

The influence of servant leadership on organisational health in the agricultural sector

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ABSTRACT

Organisations today are in desperate need of well-balanced leaders who are capable and innovative in order to be healthy, maintain their momentum, productivity and competitive advantage in a rapidly changing global environment. This research study was conducted with the aim to establish the influence of servant leadership on organisational health in the agricultural sector within South Africa.

The primary data for the study was obtained through a non-experimental, cross-sectional design at a single time dimension. Convenience sampling as a form of non-probability sampling was used in the research study to ensuring a definite, systematic sampling method being adopted.

A measurement tool in which to examine influence of servant leadership on organisational health is a research survey. A questionnaire to assess the two variables of servant leadership and organisational health was specifically designed for the study by the researcher in order to obtain inclusive information regarding the perception, view and conceptualisation of these variables of employees within the chosen organisation.

237 Respondents were invited to complete the manual survey questionnaire on servant leadership and organisational health, The sample size attained for the purpose of this study was 82 respondents (N=237; n=82), a 34.6% response rate was achieved

The research data was analysed through descriptive statistics, effect sizes and correlation coefficients. Cronbach's alpha coefficient was applied to assess the reliability of the construct variables measured in this research.

After Spearman's correlation between the dimensions of servant leadership and organisational health was done, it was concluded that a significant positive relationship between the perception of servant leadership and measure of organisational health does exist.

The main limitation of this study was the use of the convenience sampling method. Generalisation of results can therefore not be made as the results of a convenience sample are only applicable to that target respondents and not to all employees of the organisation.

The organisation have to advance their leaders through leadership development programmes. The study also recommends that the organisation launches an awareness campaign to promote and getting the employees engaged with regards to the five identified aspects of organizational health.

The study concluded with the recommendation that the construct of organisational health and its influence on organisational outcomes such as performance, triple bottom line and competitive advantage should be considered in further research studies as there is still not enough evidence on the construct, which is organisational health.

Key terms: leadership, servant leadership, organisational health.

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CHAPTER 1: NATURE AND SCOPE OF THE STUDY

1.1 Introduction

This study focuses on the influence of servant leadership on organisational health in the agricultural sector.

This chapter specifies the context of the research area, motivation behind the study and the contribution the study aims to make towards the individual, organisation and the literature. The problem statement for this study is introduced together with primary and secondary objectives set for the study. Clarity is provided on the research methodology in order to accomplish the set objectives.

Some limitations and benefits of the study are highlighted and finally the chapter concludes with the structure layout of the study by briefly introducing each chapter's content.

1.2 Context of the research area

The agricultural sector, which comprises all economic activities from the provision of farming inputs, farming and value adding, continues to be a valuable sector in the South African economy notwithstanding its small share of the total gross domestic product (GDP). The influence of globalisation and the subsequent increase in competition changed the perception regarding the importance of employees in organisations within the agricultural sector. In this context, modern business management concepts reflect on human resources to be one of the most influential assets of any organisation, specifically within the agricultural sector traditionally being characterised as labour intensive. Organisations therefore should strive to eliminate the factors that could negatively influence employee performance and subsequent results by nurturing and retaining knowledge and talent in order to attain organisational goals and a competitive edge within an ever increasingly competitive business environment.

The leadership within an organisation plays an important part in sustained organisational growth and enhancement. Only through effective leadership can an organisation communicate a strategic vision and influence employees towards attaining the set goals. So much knowledgeable literature is obtainable on effective leadership and a leader's influence on employees (France, 2008:5). How to improve employee performance is one of the most complexed dilemmas for business leaders today. Some approaches are suggested as possible solutions to this problem, from which the choice in the correct style of leadership being the most prevalent perspective. The never-ending debate on the correct leadership style still prevails and will probably exists until a consensus on how to lead and who should lead is reached (Boyle *et al.*, 2001:31). According to

Covey (2006:5) organisations can only be sustained by serving human needs. Servant leaders are people-oriented leaders and attentive to the needs of others.

Servant leadership is a reasonably new leadership style that is rapidly becoming prevalent in current literature. Servant leadership is a complicated yet simple word that incorporates theory and terminology from many different leadership subjects (Page and Wong, 1998:15). Servant leadership is exhibited by empowering and developing people through expressed humbleness, realism, interpersonal acknowledgement and stewardship. If showed direction, followers are more prone to experience empowerment (Van Dierendonck, 2011:1254). The applying of a servant leadership theory within the organisation is beneficial to its health when it comes to increased competitive advantage, bottom line profitability and increasing shareholder value. This study discusses ten key characteristics of servant leadership identified by Spears (2010:27) viewed as critical to the development of servant leaders.

According to Laub (2003) the healthy organisation can be defined as one in which the traits of servant leadership are exhibited through the organisation's culture and values and most importantly adopted by the leadership and workforce. The healthy organisation prioritise the needs of others and as resolutely through that, gains incredible strength and power throughout the organisation and its competitive environment. This study focuses on the key areas within a healthy organisation developed by Laub (2003). Today's organisations need well-balanced leaders who are capable, innovative and healthy in order to maintain their momentum, productivity and competitive advantage in a rapidly changing global environment.

1.3 Motivation of the study

From the above introduction and brief preview of the literature it is understood that organisational health is influenced positively by adopting the servant leadership approach to ensure sustained employee performance, productivity and competitive advantage of organisations. According to van Dierendonck and Patterson (2010) servant leadership might just be the solution to a rapid changing business environment which demands more morally correct, people-orientated leadership where modesty, servitude and influence are vital components. A growing amount of organisations have embraced servant leadership with great success. These servant led organisations are not only extremely profitable, but also consist of healthy corporate cultures and healthy employees with high levels of worker satisfaction. Research on determining the influence of servant leadership on organisational health is thus very important to the modern organisation as it will determine people-orientated approaches in which these organisations can ensure

sustained competitive advantage, optimal bottom line profitability and increased shareholder value.

An immense amount of literature is available on leadership, in particular servant leadership. Organisational health is less researched but it is a new arena which is gaining interest and momentum.

However relevant research on the constructs of servant leadership and organisational health, in particular their influence on each other, is not so readily available and was uncovered during the literature review.

1.3.1 Contribution for the individual

The study could make leaders within the agricultural sector aware of the characteristics they need to adopt to promote servant leadership within their organisations and the key areas in which to focus their efforts in order to transform their organisations into healthy servant led organisations which will promote a sustained competitive edge. The study will aid organisations in determining the relationship between characteristics of servant leadership and the key areas of a healthy servant led organisation. The study findings can have a significant contribution to senior executives within the agricultural sector. Literature has shown that people, in particular leaders, are the most crucial element which can impact on the success of an organisation. If organisations pursue long-term outcomes, sustained growth and leaders who are promoting the organisation first, not themselves, they need to recognise and encourage servant leadership. Both the organisation and employees will benefit from applying a servant leadership style.

1.3.2 Contribution to the organisation

The study could aid organisations in determining the relationship between the characteristics of servant leadership and the key areas of a healthy servant led organisation. The study findings can have a significant contribution to senior executives within the agricultural sector. Literature has shown that people, in particular leaders, are the most crucial element which can impact on the success of an organisation. If organisations pursue long-term outcomes, sustained growth and leaders who are promoting the organisation first, not themselves, they need to recognise and encourage servant leadership. Both the organisation and employees will benefit from applying a servant leadership style.

1.3.3 Contribution to the organisational literature

Leadership is imperative to any organisation and defining a leadership style that can add value to the success of the organisation, can have a profound influence on the organisation's triple bottom line and sustainability. An increasing number of organisations are adopting servant leadership as a philosophy but limited understanding of servant leadership in most industries exists, especially in the agricultural sector. This leadership style can provide any organisation with a competitive edge over its rivals. The contribution of this study to the industry can therefore be significant in terms of sustainability and in creating healthy organisations in an ever increasing competitive global arena.

1.4 Problem statement and research question

According to Price (2010) health is the ability of any organisation to not only compete today, but also in the future. Organisational health is thus much more vital today as what it has been in the past due to greater returns generated from healthy organisations than which they have been in the past. The level of rivalry suggests that competitive advantage is not awarded to the company with the best innovative product; it confers to the company with the ability to rapidly reinvent itself and defend itself from attackers.

Effective inventive leadership is required in order to promote the development of high performance healthy organisations. According to Warrick (1981:155) very few leaders recognise the implications of how instrumental their type of leadership style is on the work performance of their sub-ordinates. Havenga (2006:5) contends that the manner in which business is conducted has changed and the workers' behaviour in organisations have maybe changed even more so. Employees are no longer comfortable with a more traditional leadership style of authority and power. Employees desire freedom to explore, be creative, be innovative, while still being allowed to make mistakes without punishment. The most effective manner in which to achieve this according to Havenga (2006:5), is for a leader to adopt a servant leadership style.

Servant leadership was first introduced in 1977 by Greenleaf. He proposed that, to be a leader, one should become a servant first. Greenleaf's explanation of the servant leader revolves around a lifestyle that incorporates the idea of service into a service act (Greenleaf, 1977:7). Covey (2006:5) proposes that the servant leadership style might be specifically fitting for South Africa as servant leadership is typified by moral authority, self-effacement, stewardship and forfeit in order to promote trust and mutual respect, which resembles the vital basis of team collaboration. He offers Nelson Mandela as a model of a servant leader.

This study dealt with the influence of servant leadership on organisational health. Considerations were given to characteristics of servant leadership and key areas to consider when developing healthy servant led organisations. It is therefore essential to introduce and answer the following research questions in order to effectively deal with this research subject.

1.4.1 Research questions

- Based on characteristics of leadership, is servant leadership present within the organisation?
- Based on key focus areas within a healthy organisation, do the leaders within the organisation promote a healthy organisation?
- Does a correlation exist between the characteristics of servant leadership and key areas of organisational health?

1.5 Research objectives

The research objectives are separated into two sections, namely a general objective and specific objectives.

1.5.1 General objective

The general objective of this study was to investigate the influence of servant leadership on organisational health as perceived by employees within an agricultural organisation.

1.5.2 Secondary objectives

The specific objectives of this research are detailed as follows:

- To conduct a literature survey in attempt to support and conceptualise key concepts of servant leadership and organisational health within the organisation and to establish their interrelationship as recognised by previous research in other organisational frameworks.
- To conduct an empirical study in attempt to measure employee perceptions of servant leadership and organisational health as these are demonstrated in an agricultural organisation.
- To determine the influence of servant leadership on organisational health within an agricultural organisation.
- To make recommendations to management regarding the findings.

1.5.3 Research hypotheses

The projected outcome from the research in this study related to the empirical research questions can be summarised as being:

- Characteristics of servant leadership are present within this organisation;
- Leaders will display key components of organisational health.
- Servant leadership will have an influence on the organisation's health.

1.6 Research design / method

1.6.1 Literature review

The intention and purpose of the literature review is to examine the key constructs pertaining to this study. This will be done by:

- Reviewing the recommended conceptual model and its components in the context of servant leadership characteristics and key elements of organisational health. The described conceptual study model is included in Chapter 2 of this study.
- Presenting the recommended model for the study.
- Examining the history and hypotheses of the recommended model.

The key concepts of the study include:

- Dependent variable: organisational health;
- Independent variable: servant leadership;

The sources that will be referred to in this study for the purpose of the literature review mainly consist of relevant peer-reviewed, academic articles, textbooks, scientific journals and research documents retrieved from credible search engines on the NWU databases and include:

- EbscoHost: International journals on Academic Search Premier, Business Source;
- Internet: Google Scholar and internet articles;
- NWU online library;
- SACat: National catalogue of books and journals in South Africa;
- SAePublications: South African journals;
- Textbooks
- Premier, Communication and Mass Media Complete and EconLit; and

- ProQuest: International dissertations in full text.

1.6.2 Empirical research

Figure 1.1 Empirical results flow diagram represents the process followed in the research study to generate empirical research results.

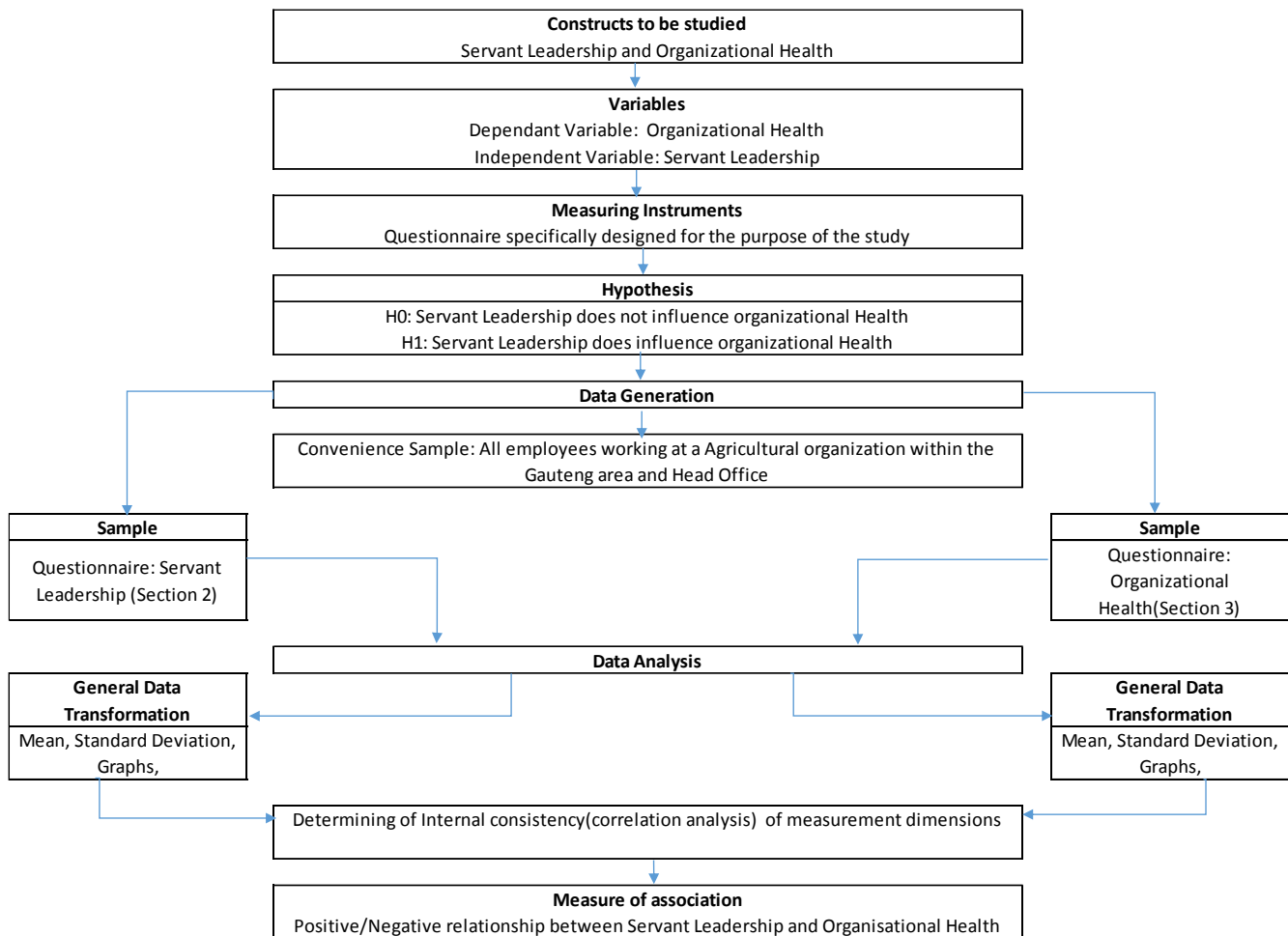


Figure 1.1: Empirical research study: Flow Diagram

1.6.2.1 Research participants

The research survey questionnaire distribution is limited to employees within the Gauteng operations and head office of the identified organisation operating in South Africa and Africa. Permission was obtained beforehand to use these units within the organisation. Permission could however not be obtained to disclose the organisations' name. The derived target population were 537 potential participants. A convenience sample was done due to the time and logistic constraints encountered by the researcher. Electronic and manual survey questionnaires were distributed to participants in this target population.

The survey questionnaire was distributed to the following staff:

- Executive management;
- Senior managers;
- Supervisors;
- Workforce.

This entails everyone that represents the organisations' Gauteng operations and head office personnel as per the organisation's departmental lists that were obtained from the identified organisation.

1.6.2.2 Research approach

The research methodology applied in this study to evaluate the study objectives is a quantitative research approach. The quantitative research approach was mainly used due to its reliability and objectivity. The quantitative research approach also allows for the research of the relationships between study variables.

Research data was gathered by making use of primary data collection techniques. Primary data collection involves the researcher gathering his / her own data (Welman *et al.*, 2012:149). The primary data for the study was obtained through a non-experimental, cross-sectional design as data measurement and will entail a single time dimension. Questionnaires were chosen as the most suitable method to gather the primary data as questionnaires are useful and by utilising statistical software packaging, the outcome thereof is easily quantifiable. This method is known as being more objective than other research instruments.

The independent variable's relationship will be tested against the dependant variable by utilising a data analysis which entails exploratory factor analysis and correlational design. The correlation between these variables will then be investigated by utilising descriptive statistical techniques which are supported by statistical data analysis software.

1.6.2.3 Research procedure

Executive management of the identified organisation gave consent to the research being conducted. An executive manager within the organisation was approached by myself. Consent was confirmed but permission could not be obtained to reveal the organisation's name. The purpose and objectives of the study was explained and the potential benefits for the organisation were discussed. The concerns surrounding ethics and anonymity throughout the collection of data were dealt with during this conversation.

The participation in the study was simplified. An electronic based questionnaire was designed and distributed by the researcher to respondents within the target population. Due to permission

not being granted and limited access to the internet for this purpose, the researcher could not dispatch the electronic questionnaires via a group email and mails were sent out individually by utilising an email list. An explanatory e-mail with the questionnaire attached was sent to the identified research respondents which were employees working within the organisation's Gauteng operations and head office. The completed electronic questionnaire responses were submitted by respondents within a two-week period. All the respondents' responses were gathered and processed by the researcher on a data sheet created in Microsoft Excel by NWU Statistical Services.

The manual questionnaires consisted of a cover letter which introduced the purpose and objectives of the study and reassured respondents that the responses are done anonymously and voluntarily. Confidentiality was also confirmed. The intention for this being to attain more honest answers, as work-related questions are mostly regarded as sensitive. The questionnaire also had a short introduction to the most significant research variables and instruction for completion was included. The manual questionnaire was distributed to all training groups during a two-week period and to all employees that were easily assessable due to time and travel constraints which included remoteness of farms and other operations.

1.6.2.4 Measuring instrument

A measurement tool in which to examine influence of servant leadership on organisational health is a research survey. A questionnaire to assess the two variables of servant leadership and organisational health was specifically designed for the study by the researcher in order to obtain inclusive information regarding the perception, view and conceptualisation of these variables for employees within the chosen organisation.

The questionnaire consisted of four individual sections:

- Section 1: Demographic information;
- Section 2: Characteristics of servant leadership;
- Section 3: Key Areas within a healthy organisation; and
- Section 4: Open ended question.

A few questionnaires were reviewed in order to obtain background information which could assist in the designing of the questions of this measurement tool. The questions were chosen and constructed specifically for the purpose of this study. All the questions covered in Sections 2 and 3 were measured on a five-point Likert scale as follows:

1. Strongly disagree;

2. Disagree;
3. Undecided;
4. Agree; and
5. Strongly agree.

A copy of the final research survey questionnaire is attached as Appendix A.

Welman *et al.* (2012:174) defined an open-ended question as a question which the researcher presents to respondents of which there is no predictable or fixed list of responses. The benefit of open-ended questions lies in that the respondent's reply cannot be manipulated by the researcher and the responses of respondents can be a source of a valuable stream of diverse information regarding the perceptions of the respondents (Welman *et al.*, 2012:175).

The researcher acknowledges that more descriptive responses would also be essential in order to attain beneficial information and therefore formulated an open-ended question in an effort to contribute towards valuable feedback and recommendations to management. This also allowed for authentic replies from respondents regarding the current set of circumstances within the organisation.

1.6.2.5 Data analysis methods

The main goal of data analysis is to understand the different constructs within the study through the examination of relationships between the variables and the determination of possible patterns derived from the study (Cooper & Schindler, 2003:87). Data and statistical analyses were utilised in order to divide the collected research data into more practical areas, categories and relationships.

Data collected from the respondents were summarised in a Microsoft Excel spreadsheet, captured into an applicable statistical data analysis software package. The collected data was captured, conclusions were made and the required recommendation regarding the research objectives were completed by applying the statistical analysis (Claassen, 2015).

Statistical Package for Social Sciences (SPSS) (version 23) statistical programme was utilised to conduct a quantitative statistical analysis. SPSS's predictive analytics software makes it possible to process what could materialise next which will promote better decision making, problem solving and improve the final outcome (SPSS Inc., 2016). A data file was created to perform the descriptive statistics. The descriptive statistics and effect sizes were applied in order to establish the importance of the study findings. The results of the study were simplified and correlated

throughout with mean and standard deviations. The mean indicates the central tendency of the research results whilst the standard deviation shows the average distance of individual scores from the mean.

Cronbach's alpha coefficient was applied to assess the reliability of the construct variables measured in this research.

Statistical significance was also used to determine the practical relevance of relationships. Effect sizes will advise the importance of obtained results, where statistical significance shows results which are insignificant and not relevant. Statistical significance testing alone is problematic. A number of researchers have proposed that more emphasis be placed on effect sizes. Cut-off points of 0.1 (small effect), 0.30 (medium effect) and 0.50 (large effect) were used for the practical significance of correlation coefficients (Cohen, 1988:25).

Hypothesis testing was performed by using correlation analysis. The set hypotheses within this study were tested through correlation analysis.

1.7 Limitations of the study

The main limitation of this study lies with the sample of respondents not representative of the entire organization due to the method of convenience sampling used.

The aim of the study was to target respondents within the organisation's Gauteng operations and head office; this however does not represent the organisation as a whole. Generalisation will therefore be restricted to the operations that were sampled in the organisation.

How individuals perceive and their impression of the organisation's leadership might be a sensitive topic and the honesty of the study responses could be bias and of concern to the researcher. The fact that the researcher had personal contact with the respondents by means of handing out of manual questionnaires might have discouraged the respondents to answer sensitive questions more truthfully (Brace, 2008:39).

The main objective of the research was not to substantiate the underlying relationships between the variables. The research's main aim was to determine if correlating relationships exist between the set variables and to establish the strength of such relationships.

1.8 Expected benefits

The findings of the research are expected to contribute towards understanding the current status quo within the organisation regarding its health with regards to servant leadership by testing for the presence of servant leadership characteristics. This valuable information can then be used as

a point of reference when recommendations are presented towards integrated organisational improvement suggestions relating to existing and future challenges.

1.9 Layout of chapters

The following chapters will form part of this study:

- **Chapter 1: The nature and scope of the study**

The main purpose of this chapter is to introduce the study. A background of the current situation regarding the presence of servant leadership and the organisation's health is presented. The purpose for the study is stated followed by the formulated problem statement and research questions. The main aim of the research and methodology is explained and applied throughout the study in order to accomplish the set goal of the study.

- **Chapter 2: Servant leadership and organisational health**

The main purpose of this chapter is to critically review literature on the key concepts which will aim to provide context to the intended research. The key concepts include leadership, servant leadership and organisational health. The conceptual model of this study is presented in Figure 2.1. This model will be discussed in the context of servant leadership and its influence on organisational health.

A vast amount of research has been conducted on the leadership, a concept which is commonly discussed (Khan & Malik, 2010:1). Leadership is considered a subject in constant need of attention which fulfils a vital role in individual and organisational interaction (Obiwuru *et al.*, 2011:101). The concept of leadership needs to be clearly defined and understood before servant leadership and its influence on Organisational health can be discussed and possible relationships can be determined.

- **Chapter 3: Research methodology**

The main purpose of this chapter is to provide a study framework in relation to the empirical research design, the respondents of the study, the suggested measuring instruments and the data analysis methods used within the study.

The data gathering methods which include ethical considerations will also be reviewed within this chapter.

Particular consideration will be given to the measuring instruments used in measuring the study constructs; the focus will be on authenticity and accuracy. Data analysis methods will be described in detail within this chapter.

- **Chapter 4: Results**

The main purpose of this chapter is to present the findings of the study. The following results will be discussed:

- Biographical information of the research participants.
- The descriptive statistical results on the constructs of servant leadership and organisational health will be provided.
- Possible relationships between the constructs will be measured by using exploratory factor analysis and correlation coefficients.
- Cronbach's alpha coefficient will be used to measure reliability of the measuring instrument.

- **Chapter 5: Conclusions, recommendations and limitations**

The main purpose of this final chapter is to review the research results, highlight the limitations of the study and to make conclusions based on the hypotheses presented by either accepting or rejecting the hypotheses. The chapter will conclude with recommendations made to the organisation and recommendations for future research based on the research findings.

1.10 Chapter summary

Chapter 1 presented an outline to the research as well as an introduction to the study. A problem statement, research objectives, research methodology, limitations and layout of chapters were dealt with. Chapter 2 will focus on the literature review.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This chapter will present the literature study supporting the research done and will cover the following subjects: leadership, management, servant leadership, organisational health.

2.2 Defining major concepts of research study

2.2.1 Leadership

Defining leadership is a vast and complex undertaking. There are many different schools of thought on leadership such as participative, behavioural, contingency theory, situational leadership. Transactional leadership and transformational leadership: to compare and contrast. According to Drinon (2011) examining these thoughts raised a number of questions such as:

- Are individuals “born leaders,” do some people have characteristics that make them better fit leaders or can leaders be developed?
- Does one leadership style fit all, or is it more useful to evaluate and respond differently to each sub-ordinate and circumstance? (contingency, situational)
- Should influence exist with one person at the “steer” of an organisation or is it wise to disperse authority, power, and decision making amongst members in an organisation? (participative)
- Is there an effective rewards system and punishment for sustained improved performance of members in an organisation? (management or transactional)
- How vital is the bond or engagement between a leader and his / her followers?
- How vital should growth, satisfaction and well-being of followers be to the leader? (relationship or transformational)

Taking into consideration the above questions, several representative leadership definitions include:

- Leadership is the ability to inspire and encourage others to overcome challenges, accept continuous change and achieve goals; it is the capacity to build strong, effective teams and it is the process of using influence to persuade and steer. (Osborne, 2015:10)
- According to DuBrin (2010:2) leadership involves the ability to inspire confidence and support among the people who are needed to achieve the organisations' set goals.
- Leadership is a process in which an individual influences a group to achieve common goals (Northouse, 2007:3).

- Leadership is to inspire others to pursue a company vision within set parameters to such an extent that it becomes a shared effort, a shared vision and success is shared (Zeitchik, 2012).
- Leadership is a process of social influence, which amplifies the efforts of others, towards the attainment of a goal (Kruse, 2013).
- According to Kotter (2001:9) leadership involves the motivation, inspiration and vitalization of employees, not by pushing them into the right direction as control mechanisms do, but by satisfying the basic human need for achievement, sense of belonging, recognition and self-esteem.

In conclusion, after consideration of all of the above definitions, leadership revolves around influence, specifically influence of followers. Leadership also involves the relationship between a leader and followers, the leader's ability to apply influence to motivate and inspire people to achieve organisational objectives through shared effort and shared vision.

To motivate and inspire people is a critical part of any leadership role. To enable people to deliver, leaders need to be in tune with their motivations and their needs. Leaders need to spend time not only connecting with people, but also influencing them to move forward, praising and recognising behaviours, results and progress made.

2.2.2 Servant leadership

Robert Greenleaf pioneered the conception of servant leadership. Greenleaf (1977:27) contends in his essay:

"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. That person is sharply different from one who is leader first; perhaps because of the need to assuage an unusual power drive or to acquire material possessions ... The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite."

Greenleaf identified the major purpose of the traditional leader as being the aspiration to spearhead followers to attain organisational goals and objectives. Conversely, the driving force behind a servant-leader is to serve others to be all that they are capable of becoming.

Prior to publishing his influential work on servant leadership, Greenleaf spent 40 years in the business world as an executive at AT&T (Spears, 1996:33). Greenleaf's servant leadership model linked theoretical as well as practical principles concerning the most effectual methods of influencing and developing people.

Greenleaf was undoubtedly not first in introducing the theory of servant leadership. The origins of servant leadership can be backtracked to the Bible, in particular the stories of Jesus Christ. Servicing followers is evident in many of the acts performed by Christ, most known was his washing of his disciples' feet. Spears (1996:34) contends that Greenleaf established that the distinguished leader is first perceived as a servant to others and he believed that real leadership materialises from those whose main driving force is a profound desire to ameliorate others.

Laub (1999) recognised the need for an assessment tool to measure the level at which employees and leadership within an organisation perceive the presence of servant leadership attributes. He formulates an effective definition from a mutually accepted list of the characteristics of servant leadership. According to Laub (1999) servant leadership is the understanding of and practising of leadership that prioritises the well-being of followers over the self-interest of the leader. Servant leadership advocates the valuing and development of people, the building of community, the practise of authenticity, the providing of leadership for the good of those led and the sharing of power and status for the common good of each individual, the entire organisation and those served by the organisation (Laub, 1999).

The servant-leader seeks to make sure that other people's highest-priority needs are being served.

Servant-leaders strive to transform their followers to "...grow healthier, wiser, freer, more autonomous and more likely themselves to become servants." (Greenleaf, 1977:13-14)

In summary, as derived from the definitions proposed in literature, servant leadership can be defined as a combination between leader and servant with the sole purpose to inspire followers, through practising authenticity, valuing people, building community and providing leadership with the needs of those being led, the entire organisation and all its stakeholders in mind.

2.2.3 Organizational health

The concept of organisational health was first suggested in 1969 by Matthew Miles, in a simulation developed on the climate of schools (Miles, 1969:376).

Organisational health is vital and a rather comprehensively researched topic. Researchers identified and developed various explanations and characteristics which include:

- Organisational health is an organisation's ability to operate efficiently, to cope sufficiently, too adapt appropriately and to grow from inside. (Organizational Health Development and Diagnostic Corporation, 2011).
- According to Karagüzel (cited by Yücel *et al.*, 2013:782) a healthy organisation is perceived as an organisation that supports organisational success, environment,

employee wellness and satisfaction with its structure of authority, values structure, standards, reward and sanction systems.

- A healthy organisation is one where people enjoy coming to work and are proud to be part of the organisation. (Lyden & Klingele, 2000:12).
- A healthy organisation is the collaboration of people and processes that results in superior performance (Bruhn, 2012).
- Organisational health revolves around body, mind, and spirit (Bruhn, 2012):
 - Body - signifies the structure, organisational design, uses of influence, communication processes and dispersion of duties.
 - Mind - signifies how fundamental principles, goals, procedures and policies are implemented, conflict handling, managing of change, how individuals are treated and how the organisation learns.
 - Spirit is the core of an organisation... what causes it to be vibrant and contributes to its energy. Spirit can be determined through observation (Bruhn, 2012).

Based on above definitions it can be suggested that organizational health cannot be linked to a single definition or a single recommendation on the achievement thereof. It is however beneficial to have varying definitions in order to have a combined framework – together it presents an impression of a healthy organisation, which makes it achievable to investigate what the outcomes of organisational health are.

In conclusion, based on the definitions of Organisational health presented above, healthy organisations entail:

- Efficient performance or functioning (body);
- Well-managed adaption to change and growth (body and mind);
- Effective perception of being aligned, interdependency and community (mind);
- Energised, vibrant and vigorous attitude.

2.3 Conceptual study framework

Figure 2.1 present the conceptual model of the study. This model attempts to determine the influence of servant leadership on the dependent variable organizational health. The concept of organisational health and the generated outcomes of a healthy organisation towards success as ultimate organisational goal will be discussed in detail within this chapter. It is however of importance to study the concept of leadership first as it will give a more complete insight as to the importance of servant leadership. The leadership within an organisation plays an important part in sustained organisational growth and enhancement. Only through effective leadership can an organisation communicate a strategic vision and influence employees towards attaining the set

goals, therefore the following sections within this chapter will touch on the different constructs of leadership, servant leadership and organisational health. A few metaphors such as the Iceberg theory and “Flipping the organisational chart” will be applied further in the literature review to enhance the theoretical framework of this study.

The following section will look into the material differences between management and leadership skills.

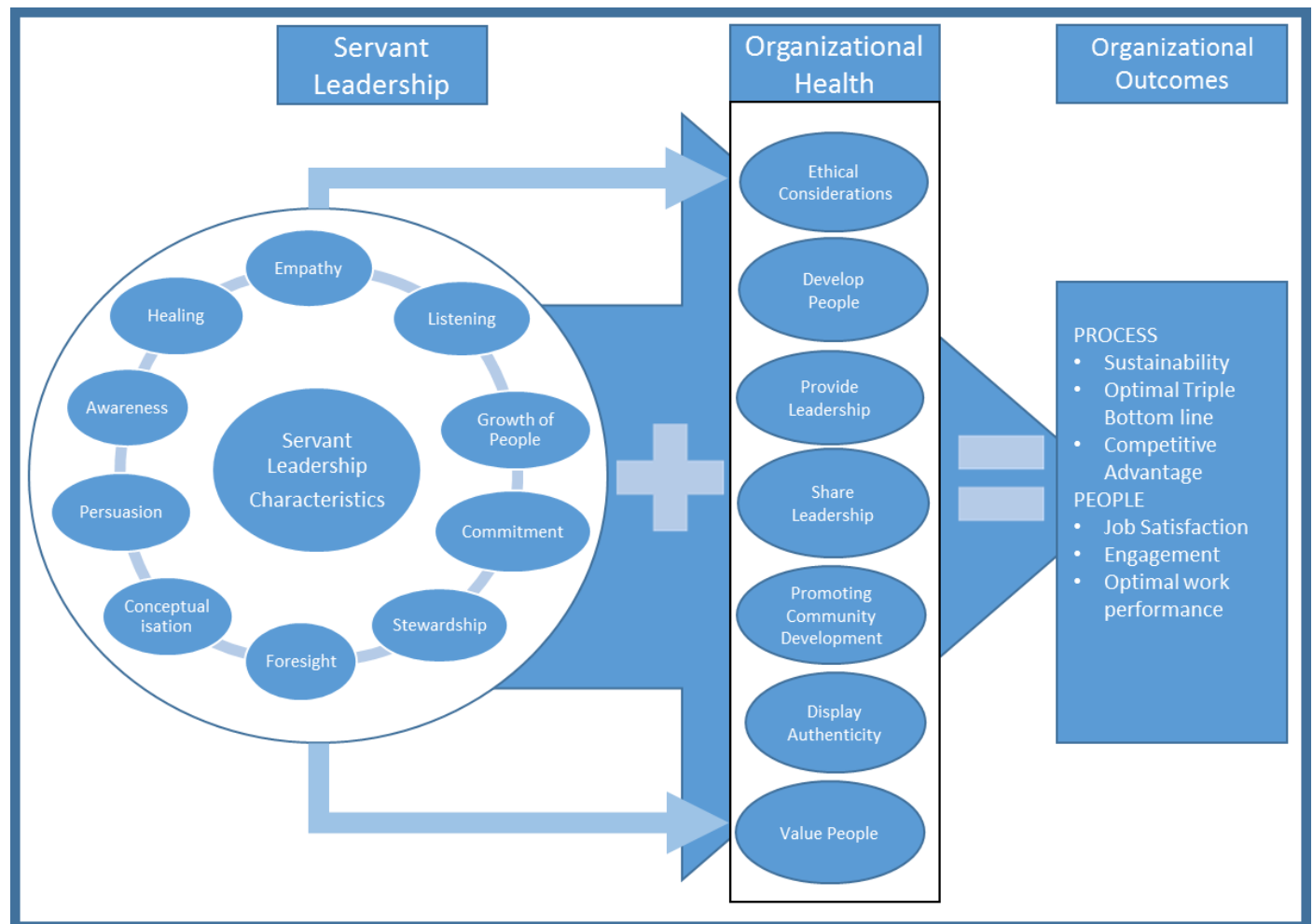


Figure 2.1: Conceptual study framework

2.4 The difference between management and leadership

To understand leadership, it is important to grasp the difference between leadership and management. According to Osborne (2015:11) leadership is a substantially different role from management. A leader is someone who makes decisions and communicates bold messages, while a manager implements strategies, measures performance and runs systems.

Leadership is one of the several features of management. Although not a necessity, it certainly is to a manager’s advantage to have excellent leadership skills. Conversely, leaders shine if some degree of management skills is present as it succours in envisioning the implementation of

strategic vision. According to Dubrin (2010:5) the following are several key distinctions between management and leadership:

- Management produces direction, consistency and predictability.
- Leadership produces change and adaptability to new products, new markets, new competitors, new customers and new work processes.
- Leadership, in contrast to management, involves having a vision of what the organisation can become and mobilising people to accomplish the envisioned vision.
- Leadership requires eliciting cooperation and teamwork from a large network of people and keeping the key people in that network motivated by using every manner of persuasion.
- Top-level leaders are likely to transform their organisations, whereas top-level managers just manage or maintain organisations.
- A leader creates a vision to direct the organisation. In contrast the key function of the manager is to implement the vision. The manager and his team thus choose the means to achieve the end that the leader formulates.

According to Kotter (2001) companies should remember that strong leadership with weak management is no better, and is sometimes actually worse, than the reverse. The real challenge is to combine strong leadership and strong management and use each to balance the other. Both management and leadership are thus necessary for success and sustainability in today's business environment. Reiling (2007) distinguished between leadership skills and management skills as depicted in Table 2.1.

Table 2.1: Difference between leadership and management skills

Leadership Skills	Management Skills
More concerned with vision	More concerned with implementation than the vision
Oriented toward change, and anticipating environmental changes	Oriented toward adapting to change, not taking the initiative.
Concerned with dynamics of a situation, which provides hints on how to leverage or shape; concerned with setting or changing the culture	Concerned more with technique; sometimes preoccupied with maintaining order and the status quo, but otherwise with adapting to the culture
Concerned with empowering	Concerned with BEING empowered
Actions demonstrate skill, but are strongly character based	Actions tend to be more strongly skill-based
More concerned with positive possibilities	More concerned with negative consequences
Concerned with building and/or reshaping the organization; willing to use skills of persuasion to advance vision and ideas of possibilities – regardless of position	Concerned with filling out the prescribed organization; adopt behavior and attitudes according to level or position; tend to be more protective of position, information, and knowledge; may feel that a situation is out of their control or influence
Understand their strengths and weaknesses, and are willing to learn from their mistakes and grow; able and interested in helping others do the same	Tend to avoid risks for self-protection, and hence growth is more limited; might understand strengths and weaknesses, but unaware of how to manage them to achieve goals
See relationships as opportunities for growth; personal goals in alignment with organizational goals; recognize that interdependence is the best way to achievement	See a more limited web of relationships in terms of immediately adjacent areas; tend to focus mostly on goals set by others, and work more independently within organizational limitations.
Build systems to support goals, empower others, and provide direction; promote sharing and collaboration; concerned with removal of performance barriers; and continued growth of team members	Concerned with segmenting areas of responsibility; become indispensable and part of the system; overly concerned with what team members do and how its done.

Reiling (2007).

2.5 Evolving towards leadership

It is possible for a manager to become a leader as the disparities between management and leadership is understated. Managers can evolve into successful leaders by prioritising the following people-oriented tasks:

- **Team morale:** Being aware and sustaining team morale is one of the defining qualities of a leadership. Edging forward towards good morale will solidly move towards effective leadership.
- **Empowerment:** Investing in tools which enables your team to fulfil their duties successfully shows respect and a genuine concern for the individual. Simplifying duties promotes sustained employee motivation.
- **Scheduling:** Manager's assumed responsibility over timelines, but the influence it has on the human element is the unique function of a leader. Managers can easily identify targets and deadlines; leaders have the concern of unquantifiable elements which impact on teams in reaching those milestones.
- **Team-building:** Developing a team with individuals who not only function efficiently as individuals but also effectively collaborate together as a team, is one of the profound attributes of a leader. The leader can maximise results of each team member by accentuating each individual's strengths and extenuating their weaknesses.
- **Sense of belonging:** By balancing the needs of the team with individual skills, optimal team performance can be reached. Creating awareness of the contribution of individual's skills on group success promotes sense of pride and an urge for excellence.

2.6 Contingency perspective of leadership

Mcshane and Von Glinow (2010:365) refer to contingency perspective of leadership as the idea that the most appropriate leadership style depends on the situation. Effective leaders must be both insightful and flexible in order to adapt their behaviour and leadership style to the immediate situation. Considerable effort is required from leaders to choose and adopt different styles to match the situation. Leaders must be equipped with a high emotional intelligence in attempt to analyse the circumstances and adapt behaviour accordingly.

2.6.1 Path-goal leadership theory

The Path-goal model of Robert House (1996: 328) is a theory based on specifying a leader's style or behaviour that best fits the employee and work environment in order to achieve a goal (House & Mitchell, 1974:10). According to Mcshane and Von Glinow (2010:365) Path-goal theory suggests that effective leaders ensure that employees who perform their jobs well receive more valued rewards than those who perform poorly. Effective leaders also provide the information, support and other resources necessary to assist employees in completing their tasks. Perceived differently, path-goal theory advocates servant leadership which aims to view leaders as coaches, stewards and

facilitators. The goal with the path-goal model is to maximise employees' motivation, promote empowerment and employee satisfaction.

The path-goal theory can best be thought of as a process in which leaders select specific behaviours that are best suited to the employees' needs and the working environment so that they may best guide the employees through their **path** in the obtainment of their set **goals** (Northouse, 2016:116).

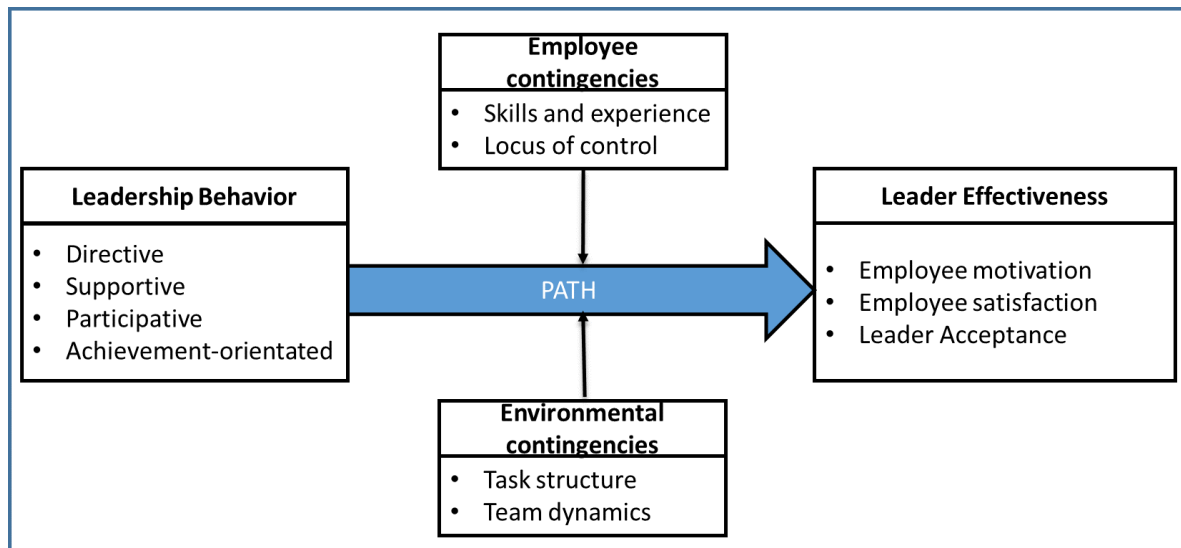


Figure 2.2: Path-goal leadership theory

2.6.2 Path-goal leadership styles

Figure 2.1 introduces the House's path-goal theory of leadership. This model specifically underlines four leadership styles and several contingency factors that lead to three indicators of leadership effectiveness.

- **Directive:** The leader clarifies performance roles, provides tools to reach those goals and the standards against which performance will be measured. Directive style is most effective when uncertainty within the environment and about task exists.
- **Supportive:** Promotes people oriented approach to leadership. Leader behaviour provides psychological support to subordinates by being creating a pleasant environment; friendly and approachable. Supportive style is most effective in situations where tasks and interactions are physically or psychologically challenging.
- **Participative:** Participative leadership behaviour foster and facilitate subordinate participation in decisions beyond their normal work activities. The leader consults with his subordinates prior to decision making.

Participative style is most effective when subordinates are highly trained and involved in their duties.

- **Achievement-orientated:** Achievement-orientated leadership style encourages employees in achieving peak performance. The leader sets challenging goals to subordinates, demands performance at their highest level and demonstrates confidence in individuals' ability to meet this expectation. Achievement-orientated style is most effective in a professional work setting, such as technical, scientific or sales environments.

2.6.3 Contingencies of path-goal theory

Two sets of situational variables are quantified by the path-goal leadership model. These variables measure the relationship between a leader's style and effectiveness, one being employee characteristics and the other characteristics of the employee's work environment. Mcshane and Glinow (2010:367) review four contingencies.

- **Skills and experience:** A blend of directive and supportive leadership is best for employees who are inexperienced and unskilled. Directive leadership provides individuals knowledge on how to complete a task successfully whilst supportive leadership assists subordinates to cope with the insecurities of unfamiliar work conditions.
- **Locus of control:** Individuals with an internal locus of control is of opinion that they have control over their surroundings at work. These subordinates prefer participative and achievement-orientated leadership styles and may become discouraged with a directive style. Individuals with an external locus of control believe that their performance is due to fate and luck, they then tend to be content with directive and supportive leadership.
- **Task structure:** Leaders should assume the directive style when the task is not routine in nature, as this style minimises role uncertainty that tends to occur in complex work scenarios. Employees in highly set routine and easy tasks may require supportive leadership to assist them in coping with the monotonous nature of their work. Participative leadership is preferred for employees performing non-routine tasks due to the lack of set processes and procedures, this provide them with discretion in order to attain challenging goals.
- **Team dynamics:** Cohesive teams with performance-orientated standards act as an alternative for most leader interventions. High team cohesion calls for supportive

leadership, whilst performance-orientated team norms call for a directive or achievement-orientated leadership.

2.6.4 Summary of path-goal theory

To summarise, the path-goal theory shows a relationship between leadership behaviour and employee effectiveness (satisfaction, motivation, acceptance of leader). Leaders are however flexible in that they can modify their behaviour or leadership style, dependent on a specific instance. The leader will in fact engage in those behaviours that will supplement their followers' abilities and counteract for imperfections. This relationship is however dependent on two situational factors which are employee and organisational related. Employee dependent factors include skills and experience and locus of control whilst organisational dependent factors include the structure of tasks and the dynamics within the team.

House's path-goal theory therefore supports servant leadership style which promotes that leaders act as coaches and facilitators to their followers rather than be in a position of power.

The preceding section dealt with the concept of leadership and management and concluded with the concept that a leader's behaviour is dependent on situational variables in a rapid changing organisational environment which can be changed accordingly. The following section will introduce servant leadership as an effective leadership style in a rapid changing organisation environment and prove that servant leaders are people oriented and focused on the needs of those around them. Servant leaders value human equality and seek to enhance the personal development and professional contributions of all the members within an organisation (Russell, 2001:77).

2.7 Servant leader: leading from within

According to Burkus (2010) servant leadership is a recent theory of leadership that argues that the most effective leaders are servants of their people. Servant leaders obtain results through passionate attentiveness to their followers and followers' needs. Unlike many methodologies to leadership, servant leadership emphasises collaboration, trust, empathy and ethics when motivating and influencing those further down the organisational hierarchy. The servant leadership theory assumes that if leaders direct their effort on the needs and desires of followers, followers will respond by enhanced performance, improved teamwork and meaningful engagement.

According to Hannay and Fretwell (2010) the servant leadership theory moves beyond traditional trait, behavioural and situational theories and as a result alters the focus of the leader. The servant leader uses the leadership role to direct effort on meeting the needs of his or her followers, rather than seeing a leadership position as a way to fulfil individual needs. This unique and altruistic leadership style necessitates an individual who is prepared to apply his or her efforts on promoting followers.

The major strength of servant leadership theory is the contribution to organisational and employee development (Jones-Burbridge, 2012:46).

To lead from within in essence asks for leading with the heart and not with the mind; it is seen as a humble style of leading people, to always consider others first; the leader's focus should therefore be on promoting others.

In short, the servant leadership theory can therefore be perceived as an effective leadership style whereby leaders can obtain results and gain influence through serving their followers by driving collaboration, promoting trust and ethics and having empathy. The servant leader rather applies energy towards fulfilling the needs of followers than for personal gain. The major benefits of the servant leadership theory are the increased organisational results and enhanced employee performance.

It is important to effectively communicate the concept of servant leadership and its influence and relationship with other constructs, it is important to examine the characteristics of this leadership style. The following section will elaborate on these key characteristics of servant leadership.

2.8 Ten characteristics of servant leadership

Spears (2010:27) identified a set of ten characteristics viewed as critically important in the development of servant leaders:

- **Listening:** Communication and decision-making skills are traditionally valued leader attributes. These skills however need to be reinforced through deep commitment to listening absorbedly to others. The servant leader seeks to identify the drive of the group and to assist in clarifying that drive. Listening in conjunction with consistent reflection intervals is crucial to the growth of the servant leader.
- **Empathy:** The servant-leader strives to take cognisance and emphasises with others. Individuals have a need to be accepted and acknowledged for their unique spirits. The most accomplished servant leaders are those who have become skilful compassionate listeners.

- **Healing:** Acquiring the skill to heal is a powerful force towards transformation and integration. One of the greatest strengths of servant leaders is the recognition that they have the opportunity to “help make whole” those individuals they encounter.
- **Awareness:** Broad awareness and particularly self-awareness strengthens the servant leader. Awareness assists in understanding issues related to perception and job satisfaction.
- **Persuasion:** Another characteristic of servant leaders is dependence on persuasion, rather than on one’s positional authority of decision making within an organisation. The servant leader strives towards convincing others, rather than forced compliance.
- **Conceptualisation:** Servant leaders seek to nurture their aptitude to “dream great dreams”. The competence to visualise a challenge within an organisation from a conceptualising perspective entails that one must think beyond day-to-day realisms. Servant leaders are needed to pursue a healthy balance between conceptual thinking and a day-to-day focused approach.
- **Foresight:** Closely related to conceptualisation, the ability to foresee the likely outcome of a situation is hard to define, but easier to identify. One knows foresight when one experiences it. Foresight is a 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. It is also deeply rooted within the intuitive mind.
- **Stewardship:** Stewardship involves the “keeping of something in trust for another.” Servant leadership, like stewardship, assumes first and foremost a commitment to serving the needs of others. It also emphasises the use of openness and persuasion, instead of control.
- **Commitment to the growth of people:** The servant leader is deeply committed in cultivating the personal, professional and spiritual growth of others. The servant leader acknowledges the profound responsibility to do everything in his or her power to nurture the personal and professional growth of employees and colleagues. In practice this can include, *inter alia*, concrete actions such as making funds available for personal and professional development, taking a personal interest in the ideas and suggestions from everyone, encouraging worker involvement in decision making and actively assisting laid-off employees to find other positions.
- **Building community:** Amplifying that local communities are essential in the personal lives of those who are employed within an organisation. This awareness causes the servant

leader to seek some means for building community among those who work within the organisation. Servant leadership suggests that true community can be created among those who work in organisations.

In essence, the ten characteristics of servant leadership are by no means complete, it however serves as a basis for understanding the general concept and the influence that servant leadership has on organisational performance and supports the potential it has for organisations and leaders. Van Dierendonck (2011:1230) combines the different views of researchers in Table 2.2 below; this does not only shows the magnitude of characteristics related to servant leadership, but it is also important within this study's framework to take cognisance of the level of disagreement between researchers on specific characteristics which defines servant leadership.

In order to be servant inspired leaders we should be humble and know our limits. We can only serve others when we are humble. If not, we cannot contribute towards others in building themselves and stand together as a team with the ultimate goal being successful.

Regardless the disparities concerning the main traits of servant leadership, researchers consistently provide the foundation needed in the development of a refined model of servant leadership. The following section will explain such a servant leadership model as discussed by Northouse (2016:232).

Table 2.2: Key characteristics of servant leaders

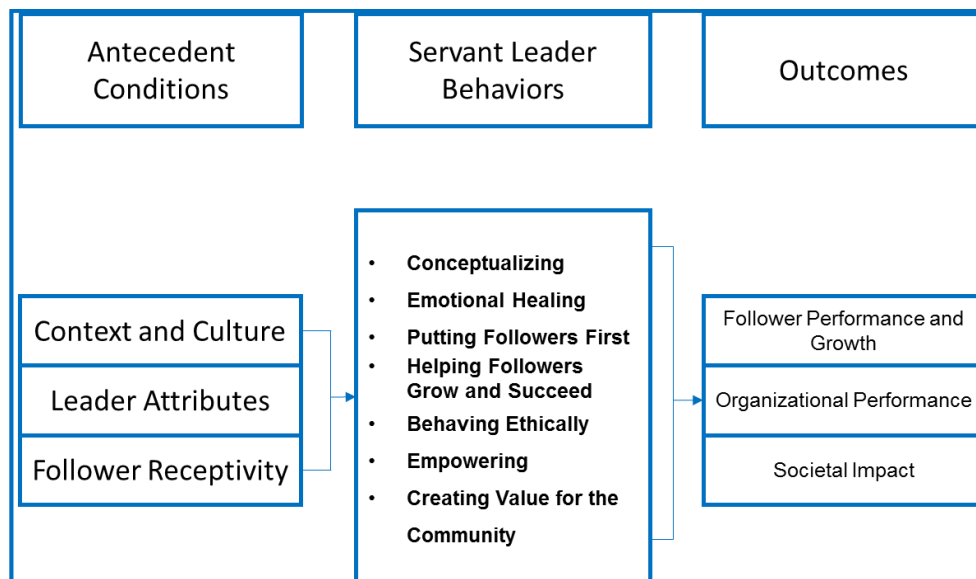
Laub (1999)	Developing people Sharing leadership Displaying authenticity Valuing people Providing leadership Building community
Wong and Davey (2007)	Serving and developing others Consulting and involving others Humility and selflessness Modelling integrity and authenticity Inspiring and influencing others
Barbuto and Wheeler (2006)	Altruistic calling Emotional healing Persuasive mapping Organisational stewardship Wisdom
Dennis & Bocarnea (2005)	Empowerment Trust Humility

	Agapao Love Vision
Sendjaya <i>et al.</i> (2008:402)	Transforming influence Voluntary subordination Authentic self Transcendental spirituality Covenantal relationship Responsible morality
Van Dierendonck & Nuijten (2011)	Empowerment Humility Standing Back Authenticity Forgiveness Courage Accountability Stewardship

Van Dierendonck (2011:1235)

2.9 Servant leadership model

The servant leadership model (Figure 2.2) developed by Northouse (2016:232) is aimed in clarifying servant leadership and articulate a framework which contributes in understanding its complexities.



Northouse (2016:232)

Figure 2.3: Servant leadership model

2.9.1 Antecedent conditions

Antecedent conditions identified do not include all the circumstances that will influence servant leadership, but do exemplify some aspects likely to have an impact on the process of leadership. Three antecedent conditions were identified as having an influence on servant leadership: context and culture, leader attributes and follower receptivity.

- **Context and culture:** Servant leadership transpires within a specified organisational context and a specific culture. The nature of each of these aspects influences the way in which servant leadership is being projected. Because the norms differ within different organisational settings, the manner in which servant leadership is being conducted may differ.

Different cultural dimensions also have an impact on servant leadership. In organisational cultures which are low humane orientated servant leadership might present a challenge. Organisational culture will influence the ability to achieve servant leadership.

- **Leader attributes:** The servant leadership process is influenced by the character and nature of the leader. Individuals add their own and bring their own individuality to leadership situations. Some individuals are highly determined to lead, whilst others may be compelled by a sense of higher calling (Sendjaya *et al.*, 2008:404). Individuals differ in matters such as ethical standards, emotional intelligence and self-determination. These traits influence their adeptness to engage in servant leadership. These disparities however mould individuals in the way they exhibit servant leadership.
- **Follower receptivity:** Follower receptivity is an aspect that seems to influence the impact of servant leadership on personal job performance and overall organisational performance. Follower receptivity deals with the question “Do all followers show a desire for servant leadership?” Research suggests individuals might be divided in the answer. Some associate servant leadership with micromanagement and do not need their leader to know them personally and to contribute towards their development. (Liden *et al.*, 2008:161). According to Meuser *et al.* (2011) a positive impact on performance and organisational citizenship is experienced when servant leadership is applied to followers who sought it.

It is apparent that, for some followers, servant leadership has a positive effect whilst with others servant leadership is not effective.

2.9.2 Servant leader behaviours

This section identifies seven servant leader behaviours that are the foundation of the servant leadership process. These behaviours emerged from research done by Liden *et al.* (2008:174) in an effort to develop an assessment measurement for servant leadership. The findings from their research substantiated servant leadership being a multi-dimensional process. The identified servant leader behaviours are the central focus of servant leadership. The servant leader behaviours are:

- **Conceptualising**

This concept signifies the servant leader's in-depth understanding of the organisation. This aptitude allows servant leaders to deal with complex problems, to identify potential challenges and to deal with problems creatively according to the overall goals set in the organisation.

- **Emotional healing**

Emotional healing involves being considerate towards personal matters and welfare of others. Servant leaders who demonstrate emotional healing avail themselves to others, provide support and stand by them.

- **Putting others first**

Putting others first is the defining trait of servant leadership. It means prioritising followers' success before those of the leader and uses clear action and words that indicate that followers' concerns take preference.

- **Assist followers to grow and succeed**

This behaviour relates to have knowledge of followers' job-related or personal ambition and be a facilitator in their endeavours to accomplish those dreams. Servant leaders prioritise followers' career development by being a mentor. Essentially this behaviour aids individuals to become self-actualised in order to reach their full potential.

- **Empowering**

Servant leaders share power with their followers by permitting them to have control over the functions affecting their performance. Empowerment shapes followers' self-confidence and to perform on their own by providing them freedom to deal with complex situations in the best way.

- **Community value creation.**

Servant leaders value the community by wilfully giving back to the community. Servant leaders participate in local activities and inspire their followers to volunteer for community service. Community value creation is a means to combine purposes with goals.

2.9.3 Outcomes

It is crucial to investigate the probable outcomes of servant leadership. The outcomes of servant leadership are follower performance and growth, organisational performance and societal impact (see Figure 2.2). As highlighted by Greenleaf's study (1977, the main goal of servant leadership is to build healthy organisations that cultivate individual growth, reinforce organisational performance, and, eventually, have a constructive influence on society.

- **Follower growth and performance**

Majority of the servant leader behaviours concentrate directly on recognising followers' involvement and assisting them in realising their own potential. The anticipated outcome for followers is self-actualisation. A further outcome of servant leadership, recommended by Meuser *et al.* (2011), is a favourable impact it will have on follower job performance. The final anticipated outcome according to Greenleaf (1977) is that servant leadership would produce a ripple effect in that servant leaders will build more servant leaders. It was however suggested that further research is needed however to test this hypothesis.

- **Organisational performance.**

Preliminary research indicates that servant leadership impacts on organisational performance. Numerous studies have found a positive relationship between servant leadership and organisational citizenship behaviours (OCBs), which are followers' efforts that go beyond what is normally required in their duties which subsequently streamline overall operations within the organisation (Ehrhart, 2004; Liden *et al.*, 2008:162; Neubert *et al.*, 2008:1221; Walumbwa *et al.*, 2010:518).

According to Hu and Liden (2011:852) servant leadership influences the manner in which organisational teams function by improving team effectiveness. Furthermore, their results showed that servant leadership contributed positively towards team effectiveness by improving and clarifying the collective process.

- **Societal Impact**

Servant leadership is expected to have a positive impact on society. Greenleaf did not frame the process as one that is intended to directly alter society in his conceptualisation of servant leadership, he rather visualises that leaders become servants first, listen to others and assist them to develop. Organisations are healthier as result and this ultimately benefits the society.

In summary, the servant leadership model comprises of three elements: antecedent conditions, servant leader behaviours and outcomes. The heart of the model is the seven behaviours of leaders that nurture servant leadership: conceptualising, emotional healing, putting followers first,

helping followers grow and succeed, behaving ethically, empowering and creating value for the community. These seven behaviours are being influenced by context and culture, the leader's attributes and the followers' willingness to accept this kind of leadership. When individuals adopt a servant leadership style, it is envisaged to improve outcomes at the individual, organisational and societal levels.

The following section will deal with the strengths and criticisms of servant leadership. It is vital to explore the strengths of servant leadership in this study as it aims to contribute towards the proposed recommendations to enable organisations to build on current servant leadership levels, criticism explore gaps in the servant leadership theory and aims to contribute towards proposals for further research.

2.10 Strengths and criticisms on servant leadership

2.10.1 Strengths of servant leadership

Servant leadership makes several positive contributions within the organisation:

- According to Northouse (2016:240) servant leadership is distinct in the way that it marks altruism as being the central component in the leadership process. Servant leadership contends that leaders should place followers first, share power with followers and prioritise followers' growth. It is the only leadership approach that outlines the leadership process on the principle of caring for others.
- Servant leadership provides a contradictive and challenging approach to the use of power in leadership. Almost all other theories of leadership discuss influence as a constructive factor in the leadership process, but servant leadership proves the contrary. To surrender control rather than pursue control is the key objective of servant leadership. Servant leadership can thus be seen as an influence process that does not integrate power in a conventional way (Northouse, 2016:240)
- Servant leadership theory contributes towards organisational development. The servant leader deviates from traditional leadership styles of having control over followers by rather empower and inspires them to achieve (Nayab, 2011)
- A major strength of the servant leadership style is its contribution to the comprehensive development of the employee. The servant leader spends time and energy to mentor followers in order to understand their capabilities, beliefs and values and coaches them to recognise their potential and higher purpose. (Nayab, 2011)

- Servant leadership continues to anchor in social and ethical considerations. The servant leader involves his / her followers in the decision-making process by empowering them to act, making servant leadership a form of democratic leadership. Servant leadership's value-based leadership aids organisations in business conditions where empowerment, commitment and ethical considerations largely contribute towards business success.

2.10.2 Criticisms on servant leadership

- According to Northouse (2016:240) the contradictory nature of the label "servant leadership" creates semantic uproar that devalues the prospective value of this approach. Being a servant in essence means following and following is contradictory to leading.
- The arguments amongst servant leadership academics regarding the key dimensions of the process (Table 2.1), where servant leadership is theorised to encompass a multitude of aptitudes, characteristics and behaviours. Researchers have not yet agreed to a common characterisation or theoretical framework for servant leadership (van Dierendonck, 2011:1229). The forcefulness of theoretical formulations about servant leadership will remain partial until a larger amount of findings can be published (Northouse, 2016:241)
- A major servant leadership criticism concerns its soft tactics being unfit in a competitive business environment. The servant leader is behind leaders practising alternative leadership styles in a competitive business environment. The servant leader focuses on "serving" and "inspiring" followers; it can result in a situation where accountability or responsibility gets watered down (Nayab, 2011).
- The servant leadership approach results in unsettled instances where personal goals and values contradicts with the organisational goals and values and leads to organisational unsatisfied goals. The servant leadership style is most effective when the entire organisation is committed to the conception and consists of particular key competencies and behaviours. Servant leadership is not an instant solution; the true benefit of servant leadership only becomes evident in the long term (Nayab, 2011).

This section incorporated the strengths and criticisms of servant leadership in order to give the researcher a clearer picture of the servant leadership construct. The next section will apply the metaphor of the iceberg theory in order to visual effect to the dimensions of servant leadership and to elaborate on the importance of servant leadership behaviour within any organisation.

2.11 The importance of servant leadership: The iceberg theory

According to Mannoia (2012:34) character provides intensity to behaviour. Identity and leadership activity are two dimensions of leadership that are inseparable. Mannoia then uses the metaphor of an iceberg to explain these two dimensions. 10 % of an iceberg's mass is above the waterline and 90 % lies beneath the waterline where no one can see it. The top of the iceberg represents the leadership activities that we perform – vision casting, management, budgets, decision making, strategic planning, counselling, directing, teaching, preaching and bookkeeping. The bottom of the iceberg represents the leader's identity. It answers the question "Who am I?" while the top of the iceberg answers the question "What am I here to do?" Both are essential elements for a leader. The essence lies in the fact that the two elements are inter-reliant. The top of the iceberg is only capable to maintain balance and stability to such an extent that the bottom is well moulded and deep-seated. The top represents performance, the bottom represents character. A leadership style is merely the depiction of activities in the top of the iceberg; effectiveness in this thought pattern is well-defined in the tangible and measurable outcomes. If we think about leadership only in this 10 % dimension, we are assuming that it is the priority and primary reference point for leadership. In reality, self-actualisation and long-term value emanates from developing integrity between who we are and what we do; between the bottom and the top of the iceberg.

How does this metaphor of the iceberg impacts on servant leadership? To downgrade the importance of servant leadership only to the category of a leadership style, confines it to the top of the iceberg which is only proportionate to a leader's abilities and by doing so makes it completely dependent upon the results based on a "doing" leadership. When servant leadership is primarily seen as the prerequisite of the leader, then the focus should be on identity which will give rise to leadership activity that is consistent to the leader's ability. The bottom of the iceberg always provides a foundation and character from which activities in the top of the iceberg are carried out. Servant leadership is not simply a style of leadership. It depicts a leader. Adding the "servant" back in "servant leadership" entails more than doing countless deeds of service for others to justify leadership responsibility. It means building character with the aim to transform the nature of the leader into a servant. The activities stemming from leadership, regardless of the adopted leadership style, will be inspired by a servant identity. By extending the "bottom of the iceberg" identity of the leader into "top of the iceberg" activities, will result in the shaping of behaviour; this results in the establishment of a foundation of servant leadership.

2.12 Operationalisation of the concept of organisational health

According to Price (2010) organisational health is the ability of the organisation to be competitive, not only for the present, but potentially stays competitive. Three organisational constructs can be identified:

- **Degree of organisation alignment**

Are all stakeholders within the organisation supporting its direction? In several organisations this concept remains problematic as there isn't a profound level of alignment pertaining to purpose and authority, from the leadership all the way through to the frontline employees that contribute in making a change to the customers.

- **Execution capacity**

This involves the people within the organisations' capability convert thoughts into facts. Execution capacity however is influenced by several variables such as how much intervention there is and how much excess complexity exist which slows the corporate, metabolic rate down.

- **Capacity for renewal**

This construct revolves around the organisations' ability to focus on changing at the rate dictated by the industry by recognising the determinants contributing to the fast-tracked rate of change, identifying the methods organisations utilise in renewing processes to adapt to change and establish approaches the individual and group adopt when dealing with change.

In conclusion, after considering all above concepts, organisational health can be perceived as an organisation's ability to get aligned, to compete at a world-class level and to reinvent.

Why is the health of any organisation crucial in achieving business success? The answer is simply because the returns derived for an organisation's health are boundless. The degree of competitive power requires that competitive advantage is not bestowed upon the company with the best idea; it confers to the organisation that can re-invent itself and hedge itself against competitors – by being better than anyone else. A healthy organisation is vital when attempting to attain a sustainable advantage; this will however not be possible without the organisation's ability to change rapidly.

Developing organisational health decreases the organisation costs while positively affecting many considerations such as organisation effectiveness, job satisfaction, organisational commitment, organisational performance and employee health. Healthy organisations thus have a competitive edge over unhealthy organisations (Yücel *et al.*, 2013:787).

2.13 Characteristics of a healthy organisation

It is important to distinguish between the characteristics of healthy and unhealthy organisations in order to acknowledge the anticipated advantage of organisational health. The organisation should be evaluated, the results should be interpreted and guaranteed solutions to problems resulting in unhealthy organisations should be generated. Characteristics of healthy and unhealthy organisations according to Karagüzel (cited by Yücel *et al.*, 2013:784)

Table 2.3: Characteristics of healthy and unhealthy organisations

Healthy organisations	Unhealthy organisations
Open to innovation and improvement	Not open to innovation and improvement
Its long-term effectiveness is high	Its long-term effectiveness is low
Employees are ensured to participate in the decisions	Employees apply the decisions made by top management
Organisational commitment is developed	Organisational commitment is not developed
Responsible to the environment and employees	Not responsible to the environment and employees
Proactive, takes preventive measures	Reactive, corrective actions are taken
Work stress is low	Work stress is high
Work satisfaction and workplace peace are high	Work satisfaction and workplace peace is low
Importance is attached to employees	Importance is not attached to employees
Number of absences and quits is little	Number of absences and quits is big
Communication between the individuals and top management is strong	Communication between the individuals and top management is weak
Worker safety is present, work accidents are scarcely encountered	Worker safety is not present, work accidents are frequently encountered
Employees work with high motivation and exhibit high performance	Employees work with low motivation and exhibit low performance
Unfavourable internal and external environmental conditions cannot damage the organisation	Unfavourable internal and external environmental conditions can damage the organisation
Team spirit is developed, employees act with the sense of “us”	Team spirit is not developed, employees act towards their personal interests
Employees feel themselves safe in the organisation	Employees do not feel themselves safe in the organisation
Information flow is robust and timely	Information flow is unavailable
Strategies are put into practice successfully	Incapable to put strategies into practice

An open, trust-focused and encouraging organisation culture is present	A closed, retributive and unfair organisation culture is present
Problems are intervened by digging into their causes	Evidences of the problem are addressed, the core cause cannot be identified
The organisation is efficient and effective	The organisation is not efficient and effective

Yüceler *et al.* (2013:784)

Main characteristics of a healthy organisation can therefore be derived from Table 2.3 and involve:

- Clearly defined goals and responsibilities are present.
- Execution of methodical evaluation and problem solving,
- A constructive and open to change organisation spirit exists,
- The drive essential for growth and development and the feedback structure does exist.

2.14 The healthy servant organisation

According to Laub (2003:12) the healthy organisation is an organisation where characteristics of servant leadership are demonstrated through the organisational culture and are respected and lived out by the leadership and personnel.

The healthy servant organisation is that organisation where the needs of others take preference and through that the organisation gains competitive strength. Leaders have a choice to think differently about leadership and how it impacts their organisations.

In conclusion healthy servant organisations according to Laub (2003:12) consist of:

- All employees (including workers, managers and top leaders) will be collaborate in a dedicated partnership based on a shared awareness, vision and open, truthful communication channels
- Individuals throughout the organisation are appreciated and will be nurtured in order to reach their full potential.
- Shared leadership will be promoted and developed at all levels within the organisation provided for continuous enhancement and quick response to ever changing demands.
- Creativity will be cultivated delivering new products, improved services and provide dynamic solutions to societal needs.
- The health of the workplace will spread out into community permitting for citizens engaging in remodelling their communities.
- All organisations will be challenged to better the way they lead and serve within the workplace.

- Laub (1999) proposed that higher job satisfaction will exist in a servant organisation and employees and managers will consequently be freed up to perform at their utmost capabilities, which will lead to ultimate success for the organisation.

A large amount of organisations will have to acknowledge their responsibility to lead and serve their communities, their employees and their environment. Only through leading by example, will a new model of leadership be developed which will have the capability to reinvent the way organisations are.

2.15 Six key areas of organisational health

According to servant leadership and servant organisation (OLA) model developed by Laub (1999), servant leadership propagates the valuing and developing of people, the building of community, displays authenticity, the providing of leadership to the benefit of followers and the sharing of power for the mutual good of people, the total organisation and those serviced by the organisation.

Servant Leadership is ... an understanding and practice of leadership that places the good of those led over the self-interest of the leader. Servant leadership promotes the valuing and development of people, the building of community, the practice of authenticity, the providing of leadership for the good of those led and the sharing of power and status for the common good of each individual, the total organization and those served by the organization.	
The Servant Leader ...	
<i>Values People</i>	• By believing in people • By serving other's needs before his or her own • By receptive, non-judgmental listening
Develops People	• By providing opportunities for learning and growth • By modeling appropriate behavior • By building up others through encouragement and affirmation
Builds Community	• By building strong personal relationships • By working collaboratively with others • By valuing the differences of others
Displays Authenticity	• By being open and accountable to others • By a willingness to learn from others • By maintaining integrity and trust
Provides Leadership	• By envisioning the future • By taking initiative • By clarifying goals
Shares Leadership	• By facilitating a shared vision • By sharing power and releasing control • By sharing status and promoting others
The Servant Organization is an organization in which the characteristics of servant leadership are displayed through the organizational culture and are valued and practiced by the leadership and workforce.	

Laub (1999)

Figure 2.4: Servant leadership and servant organisation (OLA) model

Key areas within a Healthy servant organisation according to Laub (1999) involve:

2.15.1 Value people

Individuals are inherent proficient in knowing whether they are being valued and trusted. Effectual leaders acknowledge a person's value beforehand. They give them the gift of trust without requiring that they earn it first. Leaders will serve followers by displaying the qualities of Valuing people.

The qualities of valuing people involves

- Serving others first
- Believe and trust people
- Receptive listening

2.15.2 Develop people

Leaders in servant organisations have the responsibility to assist others in developing towards their highest potential as servants and leaders by building a dynamic learning environment which promotes growth. Leaders will serve followers by displaying the qualities of developing people.

These qualities involve:

- Provide for learning
- Model appropriate behaviour
- Build up through encouragement

2.15.3 Promote community development

Leaders within healthy servant organisations desire to build community; by creating sense belonging with a compelling shared vision to achieve. Leaders know that people will be more affected by the value of relationships than they will be by task accomplishment. Leaders deliberately work to shape a collaborative community who learns to serve each other in doing so. Leaders will serve followers by displaying the community building qualities.

These qualities involve:

- Build relationships
- Work collaboratively
- Value differences

2.15.4 Display authenticity

Leaders of healthy servant organisations are to be authentic, open, accountable and approachable to others. Their position within the organisation relates to responsibility not value. Leaders will serve followers by displaying the qualities of authenticity.

These qualities involve:

- Accountability and openness
- Be prepared to learn
- Honesty and integrity

2.15.5 Provide leadership

Leadership within a healthy servant organisation is described as taking initiative and having influence. Leaders do not neglect taking corrective action - they have a partiality for action. The leader is driven to personal ambition but by a profound need to serve others. Leaders provide direction through:

- Envisioning the future
- Taking initiative
- Clarified goals

2.15.6 Share leadership

The leader within the servant organisation shares the power they consist of with others in order for them to lead; this expands the potential influence and power of the total organisation. Leaders will share leadership through:

- Sharing vision
- Sharing power
- Sharing status

2.15.7 Servant leadership and ethical considerations

According to Keith (2014) ethical behaviour of leaders has a substantial influence on the ethical behaviour of subordinates in their organisations. Leaders are obliged in setting a good example, as the consequences are significant when the contrary occurs.

The global business environment requires of their leaders to be ethical. Most importantly individuals aspire to follow someone who is ethical, truthful and principled in their endeavours. The astounding truth is that many theories of leadership exclude ethics. Fortuitously, there is an ideology about leadership that embeds ethical considerations and that is servant leadership. Leadership academics have determined that one of the components that differentiate servant leadership from other leadership theories is the moral component. Servant leaders display both individual integrity and morality and inspire augmented moral debating among their co-workers. The ethical behaviour of servant leaders is entrenched in four beliefs which influence their decision-making on a daily basis. The four beliefs are:

1. Serve people.
2. Help people grow.
3. Exercise foresight.
4. Care about everyone the organisation touches.

These beliefs are not only ethical in nature, but they are also valuable, because they promote elevated performance levels and outstanding organisational outcomes. For servant leaders, ethical behaviour is not a choice; they acknowledge the reality that their ethical behaviour enriches their organisation's success.

In conclusion, servant leaders emphasise on serving people, enhance individual growth, foresight to the benefit of people and are attentive to all stakeholders' needs. These elements are not only

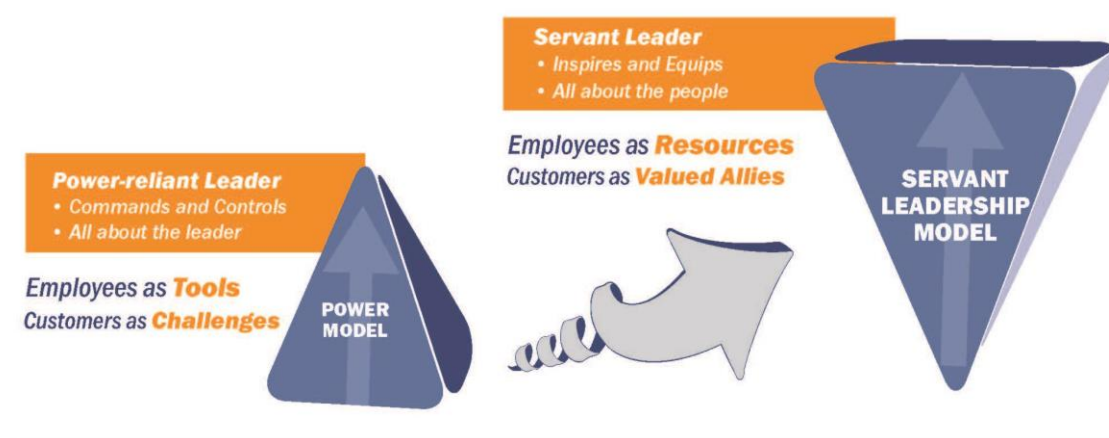
ethical; it is effectual. If organisations want to develop both ethics and performance within, they need to be advocating and teaching servant leadership to current and upcoming leaders (Keith, 2014).

For the purpose of this study ethical considerations will be dealt with as a key area of organisational health due to the substantial influence it has on the organisational outcomes and on specifically the triple bottom line; it aims to measure the social, financial, and environmental outcomes of the organisation.

The following section will explain exactly how servant leadership influences the organisation structure and providing guidelines in order to convert organisations into servant led organisations by transforming power-reliant leaders into servant leaders.

2.16 Flipping the organisation chart

Flip the Organization Chart™



Servant Leadership Institute (2011)

Figure 2.5: Servant leadership organisational chart

According to Newman (2012) servant leadership is extremely fulfilling for the leader because it develops a trust level and mutual benefit that cannot exist through a conventional organisational hierarchy.

The foundation of servant leadership is based on an upside down organizational chart where the top of the organizational chart is represented by the customer and then the front line workers and manager, the executives and senior managers occupies the bottom of the organizational chart. This is due to executives working for “the people” according to servant leadership model discussed (Newman, 2012)

However, for an organisation to effectively achieve the benefits of servant leadership there are guidelines. There are attributes in which the organisation must pledge to and then have rules related to the quality of people in which the company invests. The benefits of servant leadership will seldom be recognised if a disparity exists between the two constructs.

The organization must **inhabit the following attributes**:

- **Consistency**

Servant leadership cannot only be existent amongst the most senior leaders within an organisation. This needs to be passed down from top to bottom in order to equip the entire workforce throughout the organisation.

- **Empowerment**

The servant leader must empower, tolerate failure and even take responsibility for the inadequacies of their team. Witnessed commitment during the tougher times will lead to building incomparable reciprocity.

- **Commitment**

Subscribing to the upside down organisation approach requires intense commitment from all within an organisation. Organisations need to be committed to the recruiting, training, retaining and above all outlining a culture where the employee leads. The allegiance to develop an organisation where employees believe in the leadership begins with the company's vision and is displayed in the organisation's undertakings.

Any organisation that devotes its endeavours to serving and empowering its people has the substance to deliver superior results. The organisation however must also consist of the right people which can be challenging.

Below are three key traits found in servant leadership which are required of employees in order to benefit from servant leadership.

The **ideal employee must inhabit** the following attributes:

- **Motivated**

Motivation alone will not warrant success but it is necessary as part of the foundation. It is required of the employee to be motivated in order to benefit from an empowering environment.

- **Dedicated**

The right employee has to be dedicated to his job, the organisation and its vision. In order to truly develop the employee must be motivated and dedicated.

- **Competent**

The incompetent employee is prone to struggle hugely even with great servant leadership. With the correct knowledge combined with the traits above the employee is in a perfect position to advance from servant leadership.

A great servant leader will likely fail if his / her followers are not committed. Organisations have a purpose and it is the responsibility of leaders to gain the commitment from people to back the purpose. Servant leaders focus on the cause and turn everyone they work for into believers Newman (2012).

In conclusion, this section dealt exclusively with the attributes that aid in converting power model organisations into servant leader model organisations. The basic message is that the identified attributes must be embedded within the organisation and the right people must be employed to be able to benefit from servant leadership.

2.17 Chapter summary

This chapter started with a brief literature review of leadership and management, servant leadership and organisational health. In a global arena where competition is increasingly intensifying, it has become crucial in any organisation to establish a healthy environment within the organisation.

Healthy organisations recognise that collaborative energy is necessary in order to successfully compete in a market space. Acknowledgement and understanding the key traits of healthy organisations can contribute in the early detection of problems within an organisation in case of unrealised profits.

Developing organisational health decreases the organisation costs while positively affecting many considerations such as organisation effectiveness, job satisfaction, organisational commitment, organisational performance and employee health

Greenleaf challenged organisations to become servant organisations. He poses that society would be essentially healthier if model servant organisations served in the fields of business. He believes that successful servant organisations would accomplish the following:

- Listen openly to what individuals suggest.
- Acknowledge people and display empathy.
- Model foresight and practise intuition.
- Incentivise awareness and insight.
- Create highly efficient persuasive power

Transformed, servant organisations focus on the service of people (employees and customers), the organisation's ultimate goals and community. To move towards servanthood, organisations need visions that adopt the core of servant leadership.

In conclusion, to lead efficiently in today's rapidly changing environment, it is necessary to become a servant leader. This in essence will ask of organisations to extend the "bottom of the iceberg" identity of the leader into "top of the iceberg" activities; it will result in the shaping of behaviour; this results in the establishment of a foundation of servant leadership.

The next chapter gives a summary of the research methodology developed for this research study. The research approach, research procedure, ethical considerations, the target research population and sample as well as the designed measuring instruments applied will be explained. The data collection process and the statistical analysis will then be tabled.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research methodology applied in the research. This research design, the participants of the study, the proposed measuring instrument and statistical data analysis techniques to be applied will be discussed. The introduction of the target participants and the method of data collection and an introduction of the target participants also form part of this chapter. Furthermore, the ethical considerations of the study were also highlighted in this chapter.

The measuring instrument design for this research is discussed in detail. A summary of biographical traits of the participants in sample are presented. Methods of statistical data analysis are clarified and the research hypothesis is presented.

3.2 Research approach

According to Welman *et al.* (2012:2) research involves the process of gathering scientific knowledge through various methods and procedures where the methods of research and techniques used are instrumental in the research approach.

Research in common phrase refers to the search for knowledge and truth. According to Dawson (2002:3) research can also be defined as a systematic and scientific approach used in the search for relevant information on a particular subject.

Knowledge derived from research contributes to improved decision making in organisations (Hair *et al.*, 2011:xv).

Since the researcher are mainly concerned in establishing relationships between study variables and quantifying these relationships, the applied research methodology for this study is a quantitative research approach, cause and effect can be established using a particular measuring instrument within this approach

The quantitative research approach was opted for, due to its reliable and objective attributes. Quantitative research approaches allow the testing of the research hypotheses (Anon., 2015).

The purpose of this quantitative comparative study is to investigate the influence of servant leadership on organisational health in the agricultural sector, within a target organisation.

3.3 Research procedure

Researched data was collected by applying primary data collection methods. According to Welman *et al.* (2012:149) primary data collection requires the researcher to personally collect the data.

The primary data for the study was gathered through a data measurement known as non-experimental, cross-sectional design. This also involved data being gathered within a single time dimension.

Questionnaires were chosen as the most suitable primary data collection method (Welman *et al.*, 2012:149). According to Welman *et al.* (2012:174) questionnaires are practical, the results are relatively quick and easily quantifiable when using statistical software packages and questionnaires are also more bias than other research instruments.

The data analysis will make use of a correlational design where the relationship between independent variables and the dependent variables will be investigated. The analysis of the relationship between the variables will be done through the use of descriptive statistical techniques sustained by statistical data analysis software.

As mentioned in Chapter 1, permission had to be obtained from the organisation where the study was done. Executive management of the identified organisation gave consent to the research being conducted. An executive manager within the organisation was approached by myself. Consent was confirmed but permission could not be obtained to reveal the organisation's name. The purpose and objectives of the study were explained and the potential benefits for the organisation were discussed. The concerns surrounding ethics and anonymity throughout the collection of data were dealt with during this conversation.

The participation in the study was simplified. An electronic based questionnaire were designed and distributed by the researcher to respondents within the target population. Due to permission not being granted and limited access to the internet for this purpose, the researcher could not dispatch the electronic questionnaires via a group email and mails were sent out individually by utilising an email list. An explanatory email with the questionnaire attached was sent to the identified research respondents which were employees working within the organisation's Gauteng operations and head office. The completed electronic questionnaire responses were submitted by respondents within a two-week period. All the respondents' responses were gathered and processed by the researcher on a data sheet created in Microsoft Excel by NWU Statistical Services.

The manual questionnaires consisted of a cover letter which introduced the purpose and objectives of the study and reassured respondents that the responses are done anonymously and voluntarily. Confidentiality was also confirmed. The intention for this being to attain more honest answers, as work-related questions are mostly regarded as sensitive. The questionnaire also had a short introduction into the most significant research variables and instruction for completion was included. The manual questionnaire was distributed to all training groups during a two-week period and to all employees that were easily assessable due to time and travel constraints which included remoteness of farms and other operations.

3.4 Ethical considerations

According to Welman *et al.* (2012:181) ethical considerations involve that research respondents will not be harmed; respondents must participate freely and this have to be based on informed consent and the research respondents have a right to confidentiality. These ethical considerations were emphasised throughout the study.

Departmental registers were acquired from the organisation. These registers were exclusively used to determine the population and sample size. The researcher will keep the contents of the register confidential. All responses submitted to the researcher, were returned and dealt with as anonymous responses; no connection to an individual could be made.

The cover letter included in the questionnaire highlighted a number of ethical considerations to the respondents:

- The objective of the research before they complete the questionnaire.
- Ensuring anonymous and free will of participation in the research.
- Highlighting the fact that the research was only conducted for academic purposes.

The research study was approved by the Research Ethics Committee of the Faculty of Economic Management Sciences of the North-West University.

3.5 Target population and sampling

The population within a research study is defined as the study target from which the researcher needs to generalise and included individuals, situations or the circumstances to which they are subjected to. A population consists of all elements of analysis from which the researcher wants to clarify (Welman *et al.*, 2012:52).

According to Welman *et al.* (2012:55) a sample is defined as a subdivision of the target population and contains a selection of participants from the specified population. It is of utmost importance when defining the sample as it is vital to the outcome of the study being trustworthy and

representative of the sample on the whole population. The sample must therefore be a mirror image of the larger population (Welman *et al.*, 2012:55).

3.5.1 Target population

The research survey questionnaire distribution is limited to employees within the Gauteng operations and head office of the identified organisation operating in South Africa and Africa. Permission was obtained beforehand to use these units within the organisation. Permission could however not be obtained to disclose the organisation's name. The derived target population were 537 potential participants. A convenience sample was done due to the time and logistic constraints encountered by the researcher. Electronic and manual survey questionnaires were distributed to participants in this target population.

The survey questionnaire was distributed to the following staff:

- Executive management;
- Senior managers;
- Supervisors; and
- Workforce.

This entails all employees within the organisation's Gauteng operations and head office personnel as per the organisation's departmental lists that were obtained from the identified organisation.

3.5.2 Sampling

The population of employees within the Gauteng operations and head office of the identified organisation was considered (N = 537). The sample therefore included the entire population. The sample consisted of executive management; senior management which included operation managers, distribution managers, production managers and sales managers; all personnel on supervisory level and the entire workforce within the target population was selected.

Convenience sampling as a form of non-probability sampling was used in the study. Convenience sampling is dependent on data collection from population members who are conveniently available to participate in the research. The method involves that the first available primary data source will be used for the research without additional requirements, however in this study it was required that all target participants are employed within the organisation's Gauteng branches and head office.

The choice of sampling method was influenced by the following challenges:

- Respondents' limited accessibility to electronic media;
- Remoteness of farming operations within the target population; and
- Time constraints faced by the researcher.

3.6 Time horizon

The research was based on a cross-sectional design at a single point in time. The distinct attribute of a cross-sectional study is its ability to compare different research population groups at a single point in time by taking a “snapshot”. Conclusions are then drawn from whatever is included in the frame.

3.6.1 Measuring Instrument

A measurement tool to analyse the influence of servant leadership on organisational health is a research survey. A questionnaire to evaluate the two variables of servant leadership and organisational health was specifically designed by the researcher for the purpose of the study, in order to find detailed evidence regarding the perception, views and comprehension of the variables identified from target participants at the chosen organisation.

The questionnaire consisted of four individual sections:

- Section 1: Demographic information;
- Section 2: Characteristics of servant leadership;
- Section 3: Key areas for organisational health; and
- Section 4: Open ended question.

A few questionnaires were studied in order to collect background information which aided in structuring of new questions.

Reviewed questionnaires include:

- Various generic leadership style questionnaires;
- The executive servant leadership scale (Reed *et al.*, 2011:424);
- Employee engagement questionnaires (Macey *et al.*, 2009);
- Organizational leadership assessment instrument (OLA) (Laub, 1999:28-30); and
- The ethical climate questionnaire (ECQ) (Cullen *et al.*, 1993:671).

The construction and choice of questions were exclusive for the purpose of this study. All the questions posed in Section 2 and 3 were measured on a five point Likert scale as follows:

1. Strongly disagree;
2. Disagree;
3. Neither disagree nor agree;
4. Agree; and
5. Strongly agree.

A copy of the research survey questionnaire is provided as Annexure B.

The researcher acknowledged the need for more expressive responses and additional information and therefore allowance was made for a single open-ended question in Section 4. The researcher therefore allowed for truthful responses pertaining to their perceptions on the present situation in the organisation.

Welman *et al.* (2012:174) defines an open-ended question as a question being forwarded by the researcher to respondents of which no predicted or predetermined answer exists

The advantage of open-ended type questions according to Welman *et al.* (2012:175) is that answers provided by respondents can be responsible for a vital source of added information regarding the perceptions of the respondents.

3.6.2 Demographic information

A demographic information section was included in the questionnaire as part of the data collection process.

The section on demographic information included gender, age (in years), race, highest qualification obtained, operational unit, duration of employment in current position (in years), job position within organisation, total number of years work experience.

The demographic section in this study was covered by Question 1.1 through to Question 1.8.

3.6.3 Servant leadership characteristics

This section of the questionnaire included statements derived from the characteristics of servant leadership as identified by Spears (2010:27). The statements however were specifically formulated by the researcher for the study. See Annexure A for a list of quantitative research questions involving servant leadership characteristics. This section of the questionnaire included statements 1.1 through to 1.19.

The following characteristics of servant leadership were covered and are illustrated in Table 3.1:

Table 3.1: Statement summary: characteristics of servant leadership

Servant leadership characteristics	Statements
Listening	1.2, 1.19
Empathy	1.3, 1.4
Healing	1.15, 1.16
Awareness	1.5
Persuasion	1.11, 1.12
Conceptualisation	1.10, 1.18
Foresight	1.6, 1.7
Stewardship	1.13, 1.14
Commitment to the growth of people	1.8, 1.17
Building community	1.1, 1.9

3.6.4 Key areas for organisational health

This section of the questionnaire included statements derived from key areas of a healthy organisation as identified by Laub (2003). The literature review identified an additional ethical consideration key area; this was added to existing key areas of organisation health. The statements however were specifically formulated by the researcher for the study. See Annexure A for a list of the quantitative research questions involving these key areas for organisational health. This section of the questionnaire included statements on organisational health, 2.1 through to 2.27.

The following key areas of organisational health were covered and are illustrated in Table 3.2:

Table 3.2: Statement summary: key areas of organisational health

Key areas of organisational health	Statements
Values people	2.1, 2.2, 2.3, 2.4
Develops people	2.5, 2.6, 2.7
Builds community	2.8, 2.9, 2.10, 2.11
Display authenticity	2.12, 2.13, 2.14, 2.15
Ethical considerations	2.16, 2.17, 2.18, 2.19, 2.20
Provides leadership	2.21, 2.22, 2.23, 2.24
Shared leadership	2.25, 2.26, 2.27

3.6.5 Open-ended question

One open-ended question was included in this section in an attempt to obtain an innate impression of the perceptions of the research respondents:

- What leadership roadblocks are holding this organisation back from gaining competitive advantage?

3.7 Data analysis methods

The collected research data was divided into more manageable focus areas, categories and relationships by means of data and statistical analysis. According to Cooper and Schindler (2003:87) the main aim of any data analysis is to recognise the foundation of the study through the determining relationships between the research variables and determining if any potential patterns can be recognised.

Data collected from the respondents was summarised in a Microsoft Excel spreadsheet, captured into an applicable statistical data analysis software package. The collected data was captured, conclusions were made and the required recommendation regarding the research objectives was completed by applying the statistical analysis (Claassen, 2015).

Statistical Package for Social Sciences (SPSS) statistical programme was utilised to conduct a quantitative statistical analysis. SPSS's predictive analytics software makes it possible to process

what could materialise next which will promote better decision making, problem solving and improve the final outcome (SPSS Inc., 2016).

The SPSS software was utilised to generate a data file and to calculate the descriptive statistics.

The significance of the research findings was determined by the use of descriptive statistics and effect. The research results were streamlined and correlated through mean and standard deviations (Levine *et al.*, 2014:137). In addition, the mean is used to measure the central tendency of the research outcome while the standard deviation resembled the average distance of the individual scores from the mean (Levine *et al.*, 2014:143).

The reliability of the different construct variables measured in the research study was assessed by means of Cronbach's alpha coefficient.

To contribute to statistical substance the practical relevance of relationships was determined by means of effect sizes. Effect sizes specify the importance of gathered results, statistical significance however could show results which are of no practical relevance.

Recurring use of statistical significance analysis can be challenging and many researchers have recommended that more focus be placed on effect sizes.

Cut-off points of <0.3 (small effect), 0.30 to <0.5 (medium effect) and >0.50 (large effect) were determined in order to measure the practical significance of effect sizes (Cohen, 1988:25).

The practical significance of correlations between variables was assessed through the use of Spearman's rho.

The cut-off points determined was <0.1 to <0.3 being a small correlation, 0.3 to <0.5 being a medium correlation and >0.5 being a large correlation.

Testing for hypothesis through correlational analysis was selected as a statistical tool, in order to determine the statistical relationship between two data sets. Various hypotheses were tested with correlational analyses.

3.8 Research objectives

The general objective of this research is to investigate the influence of servant leadership on organisational health as perceived by employees within an agricultural organisation.

To accomplish the main objective of the study, the following specific objectives were determined and addressed:

- To conduct a literature survey in attempt to support and conceptualise key concepts of servant leadership (SL) and organisational health (OC) within the organisation and to establish their interrelationship as recognised by previous research in other organisational frameworks.
- To conduct an empirical study in attempt to measure employee perceptions of servant leadership and organisational health as these are demonstrated in an agricultural organisation.
- To determine the influence of servant leadership on organizational health within an agricultural organisation.
- Finally, to make recommendations to management regarding the findings of salespeople in the South African speciality chemical industry.

3.9 Research hypothesis

The following research hypothesis was formulated for the aim of the research:

H1: There is a significant positive linear relationship between the characteristics of servant leadership and the key areas of organisational health.

3.10 Chapter summary

This chapter discussed the research methodology that was used in this research study. The stages in the research approach were discussed and a detailed analysis of the research procedure was presented.

Ethical considerations for the study were emphasised. The target population and the method of sampling of the sample organisation were reviewed. The time horizon of the study was mentioned, followed by an in-depth analysis on the motivation behind the design of the measuring instrument and how the proposed measuring instrument will be applied in the study. Data analysis methods and the utilised statistical packages used during data analysis were discussed.

In conclusion, the chapter explored the research objectives and the means of reaching of such objectives.

The research results will be presented in the following chapter. This chapter will focus on the response of research participants on the questions in the questionnaire. Analysis of the research data will be done by making use of pie charts and tables as visual aid.

CHAPTER 4: RESULTS

4.1 Introduction

The results of the research study will be presented in this chapter. The North-West University's Statistical Consultation Services provided the results and the data were analysed using the SPSS predictive statistics version 23 computer software programme. This programme can predict with certainty what will happen next resulting in more knowledgeable decisions being made.

The results for the demographic profile of the research respondents will be presented. The descriptive statistics will then be applied to the research variables of servant leadership and organisational health.

The potential relationships between the research variables of servant leadership and organisational health will be evaluated by using factor analysis and correlation coefficients.

4.2 Biographical profile

The sample size attained for the purpose of this study was 82 respondents. 237 respondents were invited to complete the manual survey questionnaire on servant leadership and organisational health, of which a 34.6 % response rate was achieved.

Response rates on various survey methods have decreased over recent years. Surveys conducted internally usually have significantly higher response rates than external surveys. According to Curtin (2005) internal surveys in general will receive on average a 30 to 40 % or more response, compared to external surveys achieving an average response rate of between 10 and 15 %. Response rates are however only relevant to random probability samples. Response rates are immaterial for this study as generalisation to the population in non-probability convenience sampling cannot be done; outcomes of a convenience sample are therefore only relevant to that specific sample group and not to the bigger population.

4.3 Demographic distribution

The following analysis summarises the frequencies of the demographic information gathered from the research respondents in the study.

Demographic information includes gender, age (in years), race, highest qualification obtained, operational unit, duration of employment in current position (in years), job / position within organisation and total number of years work experience.

4.3.1 Gender distribution

Figure 4.1 shows the gender distribution of the 82 research respondents of which 45 (54.9 %) were male and 37 (45.1 %) were female.

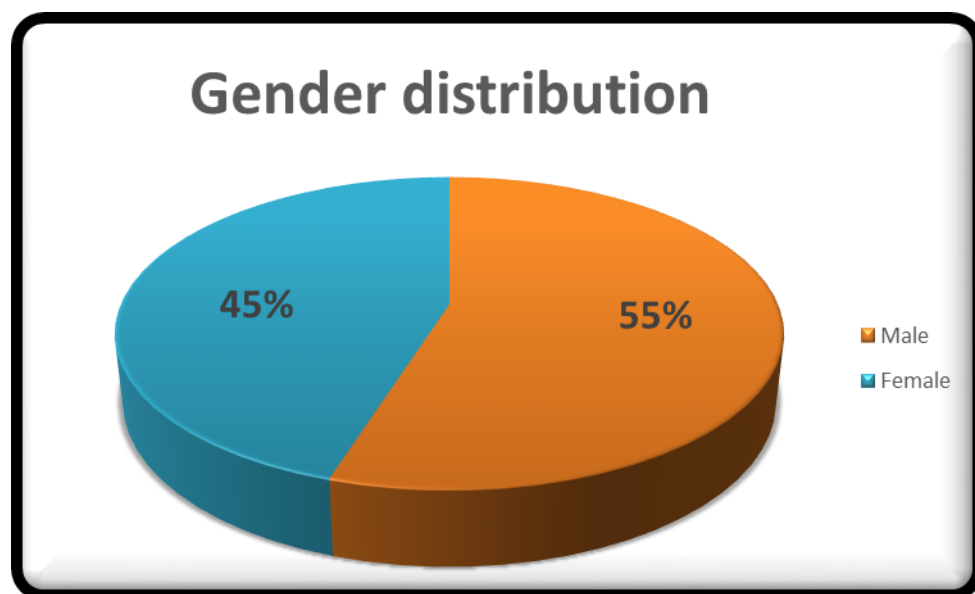


Figure 4.1: Gender distribution

4.3.2 Distribution of age

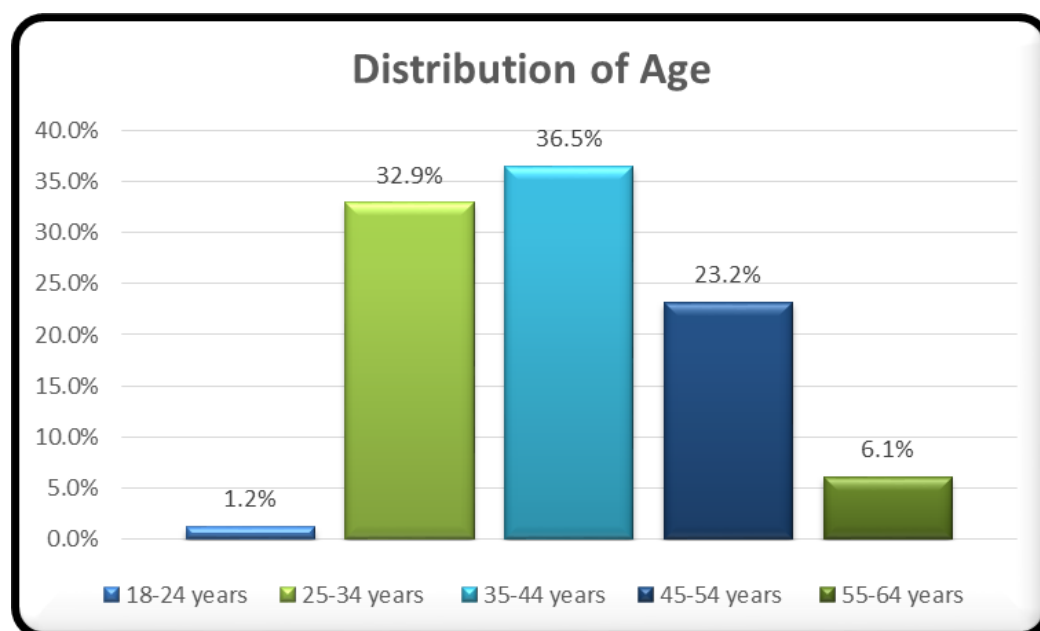


Figure 4.2: Distribution of age

Figure 4.2 illustrates that the largest group of respondents were between the ages of 35 and 44 years at 36.50 %, followed by respondents between the age group of 25 to 34 years at 32.90 %.

The third largest group of respondents were between the ages of 45 and 54 years at 23.2 %. The age group of 55 to 64 years is at 6.1 % and the 18 to 24 years age group were in a minority at 1.2 %.

According to research, results show that the largest group of employees are still relatively young, representing 69.4 % from the 25 to 44 year age group. This indicates that these employees still have valuable years at the organisation left to positively contribute towards organisational goals. The age group of 45 to 54 years which makes out 23.2 % of the total respondents should spend efforts on coaching their younger counterparts, ensuring effective skills transfer.

4.3.3 Race distribution

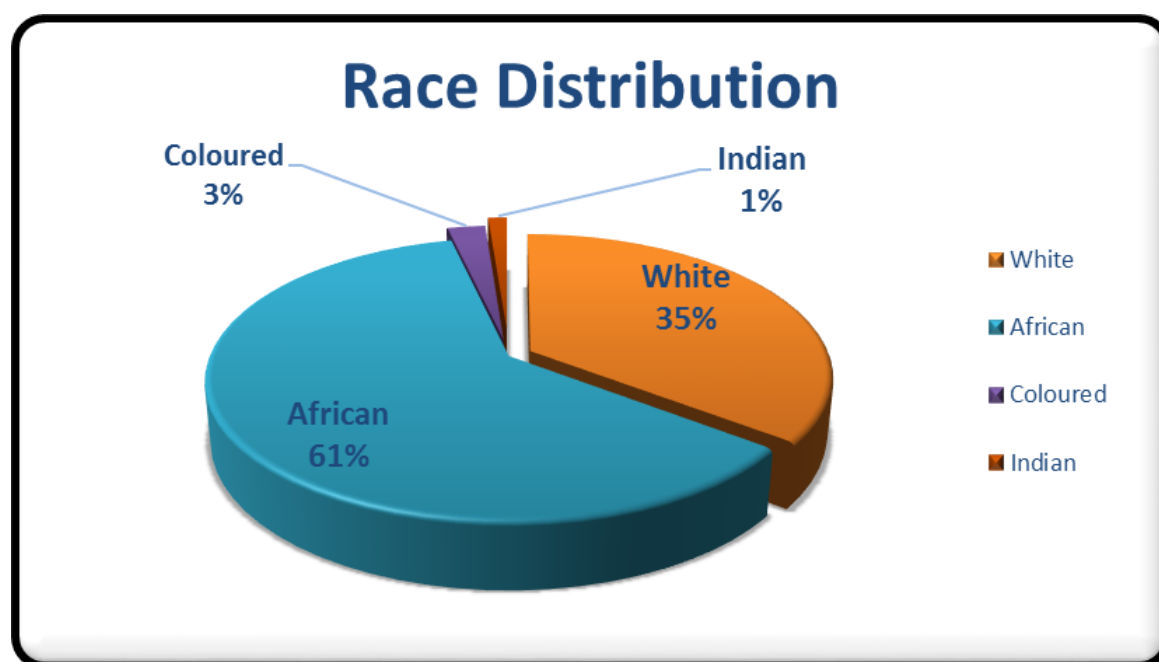


Figure 4.3: Race distribution

Illustrated in Figure 4.3 above the African respondents were by far in the majority at 61 %. The second largest group was white respondents at 35 %. The remainder of the respondents were in the minority with Coloured respondents at 3 % and 1% Indians responded.

4.3.4 Highest education of respondents

Figure 4.4 below shows that the research respondents are relatively well qualified with 30.5 % having a higher diploma, 9.8 % having a degree (which included respondents with honours degrees) and 1.2 % having a master's degree qualification.

Emphasis should be to involve these employees within this management development programmes as they would be the obvious choice for future leadership positions.

The majority of respondents (39 %) indicated that they only have a Grade 12 qualification. The highest concern however was that 19.5 % of all respondents are in possession of a Grade 10 qualification. The organisation is currently involved with learner programmes to uplift the standards of employees. The reasoning behind this initiative is that it should result in employees being more productive because they will feel more equal to other employees in the organisation.

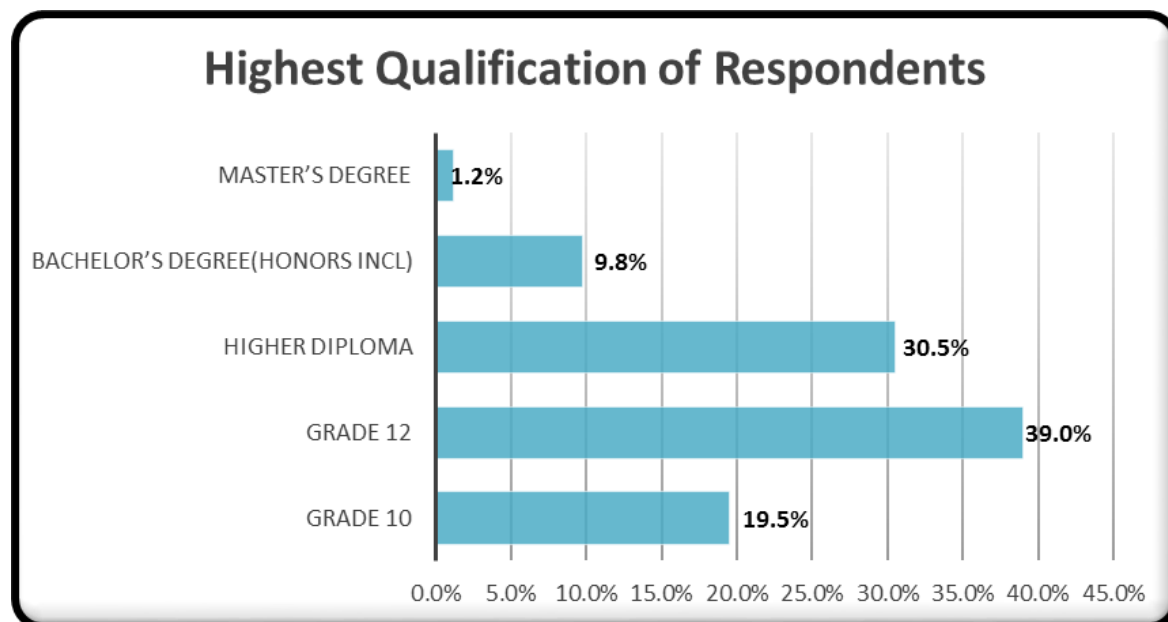


Figure 4.4: Highest qualification of respondents

4.3.5 Operational unit distribution

Figure 4.3 shows the operational unit where the respondents is employed within the organisation; 50 % of respondents work within the pack-station operations, 22 % of respondents is employed at farming operations, 11 % of respondents are administration and feed operations staff, whilst 6 % are head office staff.

Operational Unit distribution

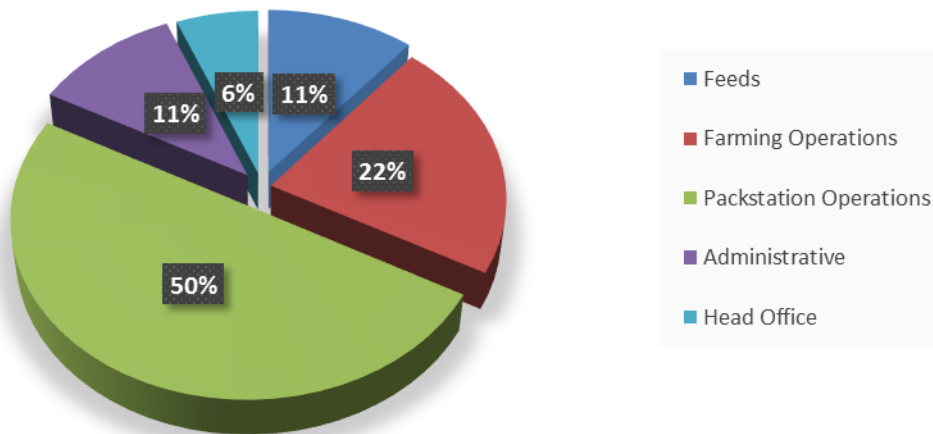


Figure 4.5: Operational unit distribution

4.3.6 Job / role distribution

Job/role distribution

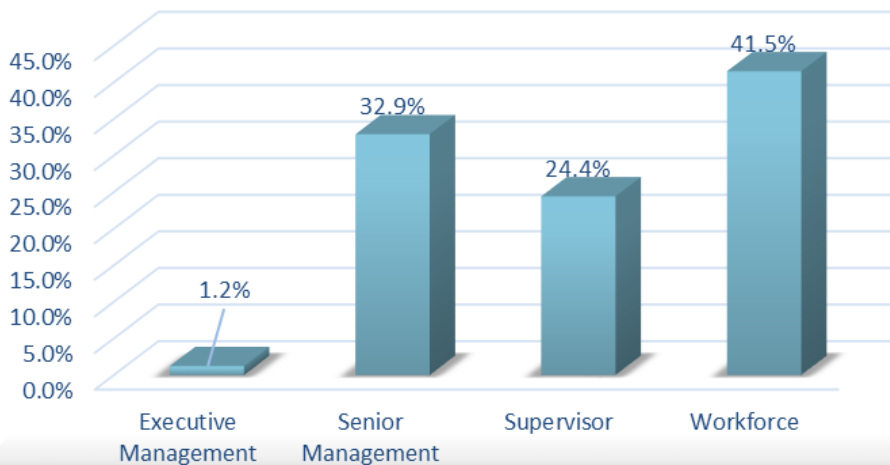


Figure 4.6: Job / role distribution

Figure 4.6 above shows the range of job / role distribution. The majority of respondents were at workforce level (41.5 %) followed by respondents which were on senior management level (32.9 %). Some of the respondents (24.4 %) are on supervisory level, whilst 1.2 % of respondents were on executive management level.

All respondents are reporting to some kind of leadership within the organisation. It is therefore important to examine the responses on the research variables of organisational health and servant leadership as this will indicate if servant leadership are present and adopted by the leadership of the organisation.

4.3.7 Period of employment distribution

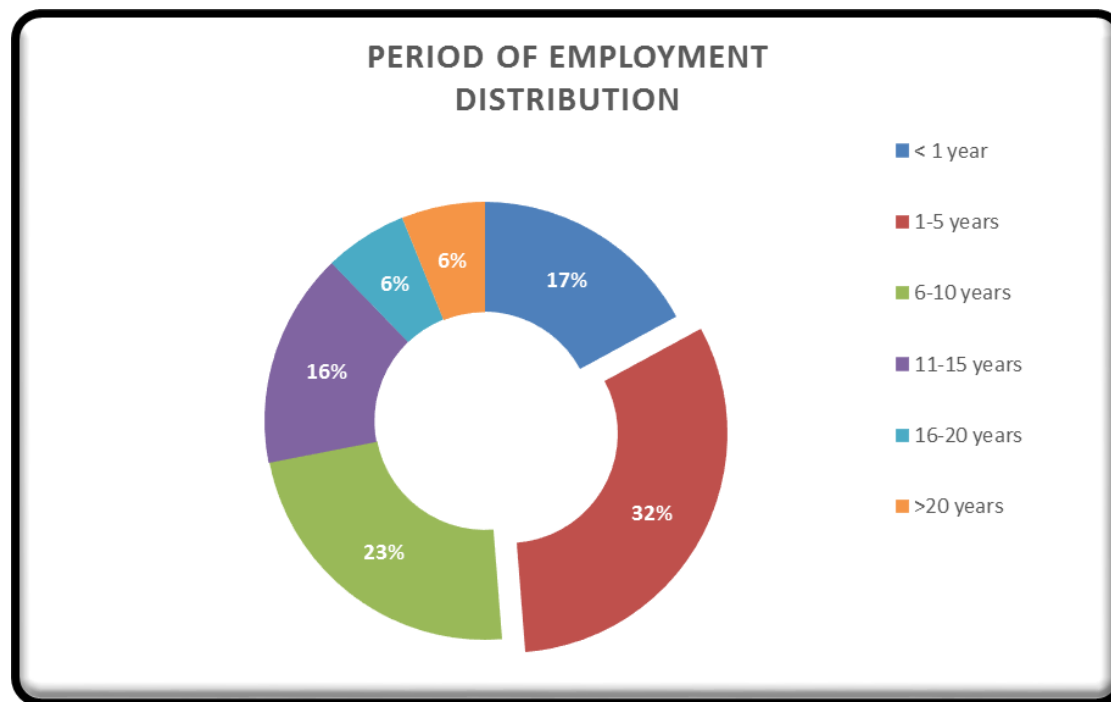


Figure 4.7: Period of employment distribution

Figure 4.7 illustrates the respondents' period of employment, 32 % indicated that they had worked for 1 to 5 years, 23 % showed that they worked for 6 to 10 years, 17 % indicated that they worked for less than one year, 16 % indicated that they had worked for 11 to 15 years, 6 % indicated that they are employed for 16 to 20 years and 6 % indicated that they have worked in the organisation for more than 20 years.

The respondents that worked for 0 to 10 years were grouped together and represent 72 %. This relative elevated percentage is a concern as this shows that nearly three quarters of respondents are employed for a period of less than ten years within the organisation. This high percentage also signifies a rather immature working force. This could be due to the tendency that the agricultural environment tends that organisations within this industry lure talented employees with counter offers and attractive remuneration packages.

4.3.8 Work experience distribution

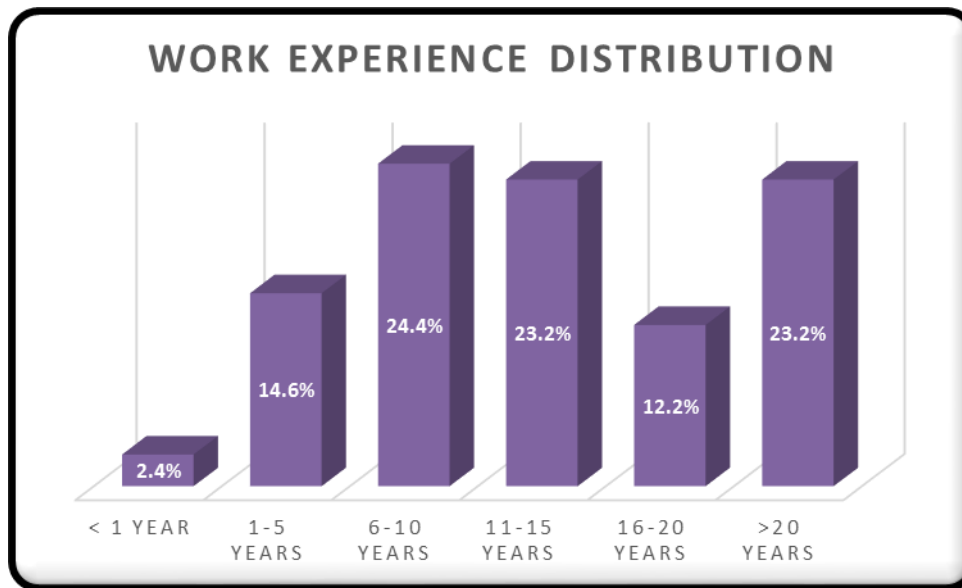


Figure 4.8: Work experience distribution

Figure 4.8 highlights observation being made regarding work experience of respondents, the highest being 24.4 % with between 6 to 10 years work experience, 23.3 % of the respondents worked for a period of between 11 and 15 years and longer than 20 years at an organisation, whilst 12.2 % of research respondents have 16 to 20 years work experience. More than 58.5 % of the respondents have more than 11 years work experience in different industries with diverse organisational cultures. These respondents were exposed to a range of leadership styles within their employment. The benefits of experienced staff within any organisation are therefore significant.

4.4 Descriptive statistics

Means and standard deviations were derived from the data analysis and used to describe the data.

4.4.1 Servant leadership

The results from the empirical survey on servant leadership based on key characteristics, derived from Section 2 of the questionnaire, are presented in Table 4.1 below.

Table 4.1: Descriptive statistics: servant leadership

Item	Statement	Frequency					Mean (X)	Standard Deviation (S)
		Strongly Disagree(1)	Disagree(2)	Undecided(3)	Agreed(4)	Stongly Agree(5)		
		Percentage						
Q2.2	Encourages open communication channels	2.4	13.4	23.2	46.3	14.6	3.57	.982
Q2.19	Communicates openly with others	3.7	22.0	20.7	37.8	15.9	3.40	1.110
Q2.3	Promotes empathy throughout the organisation	3.7	8.5	37.8	35.4	14.6	3.49	.972
Q2.4	Identify low moral without being made aware	2.4	22.0	34.1	31.7	9.8	3.24	.988
Q2.15	Consistently tries to bring out the best in others	3.7	14.6	29.3	37.8	14.6	3.45	1.032
Q2.16	Displays concern for others' personal well-being	2.4	11.0	32.9	40.2	13.4	3.51	.946
Q2.5	Freely acknowledge mistakes	7.3	24.4	23.2	29.3	15.9	3.22	1.197
Q2.11	Attempts to build consensus among employees on important decisions	2.4	22.0	19.5	40.2	15.9	3.45	1.079
Q2.12	Encourage employees to “dream big dreams”.	7.3	13.4	29.3	24.4	25.6	3.48	1.219
Q2.10	Spend efforts on planning to achieve future goals rather than reacting on current situations	3.7	20.7	35.4	28.0	12.2	3.24	1.037
Q2.18	Successfully thinks through complex problems	3.7	17.1	23.2	42.7	13.4	3.45	1.044
Q2.6	Understand the magnitude of current decisions' impact on future outcomes?	3.7	14.6	22.0	48.8	11.0	3.49	.997
Q2.7	Seems able to tell if something is going wrong in the organisation	2.4	13.4	25.6	45.1	13.4	3.54	.971
Q2.13	Inpires employees to have a community spirit in the workplace	6.1	14.6	28.0	32.9	18.3	3.43	1.133
Q2.14	Make comments like "OUR team" and "OUR budget"?	6.1	9.8	26.8	37.8	19.5	3.55	1.102
Q2.8	Makes employee career development an organisational priority	3.7	17.1	23.2	43.9	12.2	3.44	1.032
Q2.17	Devotes time in developing others' potential	1.2	18.3	28.0	41.5	11.0	3.43	.956
Q2.1	Inspires an environment of trust.	4.9	11.0	25.6	46.3	12.2	3.50	1.009
Q2.9	Creates a feeling of belonging in our organisation	6.1	12.2	20.7	41.5	19.5	3.56	1.123

Table 4.1 reveals that the means of all items are above 3 the “undecided” range, being the middle of the measured scale, heading towards the affirmative side of the scale. Statement Q2.2 (encourage open communication channels) has the greatest mean at 3.57 and Statement Q2.5 (freely acknowledge mistakes) represents the smallest mean at 3.22.

Twelve of the questions in Section 2 of the questionnaire measured standard deviations above 1, with Statement Q2.12 (encourage employees to “dream big dreams”) being the greatest at 1.219, with Statement Q2.16 (displays concern for others’ personal well-being) being the lowest at 0.946. None of the items measured was considered as being outliers. Statistically it entails that the

distribution around the mean is concentrated, showing a more bell-shaped normal distribution. The mean of the respondents above 3, the outcome of the research, shows that the respondents are of view that their leaders' style of leadership leans towards that of a servant leader.

4.4.2 Organisational health

Table 4.2 below reveals the means of all of the research questions are above 3, the lowest being Statement Q3.15 (Are open to criticism from others) at 3.01 and the highest being Statement Q3.18 (always maintain high ethical standards) at 3.18.

Twenty four of the questions in this section related to key areas in organization health measured standard deviations above 1.000, with Statement Q3.11 (work with others instead of against them) being the largest at 1.238. Three of the questions measured below 1 with Statement Q3.18 (Always maintain high ethical standards) being the lowest at 0.872. None of the items measured could however be considered as outliers.

These results exemplify the disparate perceptions of respondents of organizational health in their organisation. This could be due to the factors such as the respondents' perceptions distinctive psychological characteristics and cultural differences within the South African business environment. This questionnaire does not emphasise whether respondents believed the organization being healthy and it does not focus on whether the respondents viewed the organization being healthy or unhealthy. The measuring instrument rather positions the respondents in an observation role, not evaluating but reporting on the perceived outlook on the organisation. It can be reported that the respondents consider that their organisation is relatively healthy as the means of all statements are above 3 (undecided) leaning positively towards 4 (agree).

Table 4.2: Descriptive statistics: organisational health

Item	Statement	Frequency					Mean (X)	Standard Deviation (S)
		Strongly Disagree(1)	Disagree(2)	Undecided(3)	Agreed(4)	Strongly Agree(5)		
		Percentage						
Q3.1	Believes that each employee has unlimited potential	2.4	22.0	29.3	34.1	12.2	3.32	1.029
Q3.2	Celebrates employees accomplishments with enthusiasm	6.1	22.0	25.6	29.3	17.1	3.29	1.170
Q3.3	Do not judge others	7.3	24.4	24.4	24.4	19.5	3.24	1.233
Q3.4	Shows compassion towards others	3.7	14.6	32.9	35.4	13.4	3.40	1.017
Q3.5	Provide opportunities for people to develop to their full potential	4.9	7.3	30.5	39.0	18.3	3.59	1.030
Q3.6	Use their authority to the benefit of others	7.3	26.8	28.0	28.0	9.8	3.06	1.115
Q3.7	Develop people through encouragement	3.7	13.4	26.8	39.0	17.1	3.52	1.045
Q3.8	Emphasize the value of teamwork	3.7	8.5	26.8	36.6	24.4	3.70	1.050
Q3.9	Values individual differences in the organisation	2.4	19.5	35.4	28.0	14.6	3.33	1.031
Q3.10	Encourages a spirit of cooperation among workers	3.7	13.4	29.3	32.9	20.7	3.54	1.079
Q3.11	Work with others instead of against them.	9.8	13.4	22.0	34.1	20.7	3.43	1.238
Q3.12	Admits his/her mistakes	6.1	29.3	25.6	25.6	13.4	3.11	1.155
Q3.13	Encourage the sharing of information	1.2	18.3	26.8	32.9	20.7	3.54	1.056
Q3.14	Assumes responsibility for his/her actions and to others	9.8	4.9	35.4	34.1	15.9	3.41	1.122
Q3.15	Are open to any criticism from others	8.5	19.5	41.5	23.2	7.3	3.01	1.036
Q3.16	Can be trusted	3.7	26.8	24.4	29.3	15.9	3.27	1.134
Q3.17	Values integrity more than profit or personal gain	6.1	9.8	31.7	36.6	15.9	3.46	1.068
Q3.18	Always maintain high ethical standards	1.2	3.7	23.2	45.1	26.8	3.93	.872
Q3.19	Do not compromise ethical principles in order to achieve success	1.2	8.5	17.1	48.8	24.4	3.87	.926
Q3.20	Train employee to make ethical decisions.	6.1	9.8	28.0	37.8	18.3	3.52	1.091
Q3.21	Has Vision as to the future of the organisation	2.4	7.3	29.3	42.7	18.3	3.67	.944
Q3.22	Always turns negative into positive	7.3	17.1	32.9	24.4	18.3	3.29	1.170
Q3.23	Empowers employees to be able to make important decision	6.1	18.3	24.4	31.7	19.5	3.40	1.174
Q3.24	Communicate clear goals and gives direction	2.4	13.4	31.7	35.4	17.1	3.51	1.009
Q3.25	Places the interests of others before self-interest	2.4	24.4	32.9	28.0	12.2	3.23	1.034
Q3.26	Wishes to serve others rather than being served by others	7.3	22.0	26.8	32.9	11.0	3.18	1.124
Q3.27	Shares recognition for organisational accomplishments	2.4	17.1	28.0	37.8	14.6	3.45	1.020

4.5 Reliability

The measurement of reliability is crucial in any research. The reliability of the content has to be determined in order to clarify whether all the measured aspects of the underlying constructs through the particular measuring instruments are indeed a true reflection of the testing environment.

Hair *et al.* (2011:233) state that a measuring instrument is considered to be reliable “if its repeated application results in consistent scores. This is contingent on the definition of the concept (construct) being unchanged from application to application. Reliability is concerned with the consistency and internal stability of the research findings.”

According to Polit and Beck (2004:245) Cronbach’s alpha coefficient is the statistical method most often used to illustrate internal consistency; it is the method most often used by researchers. Due to the experimental nature of this study a moderate Cronbach’s alpha of >0.7 was considered; 0.5 was also considered but interpretation was done with caution.

Q 3.6 which states “use their authority to benefit others” was omitted from results as this had an adverse effect on the Cronbach alpha. The Cronbach alpha of the empathy dimension which included this statement was 0.488 and after exclusion it improved to 0.599.

Table 4.3 below, the Cronbach’s alpha values of most of the different dimensions in the measuring instrument are above or close to 0.7. There were however two dimensions that had Cronbach alpha’s of just under 0.6. These dimensions includes servant leadership elements namely commitment to the growth of people (0.591) and organisational health elements which included the Develops people (0.594) dimension. Results for these two dimensions were interpreted with caution.

These results is an indication that the design of the measuring instruments and the items that were constructed to measure the different variables were adequately articulated and visibly understood by all the research respondents... One should nevertheless remember that there are three dimensions that had low Cronbach alpha (<0.6) results.

Foresight in the servant leadership section of the measuring instrument was the highest dimension with a Cronbach’s alpha measurement of 0.846 and in the organizational health section of the measuring instrument; it was the building community that was the highest dimension with a Cronbach’s alpha measurement of 0.891.

Table 4.3: Reliability indicators

Dimension	Cronbach's alpha	Mean (X)	Standard Deviation (S)
Servant leadership			
Listening	0.673	3.4878	.90940
Empathy	0.599	3.3659	.82794
Healing	0.792	3.4817	.90077
Persuasion	0.764	3.4634	1.03572
Conceptualisation	0.698	3.3476	.91182
Foresight	0.846	3.5122	.91616
Stewardship	0.623	3.4878	.95250
Commitment to the growth of people	0.591	3.4329	.83800
Building community	0.819	3.5305	.98240
Organisational health			
Values people	0.856	3.3140	.93278
Develops people	0.594	3.5549	.87491
Builds community	0.891	3.4970	.95702
Displays authenticity	0.816	3.2683	.87734
Ethical consideration	0.809	3.6098	.77038
Provides leadership	0.825	3.4695	.87347
Shared leadership	0.869	3.2886	.94392

In this section, the reliability of the measuring instruments used were discussed and deemed to be acceptable for the criteria required. This permits the study to assess results attained from the survey, compare the outcomes and investigate relationships between the different dimensions and constructs.

4.6 Correlation coefficient

This section highlights the correlations between the research variables that were dealt with in this study.

According to Investopedia (2016) the correlation coefficient ascertains the extent to which movements of two variables are related.

The correlation coefficient values ranges between -1.0 and 1.0. If the calculated correlation is > 1.0 or < -1.0 , an error has been made. A perfect negative correlation is indicated by -1, whilst a perfect positive correlation is indicated by +1 (Investopedia, 2016).

4.6.1 Spearman's correlation between the dimensions of servant leadership and organisational health.

According to Bland (2000:222) Spearman's correlation coefficient is a statistical measurement of the strength of a monotonic relationship between joined data. Its explanation thereof is that the closer the value is to ± 1 , the stronger the monotonic relationship. Correlation is an effect size and so we can explain the strength of the correlation using the following guidelines for the absolute value (Bland, 2000:222):

- 0.00 to 0.19 **“very weak”**
- 0.20 to 0.39 **“weak”**
- 0.40 to 0.59 **“moderate”**
- 0.60 to 0.79 **“strong”**
- 0.80 to 1.0 **“very strong”**

Spearman's correlations are used to determine the strength of the relationship between servant leadership and organisational health. A summary of the major findings is depicted in Table 4.4 below.

Table 4.4: Spearman's correlation between servant leadership and organisational health

Spearman's correlation between the dimensions of servant leadership and organisational health		Servant leadership										Organizational health						
		Listening	Empathy	Healing	Awareness	Persuasion	Conceptualisation	Foresight	Stewardship	Commitment to growth of people	Building community	Values people	Develops people	Promotes community development	Displays authenticity	Ethical consideration	Provides leadership	Shared leadership
Listening	Spearman Correlation	1.000	.538**	.609**	.522**	.701**	.738**	.701**	.738**	.511**	.708**	.700**	.682**	.741**	.668**	.640**	.693**	.555**
	p-value		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N		82	82	82	82	82	82	82	82	82	82	82	82	82	82	82	82
Empathy	Spearman Correlation		1.000	.556**	.602**	.600**	.503**	.508**	.477**	.652**	.672**	.452**	.553**	.596**	.423**	.467**	.489**	.503**
	p-value			.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N			82	82	82	82	82	82	82	82	82	82	82	82	82	82	82
Healing	Spearman Correlation			1.000	.548**	.708**	.717**	.600**	.727**	.748**	.701**	.632**	.628**	.603**	.595**	.596**	.600**	.554**
	p-value				.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N				82	82	82	82	82	82	82	82	82	82	82	82	82	82
Awareness	Spearman Correlation				1.000	.499**	.552**	.534**	.431**	.390**	.607**	.361**	.542**	.551**	.554**	.464**	.480**	.520**
	p-value					.000	.000	.000	.000	.000	.000	.001	.000	.000	.000	.000	.000	.000
	N					82	82	82	82	82	82	82	82	82	82	82	82	82
Persuasion	Spearman Correlation					1.000	.762**	.595**	.724**	.742**	.784**	.606**	.724**	.625**	.511**	.670**	.640**	.622**
	p-value						.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N						82	82	82	82	82	82	82	82	82	82	82	82
Conceptualisation	Spearman Correlation						1.000	.672**	.690**	.589**	.729**	.532**	.602**	.559**	.500**	.526**	.567**	.446**
	p-value							.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N							82	82	82	82	82	82	82	82	82	82	82
Foresight	Spearman Correlation							1.000	.606**	.511**	.613**	.545**	.553**	.596**	.578**	.477**	.560**	.450**
	p-value								.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N								82	82	82	82	82	82	82	82	82	82
Stewardship	Spearman Correlation								1.000	.620**	.689**	.651**	.637**	.595**	.573**	.547**	.571**	.458**
	p-value									.000	.000	.000	.000	.000	.000	.000	.000	.000
	N									82	82	82	82	82	82	82	82	82
Commitment to growth of People	Spearman Correlation									1.000	.726**	.556**	.663**	.480**	.435**	.644**	.545**	.510**
	p-value										.000	.000	.000	.000	.000	.000	.000	.000
	N										82	82	82	82	82	82	82	82

Spearman's correlation between the dimensions of servant leadership and organisational health		Servant Leadership										Organizational Health						
		Listening	Empathy	Healing	Awareness	Persuasion	Conceptualisation	Foresight	Stewardship	Commitment to Growth of People	Building Community	Values People	Develops People	Promote Community Development	Display Authenticity	Ethical Consideration	Provides Leadership	Shared Leadership
Building Community	Spearman Correlation p-value n										1.000	.663** .000 82	.716** .000 82	.640** .000 82	.536** .000 82	.668** .000 82	.607** .000 82	.570** .000 82
Values People	Spearman Correlation p-value n											1.000	.738** .000 82	.767** .000 82	.792** .000 82	.662** .000 82	.766** .000 82	.694** .000 82
Develops People	Spearman Correlation p-value n												1.000	.729** .000 82	.693** .000 82	.697** .000 82	.744** .000 82	.692** .000 82
Promote Community Development	Spearman Correlation p-value n													1.000	.788** .000 82	.650** .000 82	.736** .000 82	.745** .000 82
Display Authenticity	Spearman Correlation p-value n														1.000	.609** .000 82	.811** .000 82	.694** .000 82
Ethical Consideration	Spearman Correlation p-value n															1.000	.733** .000 82	.712** .000 82
Provides Leadership	Spearman Correlation p-value n																1.000	.771** .000 82
Shared Leadership	Spearman Correlation p-value n																	

** . Correlation is significant at the 0.01 level / * . Correlation is significant at the 0.05 level

Table 4.4 illustrates the following are statistically, significantly and positively related:

- **Listening**

Strong to Healing (0.609), Persuasion (0.701), Conceptualisation (0.738), Foresight (0.701), Stewardship (0.738), Building community (0.708), Values people (0.700), Develops people (0.682), Promotes community development (0.741), Displays authenticity (0.668), Ethical consideration (0.640), Provides leadership (0.693).

Moderate to Empathy (0.538), Awareness (0.522), Commitment (0.511), Shared Leadership (0.555).

- **Empathy**

Strong to Awareness (0.602), Commitment (0.652), Persuasion (0.600), Building community (0.708).

Moderate to Shared leadership (0.503), Healing (0.556), Conceptualisation (0.503), Foresight (0.508), Stewardship (0.477), Values people (0.452), Develops people (0.553), Promotes community development (0.596), Displays authenticity (0.423), Ethical consideration (0.467), Provides leadership (0.489).

- **Healing**

Strong to Commitment (0.748), Persuasion (0.708), Conceptualisation (0.717), Foresight (0.600), Stewardship (0.727), Building community (0.701), Values people (0.632), Develops people (0.628), Promotes community development (0.603), Provides leadership (0.600).

Moderate to Awareness (0.548), Shared leadership (0.554), Displays authenticity (0.595), Ethical considerations (0.596).

- **Awareness**

Strong to Building community (0.607).

Moderate to Persuasion (0.499), Conceptualisation (0.552), Foresight (0.534), Stewardship (0.431), Develops people (0.542), Promotes community development (0.551), Provides leadership (0.480), Shared leadership (0.520), Displays authenticity (0.554), Ethical considerations (0.464).

Weak to Commitment (0.390), Values people (0.360).

- **Persuasion**

Strong to Commitment (0.742), Shared leadership (0.622), Conceptualisation (0.762), Stewardship (0.724), Building community (0.784), Values people (0.606), Develops people (0.724), Promotes community development (0.625), Ethical considerations (0.670), Provides leadership (0.640).

Moderate to Foresight (0.595), Displays authenticity (0.511).

- **Conceptualisation**

Strong to Foresight (0.672), Stewardship (0.690), Building community (0.729), Develops people (0.602).

Moderate to Commitment (0.589), Shared leadership (0.466), Values people (0.532), Promotes community development (0.559), Ethical considerations (0.526), Provides leadership (0.567), Displays authenticity (0.500).

- **Foresight**

Strong to Stewardship (0.606), Building community (0.613).

Moderate to Commitment (0.511), Shared leadership (0.450), Values people (0.545), Promotes community development (0.596), Ethical considerations (0.477), Provides leadership (0.560), Develops people (0.553), Displays authenticity (0.578).

- **Stewardship**

Strong to Commitment (0.620), Values people (0.651), Develops people (0.637).

Moderate to Shared leadership (0.458), Promotes community development (0.595), Ethical considerations (0.547), Provides leadership (0.571), Displays authenticity (0.573).

- **Commitment to growth of people**

Strong to Building community (0.726), Develops people (0.663), Ethical considerations (0.644).

Moderate to Shared leadership (0.510), Promotes community development (0.480), Provides leadership (0.545), Displays authenticity (0.435), Values people (0.556).

- **Building community**

Strong to Values people (0.663), Develops people (0.716), Promotes community development (0.640), Ethical considerations (0.668), Provides leadership (0.607).

Moderate to Shared leadership (0.570), Displays authenticity (0.536).

- **Values people**

Strong to Develops people (0.738), Promotes community development (0.767), Ethical considerations (0.662), Provides leadership (0.766), Shared leadership (0.694), Displays authenticity (0.792).

- **Develops people**

Strong to Promotes community development (0.729), Ethical considerations (0.697), Provides leadership (0.766), Shared leadership (0.692), Display authenticity (0.693).

- **Promotes community development**

Strong to Ethical considerations (0.650), Provides leadership (0.736), Shared leadership (0.745), Displays authenticity (0.788).

- **Displays authenticity**

Very Strong to Provides leadership (0.811).

Strong to Ethical considerations (0.609), Shared leadership (0.694).

- **Provides leadership**

Strong to Shared leadership (0.771).

- **Ethical considerations**

Strong to Provides leadership (0.733), Shared leadership (0.712).

After examining the results, based on the components of servant leadership and organizational health, it can be concluded that a significant positive and significant relationship between the perception of servant leadership and measure of organisational health does exist.

4.7 Effect sizes

Lipsey and Wilson (1993:1202) states that effect size measurements are common to meta-analysis studies which summarise the findings from a particular area of research. Effect size is a term specified to a group of indices that measures the degree of a treatment effect; these indices are, unlike significance tests, not dependent on sample size.

P-values were derived from independent T-tests in this study. P-values are reported for comprehensive purposes, however convenience sampling was used during this study and as result P-values will not be interpreted.

Cohen's standards for the interpretation of small, medium, and large effect sizes are provided as points:

$d \approx 0.2$ - small effect; practically no significant difference,

$d \approx 0.5$ - medium effect; practically visible difference

$d \approx 0.8$ - large effect; practically difference

4.7.1 Operational unit comparison

From the 82 research participants, 41 were employed at the pack-stations and due to sample size the other operations was combined and labelled. Other units and 41 participants were employed within these units. A summary of the major findings is represented in Table 4.5 below.

Table 4.4: Operational unit comparison

Dimension	Operational Unit	Mean	Std. Deviation	Effect size	p-value
Listening	Pack-station Operations	3.427	.985	0.12	0.547
	All Other	3.549	.835		
Empathy	Pack-station Operations	3.171	.841	0.46	0.032
	All Other	3.561	.776		
Healing	Pack-station Operations	3.427	1.040	0.11	0.584
	All Other	3.537	.745		
Awareness	Pack-station Operations	3.049	1.284	0.27	0.198
	All Other	3.390	1.093		
Persuasion	Pack-station Operations	3.220	1.162	0.42	0.032
	All Other	3.707	.836		
Conceptualisation	Pack-station Operations	3.354	1.032	0.01	0.952
	All Other	3.341	.786		
Foresight	Pack-station Operations	3.524	.894	0.03	0.905
	All Other	3.500	.949		
Stewardship	Pack-station Operations	3.415	1.134	0.13	0.490
	All Other	3.561	.735		
Commitment	Pack-station Operations	3.268	.874	0.38	0.075
	All Other	3.598	.776		
Building community	Pack-station Operations	3.268	1.061	0.49	0.015
	All Other	3.793	.829		
Values people	Pack-station Operations	3.165	1.073	0.28	0.148
	All Other	3.463	.751		
Develops people	Pack-station Operations	3.366	.949	0.40	0.050
	All Other	3.744	.759		
	Pack-station Operations	3.317	1.125	0.32	0.089

Promotes community development	All Other	3.677	.723		
Displays authenticity	Pack-station Operations	3.122	.975	0.30	0.132
	All Other	3.415	.751		
Ethical consideration	Pack-station Operations	3.390	.815	0.54	0.009
	All Other	3.829	.663		
Provides leadership	Pack-station Operations	3.268	.924	0.44	0.036
	All Other	3.671	.780		
Shared leadership	Pack-station Operations	3.033	1.077	0.48	0.013
	All Other	3.545	.714		

Table 4.7 indicated that Building community, Ethical consideration and Shared leadership showed a practical significant statistical difference. The highest d-value of 0.54 is for conceptualisation where Pack station operation respondents with a mean of 3.524 perceive that there are conceptualisation characteristics present in the organisation than what other operations with a mean of 3.341 perceived.

4.7.2 Job / role comparison

Table 4.5: Job / role comparison

Dimension	Job / role	Mean	Std. Deviation	Effect size	p-value
Listening	Workforce	3.471	1.000	0.15	0.886
	Other	3.500	.851		
Empathy	Workforce	3.265	.846	0.04	0.355
	Other	3.438	.816		
Healing	Workforce	3.368	.972	0.13	0.338
	Other	3.563	.848		
Awareness	Workforce	3.147	1.184	0.03	0.647
	Other	3.271	1.216		
Persuasion	Workforce	3.338	1.113	0.12	0.360
	Other	3.552	.980		
Conceptualisation	Workforce	3.265	.923	0.02	0.492
	Other	3.406	.909		
Foresight	Workforce	3.338	.998	0.16	0.149
	Other	3.635	.843		
Stewardship	Workforce	3.382	.913	0.07	0.402
	Other	3.563	.982		
Commitment	Workforce	3.324	.928	0.17	0.323
	Other	3.510	.768		
Building community	Workforce	3.426	1.023	0.07	0.423
	Other	3.604	.956		
Values people	Workforce	3.368	.924	0.02	0.664
	Other	3.276	.947		
Develops people	Workforce	3.529	.887	0.01	0.826

	Other	3.573	.875		
Promotes community development	Workforce	3.610	1.004	0.08	0.370
	Other	3.417	.924		
Displays authenticity	Workforce	3.250	.917	0.06	0.875
	Other	3.281	.858		
Ethical consideration	Workforce	3.535	.834	0.13	0.465
	Other	3.663	.727		
Provides leadership	Workforce	3.434	.958	0.15	0.758
	Other	3.495	.818		
Shared leadership	Workforce	3.314	1.044	0.16	0.841
	Other	3.271	.877		

After observation of Table 4.8 it is noted that none of the constructs were statistically and significantly different with respect to Job / role of participants. The highest d-value of 0.18 is for commitment where the other Job / roles with a mean of 3.510 perceive that there is more commitment than what the workforce with a mean of 3.324 perceives. It can be concluded that no real practical significance was observed for different Job / roles towards the organisation; this relates to all of the tested dimensions.

4.8 Open-ended question feedback

Open-ended questions can be defined as questions posed to research respondents that can have a number of answers; neither of them wrong or right. These answers however reveal the true feelings and perspectives of the research respondents. Welman *et al.* (2011:174) states that open-ended questions are beneficial as the answers cannot be manipulated by the researcher and thus represent an unaffected source of different responses.

In section four of the questionnaire one open-ended question was posed to the respondents.

4.8.1 What leadership roadblocks are holding back this organisation from gaining competitive advantage?

40 respondents of the 82 that completed the research questionnaire completed the open-ended question. After considering all the answers, it is clear that according to the respondents' perceptions there are a number of roadblocks that keeps the organisation from ultimate success, some of these challenges are generic and some specifically experienced within the organisation, examples being the lack of knowledge relating to the nature of the business operations and an authoritarian leadership style traditionally adopted by the agricultural sector.

Table 4.9 below reports the response of the open-ended question.

Table 4.6: Open-ended questionnaire results

Respondent number	Response recorded
80	• Lack of knowledge on the nature of the business operations. • General lack of communication.
9	• Too much involvement with the day-to-day operational activities, although the activities require this level of involvement.
5	• Leadership must collaborate more. • Narrow the communication gap between executive management and their senior management. • Lack of communication of Job / role requirements. • Head office personnel not in sync with operational personnel - general lack of understanding individual challenges faced.
10	• Constant criticism and discouragement. • General communication challenges.
14	• Lack of appropriate feedback regarding mistakes made. • Internal promotion is sometimes not considered.
15	• Selective discipline actions taken. • Promotion from within is not considered; response is lack of qualifications.
16	• Recruiting inexperienced personnel, whilst existing personnel has experience. • Trust and loyalty need to be promoted. • Random instances of discrimination are present.
17	• Potential is overlooked.
18	• Allows for mistakes to happen this promote a learning environment.
19	• The vision and mission are communicated but not lived. • Equal treatment of all employees.
21	• Low morals of employees must be identified and worked on by leadership.

24	• Provide more operational training in order to optimise production efficiencies.
25	• To inform employees on the organisation's performance and the way forward.
27	• Lack of communication from management / leadership.
28	• Poor decision making; acting before thinking. • Lack of financial resources. • Cheap contract labour.
30	• An authoritarian leadership style shown by some senior management; discourages development and growth within operation unit.
31	• Autocratic leadership style needs adjustment.
32	• Leadership styles and attitudes too different at times; causes conflict. • Senior management sometimes a stumbling block.
33	• Pro-customer attitude needs to be embedded - "putting customer first." • Swift customer service must be promoted.
35	• Two-way communication between different organisational levels should be improved on.
37	• Leadership training and development. • Resistance to change; acceptance of rapid changing environment is a challenge.
38	• Reacting on problems rather than proactively dealing with posed obstacles • Effective teamwork and problem solving occasionally are a challenge.
40	• Not considering suggestions and advice from employees.
44	• Not embracing an entrepreneurial spirit - "our company." • Inadequate management of change.
45	• Thinking in silo's.
46	• Not delivering on promises. • Negative criticism. • Lack of general communication.

47	• Not trusting others. • Sometimes afraid of challenges / risks. • Management sometimes is a roadblock to development.
51	• Acknowledgement of individual success. • More constructive communication from top management.
52	• Recognising individuals and acknowledge their contributions towards the company's success. • Making each employee feel like a champion.
53	• Lead by example. • Mentoring culture. • No recognition for achievements. • Lack of motivation by management.
54	• Trust relationships are problematic.
	• Blame shifting; not taking ownership and responsibility.
56	• Vision is said but not lived out by management.
60	• Communication is a key aspect that needs improvement.
62	• Unskilled labour.
64	• Training and development of leaders need to be prioritised.
69	• Rigid leadership styles.
72	• Lack of positive feedback. • Lack of communication. • Lack of ownership and responsibility.
73	• No succession planning seems to be in place. • Promotion from within is a concern.
74	• Employees' and management's ego's standing in the way of progress.
76	• Change management training. • Work on trust issues.

4.9 Chapter summary

Empirical results related to the study were revealed in this chapter.

For this study 237 questionnaires were dispersed and 82 questionnaires were received back within in the given time frame. The analysis was done based on the quantitative results derived from the measuring instrument and also a qualitative open-ended question posed to respondents for organisational health variables. The purposely designed questionnaire covered servant leadership and organisational health and was distributed as a single questionnaire to the targeted research respondents that were employees working within the identified agricultural organisation's Gauteng and head office operations.

Limitations related to the usable data size made the use of the Cronbach's alpha, as a coefficient of reliability, essential. The Cronbach alphas ranged from 0.591 to 0.891. The Cronbach alphas were found to be within the normal limits and therefore the measuring instrument was considered reliable.

The theoretical and empirical goals intended for this research have been achieved. This study will categorically contribute to the existing knowledge base of the research area described as the influence of servant leadership on organisational health in the agricultural sector.

The conclusions, hypotheses, limitations of the research study, recommendations posed to the organisation researched related to findings and possible future research will be discussed in the final chapter.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter will present a brief summary of the study and how this connects with the research objectives formulated in this study. An analysis of the academic substance and workable implications will be presented based on the results gathered from the study. The research objectives and hypotheses will again be assessed and conclusions based on the literature and empirical study results related to these objectives and hypotheses will be prepared.

The research limitations identified during the study will be reviewed. Recommendations to the executive management team of the organisation researched in this study are revealed. Considered suggestions will involve improvement of organizational health through adopting a servant leadership approach and ways to enhance servant leadership qualities in leaders are also shown. Finally, suggestions on future research topics will be discussed.

5.2 Conclusion

The general objective of this study was to explore the influence of servant leadership on organisational health as perceived by employees within an agricultural organisation. Empirically the research found that the independent variables of servant leadership have a positive effect on the dependent variable of organisational health.

The purpose of this study was addressed through the analysis of servant leadership and organisational health in an agricultural organisation; this was conducted in order to investigate the research problem in the literature section of the study.

The general objective was achieved through the process of accomplishment of the specific objectives set in the research. This was done by conducting an in-depth literature review on the variables of servant leadership and organisational health. An appropriate measuring instrument was designed which included the demographical information required and the questions that relates to the research variables. This research survey questionnaire was mainly manually distributed within the organisation.

The primary data obtained from these questionnaires was statistically analysed thereafter, in order to determine the influence of servant leadership on organisational health in the organisation. The relationship between servant leadership and organisational health was determined by the researcher with assistance from Statistical Services at North-West University through a statistical analysis. The empirical research results were reviewed and recommendations are presented to the executive management of the target organisation.

5.3 Hypothesis

Spearman's correlations were performed to ascertain the relationship between servant leadership and organisational health. Table 4.4 showed that the majority of the dimensions of servant leadership correlate with the correct dimensions of organisational health and is classified as statistically being either significantly or moderately positively related. It can therefore be said that servant leadership has a positive effect on organisational health.

H1: There is a significant positive linear relationship between the characteristics of servant leadership and the key areas of organisational health.

Based on the Spearman correlation research results, it is also clear that there is a positive linear relationship between the characteristics of servant leadership and the key areas of organisational health. The outliers measured were the relationship between "displays authenticity" and "provides leadership" d-value of 0.811 which implies a practically significant relationship between these two dimensions. According to results a weak significant relationship exists between the servant leadership "awareness" dimension and "commitment to develop people" (0.390) and "values people" (0.361) dimensions. Based on the results the null hypothesis is therefore rejected. The above hypothesis can therefore be accepted.

5.4 Limitations of the study

The main limitation of this study involved the use of the convenience sampling method. Generalisation of results can therefore not be made as the results of a convenience sample are only applicable to that target respondents and not to all employees of the organisation.

A limitation of this study is that operational units tested are situated in one agricultural organisation only, which may also limit the generalisation of the results.

A further identified limitation relates to the study variables, as individual attitudes relating to the leadership of the organisation and perceptions of respondents on leadership can be a sensitive subject which can influence the honesty of the answers. This could be of concern to the researcher.

Language barriers can also be seen as a limitation of this study, for only one language, namely English, was used in the questionnaires. The likelihood does exist that proficiency in English has influenced the results.

The probability might also exist that some respondents who partook in this study did not totally trust the confidentiality clause.

The findings of the study should therefore be interpreted with caution since the respondents were gathered through convenience sampling in a specific agricultural organisation and do not represent all perceptions of employees in this organisation. This research however can assist as a foundation for future studies in different, diverse organisations in the agricultural sector.

This study might serve as a base for further research studies in this particular agricultural organisation on a larger scale. It must however be noted that a different sampling method, that aids generalisation, must be applied. The results of such studies can be very beneficial when developing a successful servant led organisation within the agricultural sector.

5.5 Recommendations

The research provided in this study has revealed that servant leadership does influence organisational health. It can therefore be suggested that the management of the organisation needs to embed a servant leadership culture by building on existing servant leadership levels. Supported by the literature, organisations that adopt a servant leadership style are prone to be healthier with higher levels of organisational and employee performance with an accompanied competitive advantage.

Servant leadership seems like a relatively straight forward term, however it is perhaps the most insightful and complicated leadership style. The main reason for the difficulty is that it is not based on a set of skills – servant leadership demands some kind of innermost transformation and a fundamental attitude change (Spears & Lawrence, 2004).

The following are recommendations regarding elementary skills which signify an initial best practices set that may assist to promote and embed the major characteristics of servant leadership identified in the literature study within the organisation. These skills involve mostly what researchers have suggested (Spears & Lawrence, 2004) and include:

- Consisting of the right identity – seeing oneself as a servant.
- Providing motivation – bringing the best out in others.
- Following and utilise the right method – relating to others in a positive manner.
- Right impact / influence – inspiring others to serve a higher purpose.
- Right character – maintaining integrity and authenticity.

It would be recommended that the organisation provides training and develops leadership programmes. With the correct knowledge combined with the traits of employees, the organisation is in an ideal stance to advance from servant leadership.

Following are recommendations of how to enhance organisational health within the identified organisational sector. Miles (1969:476) identified five aspects that are crucial to improving and the development of organisational health. These five aspects are:

- Supporting personal development.
- Focusing on the importance of communication.
- Strengthening information channels.
- Establishing an open-to-change organisational culture.
- Specialist support.

All above aspects were identified as being a roadblock to success of the identified organisation, with the results obtained in the open-ended question section of the measuring questionnaire.

It would be recommended that the organisation launches an awareness campaign to promote and getting the employees engaged with regards to these five identified aspects of organisational health.

5.6 Future research

To be able to completely understand the influence of servant leadership on organisational health involves the development of studies to establish a process which makes use of measuring instruments to gather data pertaining to the study subject. Further research to measure servant leadership should be considered by means of a quantitative correlational study involving of a larger population which includes various agricultural organisations. Data might be provided that identify common drivers of organizational health and the particular data might be isolated to one organisation. Results on such a study might recognise related servant leadership characteristics that impact greater organisational health. By increasing the possibilities of the study and considering any disparities amongst different agricultural organisations might evolve and contribute to the existing information base of servant leadership.

Any future South African studies on servant leadership constructs which make use of a different measuring instrument that are explicitly standardised for the South African environment, may result in a more diversified depth to servant leadership. It is also recommended that a more potent sampling method be used and larger samples be taken to make generalisation of the findings to other related organisations within the agricultural sector.

It is also recommended that the entire identified organisation be included into a similar research exercise using a different more prevalent sampling method in order to establish if the identical results are found when incorporating the organisation as a whole.

Respondents employed at pack-station operations' perceptions were different from the others. It is advised that further research be done to determine the following: if their environment is in fact different or if there is a difference in attitudes and behaviour which caused them to respond differently. The construct of organisational health and its influence on organisational outcomes such as performance, triple bottom line and competitive advance should be considered in further research studies as there is still not enough evidence on the construct which is organisational health.

Finally, it should also be beneficial to perform this study in other sectors within a South African framework as leadership and development thereof in African countries are proven as being a challenge which needs to be addressed in order to maintain momentum and excel in an ever increasing global competitive environment.

5.7 Chapter summary

This chapter consisted of conclusions being made regarding the theoretical and empirical objectives of this study. The hypothesis was resolved, limitations of the research were highlighted and recommendations were made to the organisation in which the study was conducted. Recommendations were also made for future research on the topics of servant leadership and organisational health. All planned theoretical and empirical objectives for this research was achieved.

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APPENDIX A: The questionnaire used for this study

Dear Colleague

I am a final year MBA student with the NWU School of Business and Governance at the North-West University's Potchefstroom Campus. The research is performed as partial fulfilment of the requirements for successfully completing an MBA degree.

The aim of this study is to study your perceptions on the presence of servant leadership and its influence on the organization's health.

It will take approximately (10) minutes of your time to complete the questionnaire. Your response will be treated as strictly confidential. It has to again be highlighted that participation is completely voluntary and refusal to participate in this study will involve no penalty.

Remember, there is no right or wrong answer. Please complete the anonymous questionnaire as honestly as possible.

Your involvement and time set aside to contribute to this study is highly appreciated.

Kind regards

Xenia Terblanche

Tel: 0848680411

SECTION 1 – DEMOGRAPHIC INFORMATION

Please place an **X** in **ONE** of the blocks applicable below:

1. Indicate your gender:

1	Male	
2	Female	

2. Indicate your age:

1	18-24	
2	25-34	
3	35-44	
4	45-54	
5	55-64	
6	65 >	

3. Indicate your ethnicity origin (or race):

1	White	
2	African	
3	Coloured	
4	Indian	
5	Other	

4. Indicate your highest level of education:

1	Grade 10	
2	Grade 12	
3	Higher Diploma	
4	Bachelor's Degree(Honors Incl)	
5	Master's Degree	
6	PHD Degree	

5. Indicate the operational unit you are currently employed:

1	Feeds	
2	Farming Operations	
3	Packstation Operations	
4	Administrative	
5	Head Office	
6	Other	

6. Indicate position/role in the organization:

1	Executive Management	
2	Senior Management	
3	Supervisor	
4	Workforce	

7. Period employed within current operational unit:

1	< 1 year	
2	1-5 years	
3	6-10 years	
4	11-15 years	
5	16-20 years	
6	>20 years	

8. Indicate total years of work experience:

1	< 1 year	
2	1-5 years	
3	6-10 years	
4	11-15 years	
5	16-20 years	
6	>20 years	

SECTION 2

Please respond to the following questions while considering the **total organization** (including workforce, supervisors, managers, and top leadership). Please indicate the degree to which you agree with each statement by using the following 5-point scale, where **1= strongly disagree** and **5= strongly agree**:

People within this organization	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Undecided</i>	<i>Agree</i>	<i>Strongly agree</i>
1 Inspires an environment of trust.	1	2	3	4	5
2 Encourages open communication channels	1	2	3	4	5
3 Promotes empathy throughout the organisation	1	2	3	4	5
4 Identify low moral without being made aware	1	2	3	4	5
5 Freely acknowledge mistakes	1	2	3	4	5

People within this organization	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Undecided</i>	<i>Agree</i>	<i>Strongly agree</i>
6 Understand the magnitude of current decisions' impact on future outcomes.	1	2	3	4	5
7 Are able to tell if something is going wrong in the organisation	1	2	3	4	5
8 Makes employee career development an organisational priority	1	2	3	4	5
9 Creates a feeling of belonging in our organisation	1	2	3	4	5
10 Spend efforts on future things rather than reacting on current things	1	2	3	4	5
11 Attempts to achieve consensus among employees on important decisions	1	2	3	4	5
12 Encourage employees to "dream big".	1	2	3	4	5
13 Promotes a community spirit	1	2	3	4	5
14 Make comments like "OUR team" and "OUR budget"?	1	2	3	4	5
15 Consistently tries to bring out the best in others	1	2	3	4	5
16 Displays concern for others' personal well-being	1	2	3	4	5
17 Devotes time in developing others' potential	1	2	3	4	5
18 Successfully thinks through complex problems	1	2	3	4	5
19 Communicates openly with others	1	2	3	4	5

SECTION 3

Please respond to each statement as you believe it relates to the **leadership** of the organization (including **managers/supervisors and top leadership**)

Please indicate the degree to which you agree with each statement by using the following 5-point scale, where **1= strongly disagree** and **5= strongly agree**:

Leadership in this Organization...	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Undecided</i>	<i>Agree</i>	<i>Strongly agree</i>
1. Believes that each employee has unlimited potential	1	2	3	4	5
2. Celebrates employees accomplishments with enthusiasm	1	2	3	4	5
3. Do not judge others	1	2	3	4	5
4. Shows compassion towards others	1	2	3	4	5
5. Provide opportunities for people to develop to their full potential	1	2	3	4	5
6. Use their power to the benefit of others	1	2	3	4	5
7. Develop people through encouragement	1	2	3	4	5
8. Emphasize the value of teamwork	1	2	3	4	5
9. Values individual differences in the organisation	1	2	3	4	5
10. Encourages a spirit of cooperation among workers	1	2	3	4	5
11. Work with others instead of against them.	1	2	3	4	5
12. Admits their mistakes	1	2	3	4	5
13. Encourage sharing of information	1	2	3	4	5
14. Assumes responsibility for their actions	1	2	3	4	5
15. Are open to criticism	1	2	3	4	5
16. Can be trusted	1	2	3	4	5
17. Values integrity more than profit or personal gain	1	2	3	4	5
18. Always maintain high ethical standards	1	2	3	4	5
19. Do not compromise ethical principles in order to achieve success	1	2	3	4	5
20. Train employees to be able to make important ethical decisions	1	2	3	4	5
21. Has vision	1	2	3	4	5

Leadership in this Organization...	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Undecided</i>	<i>Agree</i>	<i>Strongly agree</i>
22. Always turns negative into positive	1	2	3	4	5
23. Empowers employees to be able to make important decision	1	2	3	4	5
24. Communicate clear goals and gives direction	1	2	3	4	5
25. Places the interests of others before self-interest	1	2	3	4	5
26. Wishes to serve others rather than being served	1	2	3	4	5
27. Shares recognition for organisational accomplishments	1	2	3	4	5

SECTION 3 – Open ended question

Please respond to this question as you believe it applies to the **entire** organization:

What leadership roadblocks are holding this organization back from gaining competitive advantage?

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APPENDIX B: Language Editing Certificate

RENTIA MYNHARDT

BCom (UNISA)



SA Translators' Institute (SATI)

Membership number: 1002605

PO Box 6986, FLAMWOOD 2572

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Date: 2016/11/30

To whom it may concern,

LANGUAGE EDITING

This letter serves as proof that the following document was submitted for language editing in November 2016:

Author: Xenia Terblanché

Document type: Mini-Dissertation: MBA (NWU)

Title: *THE INFLUENCE OF SERVANT LEADERSHIP ON ORGANISATIONAL HEALTH IN THE AGRICULTURAL SECTOR*

I applied all reasonable effort to identify errors and made recommendations about spelling, grammar, style and punctuation.

I attempted to be consistent regarding language usage and presentation.

The bibliography was also checked and corrections were made where necessary.

I confirmed the content as far as possible, but cannot be held responsible for this as all facts could not be confirmed. This remains the responsibility of the author.

Thank you very much.

Kind regards.

Rentia Mynhardt