institutional trust could be characterised as the trust of its members in the organisation's vision and strategy, it's technological and commercial competence, its fair processes and structures, as well as its HR policies, and this impersonal trust is based on the roles, systems and reputations from which inferences are drawn about the trustworthiness of an individual, and its success is determined by the efficiency and the fairness of the organisation-wide systems, such as the HR policies. (Costigan et al., 1998 in Hassan & Semercioz, 2010)

Following on for the above factors relating to organisational trust, JPC would benefit from placing more emphasis on creating organisational trust through focusing on issues relating to policy matters and general conditions of service. The recommendations from the employee engagement results, regardless of the initial misdiagnoses of lack of trust and what it meant for JPC still provides very useful recommendations that will support the building of organisational trust.

In order for any [trust] relationship to succeed, both parties need to enter into some psychological contract. The following inputs from Eberl et al. (2012) were therefore found fitting to conclude the discussion on servant leadership and organisational trust. The authors state that there are two basic building blocks that form employees' trust in the organisation; one being the trustworthiness of the organisation and the other is the propensity to trust on the employees' side. Both elements they say are intertwined and within this state of "interconnectedness" and multi-dimensionality referred to earlier,

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one should begin to view trust formulation as a virtuous circle rather than merely a linear equation between two variables.

In light of the above, the results Research Question 2 support the literature.

6.6   Impact of demographics on research outcomes

A decision was taken not to include age, gender, highest qualification and language as part of the discussion of results. This was done because an analysis of variance by demographic categories did not reveal any statistically significant influence of these demographics variables on either the level of the leader or the level of organisational trust.

CHAPTER 7: RECOMMENDATION AND CONCLUSION

7.1   Introduction

The purpose of this paper was to examine the relationship between Servant Leadership and Trust in a South African public sector organisation. The findings will be discussed in terms of their implications for leaders' building trust with employees in South African public sector organisations. It will in addition make reference to the implications for these organisations as impersonal institutions to cultivate a culture of trust.

7.2   Background of research

The paper considered the following aspects of trust to determine whether either or both forms of trust were related to servant leadership:

- Trust in the leader (Interpersonal trust)
- Trust in the organisation (Organisational trust)

The study accordingly presented literature on the main themes consisting of interpersonal trust, organisational trust and servant leadership. While the study conducted by Chatbuty et al. (2010) was used to conceptualise this study, a research approach was adapted. The key differences related to:

1. Using the public sector as the context
2. The modification of the Servant Leadership Behaviour Scale by the researcher
3. Using all twelve items of the Organisational Trust Indicator due to the inclusion of the correlation between servant leadership and organisational trust as an additional research objective.

7.3   Research findings

The results of this investigation reveal a positive and significant relationship between servant leadership and trust in a sample of employees in a public sector organisation in South Africa. The study found that a significant and positive relationship exists between servant leadership and both interpersonal and organisational trust respectively.

The relationship between servant leadership and interpersonal trust was however materially higher than with organisational trust. These finding suggests that the servant leadership model has the potential to enhance both interpersonal trust between workers and their managers in the public sector as well as the levels of organisational trust. The research concluded that increasing the levels of organisational trust, while seemingly more complex to accomplish, should become a key priority for the organisation.

It was also found that from the six dimensions of servant leadership, voluntary subordination (VS) was found to carry the largest weight towards the interpersonal trust (IT) variables. Public sector leaders could draw from the research by aligning these critical servant leadership behaviours to strategic organisational outcomes as discussed under the recommendations below.

7.4 Recommendations to leaders in the public sector

According to Hamilton (2008) in Anderson (2011), several outcomes are expected to be derived from servant led organisations, including:

- Mission and value focus
- Creativity and innovation
- Responsiveness and flexibility
- A commitment to both internal and external service
- A respect for employees, employee loyalty and
- A celebration of diversity

In addition, (Joseph et al, 2005) submits that servant leadership has the potential to improve organisational performance, including

- Organisational satisfaction;
- Safety practices;
- Productivity and
- Financial performance

In the same paper, they advance an argument that trust theory has now fully established itself as a critical success factor in organisational effectiveness, that includes:

- Job satisfaction
- Organisational commitment,

- Turnover intentions,
- Belief in information provided by the leaders
- Commitment to decisions

The literature review conducted provides a compelling business case for a greater emphasis on servant leadership in the public sector. Public sector institutions require a new breed of leaders who will embrace servant leadership as the preferred leadership model for inculcating a culture of trust amongst and between the leaders and with the organisation.

The literature suggests that leadership is part trait, part skill and this implies that the bahaviours required for effective servant leadership and/or building trust in organisations can be learnt. This result has significant implications for JPC leaders. By having proven that there are high levels of servant leadership in the organisation, the perceptions of low levels of trust automatically become questionable. The organisation may have to commission a second employee engagement survey or re-evaluate the current strategic interventions in addressing employee engagement. However some of the initial recommendation in the employee survey report still appears to be valid.

The researcher, having considered all factors, proposes the following broad recommendations or consideration by the leadership of JPC.

1. Recognise the value of servant leadership as a preferred leadership for the public sector
2. Link the behaviours associated with SL to organisational purpose and values.
3. Embed the philosophy of being a servant first as part of organisational culture
4. Assess how the both the existing and prospective leadership and managers measure up against the SL standard through appropriate leadership assessment tools. This can be done as part of the talent acquisition strategy as well as the personal development programmes.
5. Performance management should include metrics that focus on both employees and managers demonstrating the desired SL behaviours and attributes. Any incentive programmes should be aligned to the SL philosophy and by doing so encourage the right behaviours.
6. Must be part of a comprehensive business strategy. Your strategy is recognised not by what you necessarily put in a document, but how you deploy your resources; this includes but is not limited to both financial resources and human resources. Clearly articulated in the vision and mission of public sector institutions. There

should be an active campaign to keep the philosophy in the minds and hearts of all public servants. Existing policies and programmes such as the Batho Pele principles could be leveraged in support of this.

There are many avenues, too many to unpack for the purpose of this study, for JPC to explore in respect of building organisational trust. The results of a study done by Joseph and Winston (2005), identified certain behaviours that leaders should be emulating in order to cultivate trust between themselves and the organisation. They contend that leaders generate and sustain trust through their supportive and communicative behaviours. Others *(Eberl et al, 2012) recommend organisational socialisation* as one of the key interventions to build trust. They define socialisation as "a process by which newcomers acquire the social knowledge and skills they need to assume an organisational role and to be accepted as organisational members."

7.5   Further research

While the results of the study cannot be generalised, it holds important implications for researchers and practitioners studying new and different ways to engender trust in public sector organisations. It is however recommended the study be replicated in the public sector with a more diverse sample.

There are three latent factors that explain about 73% of the total data variation in the entire data set. This suggests that a review of the questions in the dimensions may be necessary as some questions in some dimensions may be measuring issues in other dimensions

 Following on from the study conducted by Chatbury et al, the study leaned more towards examining the relationship between servant leadership and interpersonal trust; while there is a lot more for researchers who are interested in the subject to examine and report on the relationship between servant leadership and organisational trust

A critical outcome of the study relates to a need for embedding a culture of servant leadership in the public sector. Matters of culture have always been difficult constructs to give effect to and therefore research on how to develop a servant leadership culture in the public sector to build trust is recommended.

7.6   Conclusion

The study has added to available evidence, with reference to the study done by Chatbury et al., that leaders enjoy higher levels of interpersonal trust with their followers when they display servant leadership behaviours.

If trust in the public sector is indeed an important goal, the research indicates that leaders are likely to increase the levels of interpersonal trust that exist between themselves and their followers by increasing the extent to which they display servant leader behaviours.

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Appendices