

# Impact Of Servant Leadership And Ethical Climate At Higher Educational Institutions And Industries

Pradeep Kumar, Raghavendra Kamath C\*, Dr Babu Thomas

**Abstract:** The Servant Leadership, ethical climate is highly effective in an organizational sense. A questionnaire to measure servant leadership, ethical climate based on survey is very much need of the hour. In this regard, surveys were conducted in Institutions and industries, questionnaire of 23 items, 5 dimension and 36 items, 9 dimensions. In the final study based 302 and 217 survey samples. Reliability of questionnaire has been established by computing Cronbach's alpha at higher educational institutions and Industries. A comprehensive questionnaire has been studied Impact of the servant leadership and ethical climate in higher educational institutes and industries in south western parts of India taking in to account the responses from latest survey.

**Index Terms:** Servant Leadership, Ethical climate, Higher education institution, Industries, Demographic and Cronbach's Alpha Reliability, Mean, Standard deviation

## 1 INTRODUCTION

The leaders of educational system must thoroughly understand the ever changing demands of industries, organizations and by and large on society for the success of educational systems. Balancing of competing demands with effective practice of servant leadership is needed to succeed in the challenging environment. In the current scenario, involvement of organization along with the stakeholders is gaining prominence in managing the institutions compared to caring for others [5] In India, the root cause of all the organized crimes and systematic problems are based on profit maximization. The impact has been significant on the economy which resulted in bringing the ethics to the forefront of business studies. This wave has created focused interest in the role of ethics in the modern workplace and it sent warnings to organizations operating outside the rules of the game [2]. Research in the field of leadership is spread across various theories, concepts and terminologies. The main agenda is about particular group and target along with leader-member communication. Businesses need a revived management thinking where in employees gain motivation and constantly work towards offering better than the best service. Hence servant leadership approach is very apt in the ever changing world conditions. Tendency along with inclination are integral part of term called climate. In the management context, climate can be understood as how employees perceive the existing conditions in an organization. Ethical climate [11] is all about how an individual or an organization is going to deal with ethical problems and exhibits right behavior in terms of ethics [7]. In the organization context, it can be further refined as framework for anticipated behavior of employees [3].

## 2 LITERATURE SURVEY

### 2.1 Servant leadership

Servant –leaders are self-les individuals whose intention is to serve and not to become a leader. This approach is an alternate way of leading the organization. The organizational objectives are achieved through facilitation of growth, development, and general well-being of the individuals who comprise the organization [9]. A servant-leader wants to do what is morally or ethically right, wants to deliver on obligations, and wants to act with competence [4]. It is argued to positively correlate with ethical culture[8]. Theoretical arguments in support of servant leadership are based on the addressing follower needs. It is a value-laden style of leadership and is entrenched in strong ethical principles [1]. Researchers have utilized the questionnaire on servant leadership[1]. This includes five dimensions (Fig.1). Altruistic calling is the desire of the leader is to make a positive difference in the lives of others. Emotional healing is an integral part of the servant leadership. It is an ability to identify the need and initiate the healing process for employees of the organization. Another dimension is wisdom. It is the ability as to how one can learn from the surroundings and understand the effects on the individual and organization. Fourth dimension is persuasive mapping. It is the ability to envision mental framework which mapped issues thereby allowing greater opportunities for the entire organization. Fifth and the final dimension is organizational stewardship. This ability of the leader will make the organization to contribute positively to the society by arranging outreach programs and development of the community.

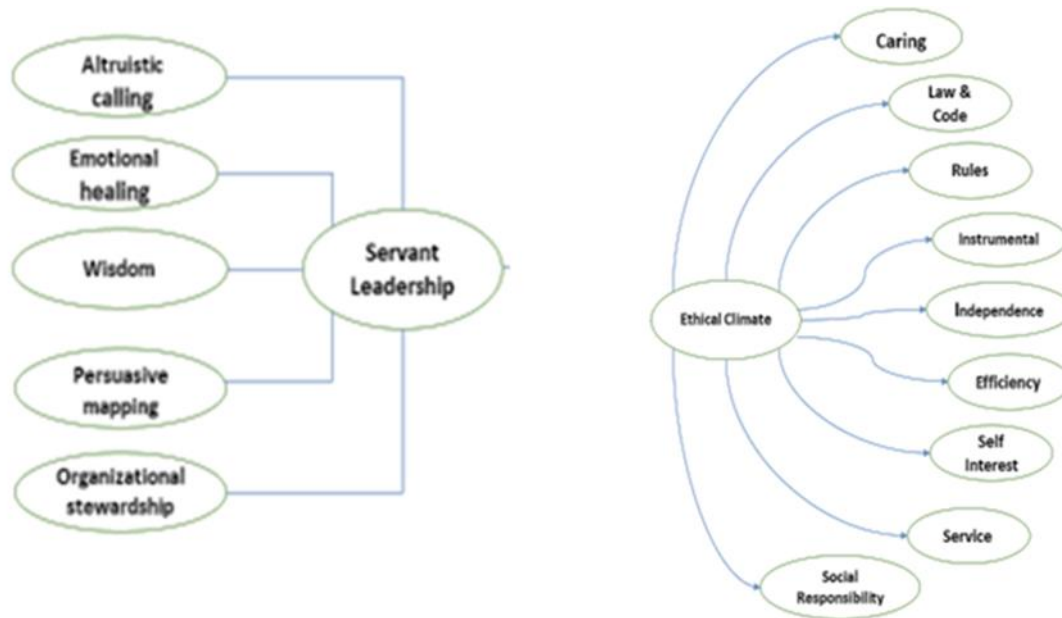
### 2.2 Ethical climate

The policies and guidelines on issues related to ethics in an organization are covered under ethical climate. All aspects of employees' behavior are influenced by the ethical climate [6]. Effectiveness of the organization is measured by various parameters of ethical climate [10] namely, caring, Independent, law and code, rule, instrumental, service, efficiency, social responsibility and self-interest ( Fig.1). These measure are used to validate ethical climate of an organization. Caring is all about concern for others in the

- Pradeep Kumar is Senior Associate Professor in Department of Mechanical and Manufacturing Engineering, Manipal Institute of Technology, Manipal Academy of Higher Education, Manipal, India, PH-919449210343 Email: [pradeep631@rediffmail.com](mailto:pradeep631@rediffmail.com)
- Raghavendra Kamath C\* is Senior Associate Professor in Department of Mechanical and Manufacturing Engineering, Manipal Institute of Technology, Manipal Academy of Higher Education, Manipal, India, Email: [mitian99@rediffmail.com](mailto:mitian99@rediffmail.com)
- Dr Babu Thomas is Professor in Department of Business administration, St Aloysius Advanced Research Centre, St Aloysius College, Mangalore, India, Email: [babuarpita@gmail.com](mailto:babuarpita@gmail.com)

organization. Independent means individuals acting based on their own moral beliefs and well defined principles. Law and code streamlines the decisions made by the employees with in the frame work of external systems namely, law or professional codes of conduct. The rule represents rules of conduct set by the organization. Instrumental climate is based on maximizing the self-interest. Service items are, effects of decisions on customer, people concerned about the customer, always do what is right for the customer. Efficiency represents

right way of doing the work in an organization. Social responsibility is measured in terms of better image of the organization based on the feedbacks from the stake holders inclusive of the society. Self-interest is judged on level of interest of the individual in the organization like physical wellbeing.



**Fig. 1** Characteristics of Servant Leadership and Ethical climate to the respondents.

### 3. METHODS

The process involved collection data in the Google and printed form surveys. Good number of samples were collected from Institutions and Industries. Teaching staffs from different higher educational institutions and Managers, engineers and Offices of Industries, participated in the survey. The final survey 302 and 217 samples of higher educational Institutions, medium and large Industries, these questionnaires was distributed to teaching faculty completing their research at higher educational institution, Managers, Engineers and Officers of Industries. Total number of items in the questionnaire was 23 and 36, dimension 5 and 9. There are two prominent stages in this process, namely, scale validity and reliability for servant leadership and ethical climate.

#### Re 3.1 Research Design

This research adopted questionnaire survey research design. The sample frame is the list of teaching faculty in engineering, medical and management colleges (higher education) and qualified Managers, Engineers and officers of Industries. Ethical permission for the survey was taken from the Head of the institute, Research head and HR Department of the Industry. Participation was voluntary and confidentiality statement in the questionnaire ensured freedom of expression of the respondents on their perceptions. The questionnaires in Google Forms and printed forms were made available English

#### 3.2 Sample Design

The population size was 1900 for Institution and 1300 for Industries and the sample size required according to the standard formula was 230, Randomly chosen 1000 Teaching faculty and 1000 Managers, Engineers & Officers were emailed the link of the Google form having the self-administered questionnaire 303 and 217 on Servant Leadership, Ethical climate filled questionnaires were obtained (response rate 30% and 21%).

#### 3.3 Questionnaire Development

The self-administered questionnaire used for data collection had two parts: the first part elicited the demographic information of the respondents (gender, age, status, experience, and qualification) and the second part obtained quantitative data through the Likert 5-point scale (5- strongly agree; 1- Strongly disagree). The instrument was derived from the standard scales developed by a group of researchers used in many different contexts such as learning in physical education, primary schools and organizations and was slightly modified to suit to the requirement of higher education and Industries without diluting the content. The sources of these standard scales were, their Cronbach's Alpha in the earlier studies and the current study. The Cronbach's Alpha values for the scale used in this research were in the acceptable range in comparison earlier scales in terms of the internal

consistency of the reliability.

### 4 RESULTS AND DISCUSSION

Table 1 shows the demographics, male and female 72%, 28% and 73%, 27% of the Institution and Industries responses for the Questionnaires on servant leadership and Ethical climate was shown in Table 2 and Table.3. It shows the results Servant leadership 23 items , 5 dimensions and ethical climate 36 items , 9 dimension (fig.1), And the scale for the questionnaire is administered using 5-point Likert Scale( 1= Strongly Disagree, 5 = strongly agree).Survey conducted for Institution 302 sample and Industries 217 samples. The Table 2 and table 3 which shows mean, standard deviation and Cronbach's alpha. There is a large difference between the institutions and Industries samples of study regarding of

Mean, standard deviation and Cronbach's alpha. The dimension of Servant leadership and Ethical climate are having difference in Cronbach's alpha value which indicates reliability (Fig.2 and Fig.3). While comparing Institution and Industries, Servant leadership's Cronbach's alpha value not having much difference, its value more than 0.6, but in the Ethical climate's Instrumental, Independence and self-interest have a low value Cronbach's alpha for the Institution and Industries are better. In this Instrumental, independence and self-interest dimension having Cronbach's alpha less than 0.6, so this items you can't use for further analysis, but if you take large sample and more items in each dimension may improve Cronbach's alpha (Fig.2 and Fig.3) for further study either Institution and industries.

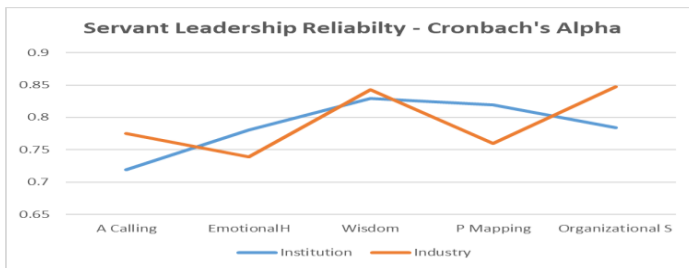


Fig.2 Servant Leadership Reliability of Scale for Institution and Industries

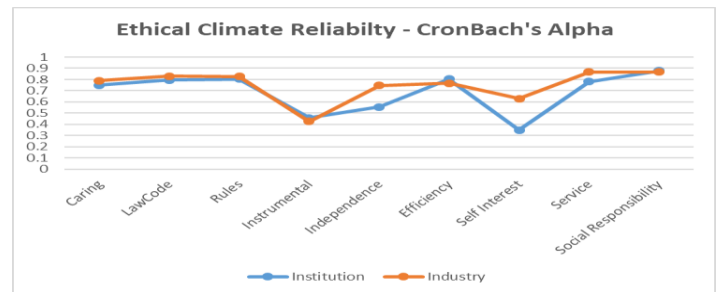


Fig.3 Ethical Climate Reliability of Scale for Institution and Industries

**TABLE 1**  
FREQUENCY DISTRIBUTION OF DEMOGRAPHIC CHARACTERISTICS OF PARTICIPANTS OF INSTITUTION AND INDUSTRIES

DEMOGRAPHIC FACTORS		Educational Institution		Industries	
		Frequency	Percent	Frequency	Percent
Gender	Male	216	72	159	73
	Female	86	28	58	27
Marital status	Married	261	87	143	66
	Single	41	13	74	34
Age	18-29 Years	32	11	74	34
	30-49 Years	212	70	107	49
	50-64 Years	57	19	36	17
Experience	1-5 Years	75	53	25	25
	6-10 Years	110	37	37	17
	11-15 Years	47	15	47	22
	16-20 Years	19	6	22	10
	21-30 Years	51	17	55	26
Educational Background	Degree	-----	-----	186	86
	Master's Degree	191	63	31	14
	Doctorate	111	37	-----	-----
	Total	302	100.0	217	100.0

**TABLE 2**  
**SERVANT LEADERSHIP QUESTIONNAIRES FOR INSTITUTION, INDUSTRIES AND ITS RELIABILITY**

Dimension	Servant Leadership Questionnaires	Institution N=302		Cronbach's Alpha	Industry N=217		Cronbach's Alpha
		Mean	SD		Mean	SD	
Altruistic calling	Interests of others are kept ahead of mine	3.39	1.02	0.71	3.35	1.02	0.77
	Serving others is everything for me	3.96	0.74		3.82	0.92	
	In order to satisfy others needs I will sacrifice my interest.	3.23	0.96		3.19	0.98	
	In order to satisfy others needs I will go beyond duty's call	3.37	0.94		3.32	1.00	
Emotional healing	I am someone that others will turn to if they have a personal trauma.	3.52	0.88	0.78	3.46	0.85	0.73
	I am good at helping others with their emotional issues.	3.84	0.84		3.88	0.80	
	I am talented at helping others heal emotionally.	3.66	0.78		3.68	0.78	
	I can help others mend their hard feelings.	3.62	0.78		3.72	0.78	
Wisdom	What's happening around me I am very much alert.	3.97	0.74	0.82	3.98	0.76	0.84
	The consequences of decisions I am good at anticipating	3.81	0.71		3.89	0.80	
	What is going on I have great awareness.	3.83	0.72		3.87	0.76	
	What's going on. I have the idea.	3.868	0.712		3.94	0.72	
	I know what is going to happen.	3.21	0.84		3.46	0.89	
Persuasive mapping	Get others to do things I offers compelling reasons.	3.09	0.94	0.81	3.39	0.87	0.75
	Dreaming big about the organization I encourage others.	3.85	0.84		3.89	0.84	
	I persuasive very much	3.45	0.83		3.71	0.72	
	While convincing others to do things I am good in that.	3.62	0.836		3.79	0.74	
	when it comes to persuading others I am gifted.	3.268	0.861		3.537	0.834	
Organizational stewardship	I believe that the organization needs to play a moral role in society.	4.41	0.68	0.78	4.25	0.70	0.84
	I believe that our organization needs to function as a community	4.20	0.76		4.17	0.78	
	I see the organization for its potential to contribute to society	4.32	0.67		4.16	0.70	
	I encourage me to have a community spirit in the workplace.	3.95	0.83		3.98	0.84	
	I am preparing the organization to make a positive difference in the future	3.93	0.78		3.95	0.82	
	Range of Mean and SD	3.09 To 4.41	0.67 to 1.02		3.19 To 4.25	0.70 To 1.02	

**TABLE.3**  
**ETHICAL CLIMATE QUESTIONNAIRES FOR INSTITUTION, INDUSTRIES AND ITS RELIABILITY**

Dimension	Ethical Climate Questionnaire Industry	Institution N=302		Cronbach's Alpha	Industry N=217		Cronbach's Alpha
		Mean	SD		Mean	SD	
Caring	Wellbeing of all the people is most important concern in this organization	4.17	0.74	0.75	4.05	0.76	0.78
	Best for other person is our major concern.	3.69	0.88		3.77	0.84	
	Everyone in this organization follows best is the major consideration.	3.92	0.85		3.92	0.78	
	People observe each other's good in this organization.	3.56	0.92		3.64	0.87	
	I would accept a permanent, full time job even if I knew I could only stay for a few months and cares about work.	3.60	1.00		3.66	0.91	
Law and Code	In this organization, the law or ethical code of their profession is the major consideration.	3.93	0.82	0.79	3.87	0.79	0.82
	In this organization, people are expected to strictly follow legal or professional standards.	4.04	0.78		3.93	0.79	
	People are expected to comply with the law and professional standards over and above other considerations.	3.88	0.8		3.77	0.86	
	Before considering anything on decision violates any law or not in the organization.	3.68	0.89		3.78	0.80	
	I would never copy software without getting permission from the publisher.	4.06	0.94		4.16	0.79	
Rules	Rules and procedures are very important to follow in this organization.	4.34	0.69	0.80	4.22	0.73	0.82
	Rules and procedures of the organization is expected to be followed by everyone.	4.36	0.67		4.17	0.69	
	Policies in this organization has to be strictly followed by the people.	4.03	0.81		3.95	0.79	
	In this organization Successful people go by the rule.	3.78	0.97		3.71	0.92	
Instrumental	I would never take home paper clips, stationery or other office supplies.	4.368	0.886	0.45	4.19	0.94	0.42
	The major responsibility of people in this organization is to control costs.	3.59	0.94		3.65	0.86	
	People try to protect their interest other than anything else in this organization.	3.17	0.99		3.11	0.91	
	Organization's interest is most important for the people excluding all else.	3.48	0.81		3.47	0.73	
	Whatever the consequences, individuals are expected to do anything for the interest of the organization.	3.23	0.87		3.28	0.85	

Independence	Individual's sense of right or wrong is most important concern in this organization.	3.37	0.81	0.55	3.37	0.884	0.74
	Individuals are guided by own personal ethics in the organization.	3.32	0.95		3.23	0.99	
Efficiency	Individual is expected to work efficiently above all in this organization	3.93	0.79	0.80	3.80	0.77	0.76
	The major responsibility of people in this organization is to consider efficiency first.	3.83	0.77		3.76	0.77	
	In this organization, for any problems efficient solutions are sought.	3.74	0.86		3.80	0.75	
	Always right way is the most efficient way in this organization.	3.69	0.84		3.72	0.83	
Interest	When making decisions, it is expected that everyone's care will be taken in this organization	3.57	0.89	0.34	3.65	0.80	0.62
	In this organization Individuals are very concerned about what is best for themselves	3.49	0.87		3.44	0.87	
	In this organization, Individuals protect their own interest above other considerations.	3.19	0.95		3.27	0.95	
Service	Persons expected to work efficiently	4.15	0.62	0.78	4.02	0.65	0.86
	Always do what is right for students	4.17	0.76		4.04	0.74	
	People concerned about students	4.25	0.73		3.96	0.72	
	Effects of decisions on students taken appropriately.	4.05	0.77		3.95	0.68	
Social responsibility	Always do what is right for the customer and public, is expected that you will do.	4.24	0.66	0.87	4.05	0.70	0.86
	In this organization, individuals have high sense of responsibility towards outside community	4.02	0.82		3.92	0.74	
	Interest of the customer and public are given more concern by people in this organization.	4.08	0.77		3.95	0.79	
	Primary concern in this organization is the effect of decisions on customer and public.	4.03	0.80		3.91	0.82	
Range of Mean and SD		3.17 to 4.36	0.62 to 1.02		3.11 to 4.22	0.65 to 0.99	

**TABLE 4**  
RELIABILITY STATISTICS

Servant Leadership			Ethical Climate		
Cronbach's Alpha Institutions Industry	Cronbach's Alpha Based on Standardized Items	N of Items	Cronbach's Alpha Institutions Industry	Cronbach's Alpha Based on Standardized Items	N of Items
0.87 (N=302) 0.884 (N=217)	0.87 0.88	23	0.92 (N=302) 0.93 (N=217)	0.92 0.93	36
Both (N= 519) 0.87	0.87		Both (N= 519) 0.92	0.92	

## 5 CONCLUSION

Servant leadership at the institution and industries it has been observed that mean varies for Institution 3.093 to 4.411, Industry 3.194 to 4.259, standard deviation varies 0.678 to 1.025, and 0.700 to 1.028 almost same and Cronbach's alpha slight variation was there but within the limit (alpha more than 0.6) both the studies conducted and but in the Ethical climate study the mean varies for Institution 3.175 to 4.368 and industries 3.115 to 4.221, standard deviation is varies from 0.620 to 1.020, 0.656 to 0.9931, are almost same and Cronbach's alpha having variation between the Institution and Industries as shown Fig.2 and Fig.3. Which are Instrumental (alpha=0.45 & 0.42), Independence (alpha=0.55 & 0.74) and self-interest (alpha=0.34 & 0.62), here in Industries, dimensions Independence and Self-interest more than 0.6 Cronbach's alpha are within limit. It has been observed that mean and standard deviation were almost same in both the studies conducted, that means response almost same. But there has been large variation in the Cronbach's alpha for the servant leadership and ethical climate as shown in Fig.2 and Fig.3. Some of the dimension of Ethical climate's Cronbach's alpha value less than 0.60 will not be considered for the future study, otherwise we have to take large sample. We can conclude that servant leadership and Ethical climate Cronbach's alpha 0.8782 and 0.9246 (Table.4) shows that the both strongly followed in Higher Educational Institutions, Medium and large Industries. However, Ethical climate was very strongly followed in institution and Industries, having Cronbach's alpha 0.9203 and 0.9306, both 0.9246 (Table.4.) That means Ethical climate strongly related to Servant leadership in both. In Future studies some of the dimensions can be discarded which is having Cronbach's alpha less than 0.60, to reduce total number of Ethical Climate questionnaires for study in Institutions and Industries.

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