Empirical Evaluation of Values of Servant Leader in ITES Sector

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ABSTRACT

Servant leadership has emerged as a promising leadership style on a global platform. It centres on peoples' growth; taking organization's and community's performance to the next level. Research on servant leader's traits and tools to quantify them are profusely available; however a tool to measure a servant leader's value system is left unexplored. In the present work, literature concerning servant leader's values was examined as they offer a unique perspective to servant leadership. This helped the researchers in drafting a questionnaire for the same. The purpose of study is to indentify a definite value – set of a servant leader by conducting Exploratory Factor Analysis (EFA). The data of 181 ITES employees was analyzed using SPSS 19.0. The overall reliability of scale capturing values of a servant leader is 0.97. The empirical work resulted in identifying three pertinent values comprising a servant leader's value system, namely, Team Orientation, Altruistic Orientation and Ethical Orientation.

Keywords : *Servant leadership; Values; Factor analysis; Team Orientation; Altruistic Orientation; Ethical Orientation.*

INTRODUCTION

India's diversity has awed many philosophers and management thinkers to pen down their perceptions of the country's rich cultural heritage. The value – laden soil of India has a significant role to play while regulating the personal, social as well as professional life of Indians. The thriving culture with its sturdy core values acts as a shield protecting and supporting Indians to bounce back with greater zest and zeal in the midst of any adversity. The sweeping globalization opened numerous competing avenues for India, requiring changes which were growth – oriented though radical and challenging. These drastic changes made the Indian organizations realize that they need to adopt a leadership style which is value based- servant leadership.

The traditional styles of leadership have made way for a leadership style which firmly rests on team work, participative decision - making and ethical approach. Servant leadership as a concept has materialized from the legacy of charismatic leadership theory (Graham, 1991). Greenleaf (1904-1990), presented a unique style of leadership, "servant-leadership" in his essay, The Servant as Leader (1970). Greenleaf strongly believed that the strong desire to help others grow serves as the motivating factor that keeps the true leader to go on. Thus, the concept of servant leadership was born. In the voluminous work related to servant leadership, Greenleaf always focussed on 'serving others selflessly' as the basis of this new model of leadership. Servant leadership believes in taking a holistic approach to work, seeking active involvement in decision – making and encouraging a sense of community at heart. The stigma attached to the word "servant" was duly recognized by Greenleaf, but the usage of the word 'servant' strengthened the foundation on which he was building this novel leadership approach.

Moreover, dearth of "published, well – designed, empirical research" (Northhouse, 1997, p. 245) pertaining to servant leadership shows that the academic research in this field is in its infant stage. The servant leadership literature base is philosophical in nature. The various examples backing the theory are mostly "anecdotal in nature" (Northouse, 1997, p. 245); making servant leadership as an undefined and ambiguous style of leadership. In specific terms, the paucity of empirical result in the domain of servant leadership makes its acceptance a challenging task.

However, in recent times, there has been a resurgence of research in this field, primarily driven from an elucidated construct and measure (Barbuto & Wheeler, 2006). This was pursued by rigorous endeavours to study the construct and its influence on organizational working (Liden, Wayne, Zhao & Henderson, 2008; Neubert, Kacmar, Carlson, Chonko & Roberts, 2008). Since, presently the construct of servant leadership can be measured and tested, its organizational influence and other dimensions pertaining to it can be taken further.

EVIEW OF LITERATURE

Servant Leadership "begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead" (Greenleaf, 1970). In other words, a servant leader's primary concern is to serve others, be their servant and then follow the decision to lead others. This seemingly simple style, rooted firmly in 21st century, has many layers of realization and is awakening at its core.

The central tenet of servant leadership is attaining a balance between serving and leading. As a leader, one should be aware that their prime responsibility is to provide service to others. As a follower, the concept encourages one to go beyond the expected set of roles and thus, explore situational prospects to provide leadership. This revolving around leading and serving augments not only encourages our growth as individuals but also helps to create organizations of great depth and quality. Servant leadership establishes equilibrium between power and responsibility; thereby improving the position of most individuals and organizations. By encouraging both individuals and organizations to serve while leading, the quality of life throughout the community is raised, this being the grace of a servant leader. The traits of servant leaders extracted from Greenleaf's writings (1977) are healing, listening, awareness, empathy, persuasion, foresight, conceptualization, stewardship, commitment to the growth of people and building community. Social and ethical considerations are seen as the pillars of strength for servant leadership to flourish and develop a value – based management. The employees' empowerment and their active involvement in the decision – making process makes a servant leader, a democratic leader.

In the servant leadership style, values occupy a noteworthy place as they offer a set of firm, distinguishable traits of leadership. Values of a servant leader help to establish interpersonal and organizational trust (Russell, 2001). Accepting the importance of values in servant leader, the present research is undertaken to identify basic value – set in servant leadership style. This would help in providing a new perspective to leadership educators. Moreover, such knowledge would throw light on the multifaceted dynamics working between the leaders and their followers; and thus, enlightening the educators about the potential influence the leader's style may cast upon the significant establishment of an effective relationship. Therefore, identifying the values of a servant leader is both a timely and a necessary effort.

OLE OF VALUES IN SERVANT LEADERSHIP

A leader's individual as well as collective values act as the driving force behind every organization. These values provide "prescriptive, enduring standards" (Rokeach, 1973) and basic design to arrive at the results and handle difficulties (Russell, 2001). These values may be consciously articulated or unconsciously dominant, verbal or non verbal, written or unwritten (Rokeach, 1973). Leaders must be able to

cast their influence through their values since position power is being washed away in many organizations (Huey, 1994). Values signify the soul of leadership since the leader's values eventually permeate the organizations led by them. Values occupy paramount importance in the servant leadership since they provide a set of purposeful, distinguishable leadership traits. Also, Russell (2001) stated that servant leader's values help in creating interpersonal and organizational trust as it connects servant-led organizations with the same thread.

The work on servant leadership enumerates various values of a servant leader which have been considered in drafting the questionnaire pertaining to the same. Integrity, an innate quality of servant leaders, refers to the apparent level of equivalence amid values expressed verbally as well as values translated into action (Simmons, 1999). It helps in establishing trust - interpersonal as well as organizational. Integrity includes and goes beyond honesty (Covey, 1989). Integrity of a leader plays an important role in inculcating and sustaining trust among the followers in an organization. Greenleaf (1977) stated that trust was vital to servant leadership since trust fuels leadership's legitimacy. Moreover, Greenleaf also emphasized that servant leaders were more likely to win the trust of the followers. Relationships marked with trust and service serve as the basis for casting the influence of servant leaders on the followers (Sarkus, 1996; Tatum, 1995). Thus, servant leaders earn followers' trust by empowering and involving employees in initial stages, valuing commitments, fostering a mentoring skills and risk – taking ability amongst employees, through their behavioural consistency, integrity and competency. An absence of arrogance in a servant leader (Bower, 1997) clears space for humility in their value system. The baggage of job titles is shed by servant leaders and thus, they interact with people irrespective of their positions. Humility helps in viewing things from another's perspective which makes appreciating and respecting others an effortless move (Crom, 1998). Simply stated, humility in leaders makes them aware and appreciative of the follower's contributions in-lieu of self-promotion and this humility in servant leader makes them serve others from a genuine need to help. Greenleaf, (1998) stated that a servant leader sincerely works on and serves as a caring leader so that the followers can take their potential and calibre to the next level. The motivating principle, providing service to followers, makes servant leadership a special type of leadership practice (De Pree, 1997; Sendjaya and Sarros, 2002). A servant leader forsakes personal rights to search for greatness in serving people (Wilkes, 1996). In addition, servant leaders attach significance to equality and strive towards boosting the individual as well professional growth of the entire workforce. They look for treating everyone with radical equality; developing an altruistic approach towards one and all (Berry & Cartwright, 2000). Amalgamation of humility, modesty, unselfish motives and altruistic outlook in servant leaders help to identify the best not for themselves, but for others (Patterson, 2003). Such an altruistic approach is an essence for the mentality of servant leadership.

Servant leaders are strongly aware of their social responsibility. This awareness induces them to encourage and empower the followers to implement moral and ethical actions benefitting all stakeholders. The success earned by a servant leader lies strongly on the values of honesty, integrity and sincere concern for the welfare of those being served. A flow of genuine endeavours towards the growth of people and community at large can concretize only when the leader is able to surpass his/her personal interest and thus, leading the team towards a goal reaping benefits to both followers and organization.

The aforementioned literature review strongly asserted that values of a leader eventually infuse in the culture of the organization they lead (Russell, 2001). It is essential for leaders to "develop a value system that serves" (Kuczmarski & Kuczmarski, 1995, p. 83). A significant importance is attached to a servant leader's beliefs, values and principles (Covey, 1990; Ford, 1991). Led by the importance occupied by the values in a servant leader, the present study aims at identifying the building blocks of a servant leader's value system by conducting an exploratory factor analysis.

Objective

- To identify critical factors forming the value system of a servant leader.

- To develop and test a concise measure of value system of a servant leader.

ESEARCH METHODOLOGY

The transition of India from an agrarian economy to a service economy is attributed to the significant contribution of the Information Technology Enabled Services (ITES) industry. Its contribution to GDP is 9%, while the per capita GDP contribution of ITES employees is almost 80 times that of agriculture. According to the NASSCOM report, the Indian ITES industry will account for 10% of India's GDP and 18-20% of India's exports are estimated to be generated from this promising sector by 2020 (http://www.nasscom.in/nasscom-bpo-forum-indian-bpos-insight-future). Thus, ITES serves as the backbone for the growth of the Indian economy which explains the rationale in selecting the sample from the ITES companies.

Stratified random sampling has been used wherein a list of ITES companies operating in Delhi – NCR universities was drawn from NASSCOM website. Then, using fish bowl technique three companies under the category of leading companies and three companies categorized as emerging companies to work for, were selected from the list using fish-bowl sampling. 40 employees each from leading companies and emerging companies to work for were personally contacted for survey and hard copies were administered personally by the researchers for mapping their responses. Out of 240 filled, 181 valid questionnaires were selected for the study signifying a response rate of 75.41%.

Completely filled 181 questionnaires (133 male and 48 female) were analyzed for this study. The analysis reported a high

percent of sampled employees aged between 25 – 35 years (N= 140, 77.34%) and 41 of sample participants (22.65%) aged above 36 years. The employees' length of service and designation is shown below in a tabular form (Table 1).

TABLE 1 DEMOGRAPHIC DETAIL OF SAMPLED PARTICIPANTS

Demographic Variables	Levels	Number (Count)	Percent (%)
Gender	Male	143	73.48
	Female	48	26.51
Age	20-35 years	140	77.34
	Above 36 years	41	22.65
Tenure (Length of Service)	1-5 years	112	61.87
	6-10 years	52	28.72
	Above 10 years	17	9.39
Designation	NA/ Blank	7	3.86
	Executive	113	62.43
	Middle Manager	44	24.30
	Senior Manager	17	9.39

TABLE 2: KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.892
Bartlett's Test of SphericityApprox. Chi-square	5.433E3
df	276
Sig.	.000

In the first section of the questionnaire, demographic information, such as age, gender, highest qualification, employment tenure (ie. < 1 year, 1- 3 years, 3 - 5 years and > than 5 years) and department (marketing, finance, HR, R&D, and other). To understand and examine the value system of servant leaders, a self constructed questionnaire, Value-System Assessment Questionnaire was given to the team members/followers. The Value-System Assessment Questionnaire assesses a leader on the values; honesty, integrity, social justice, humility, trusts, spirit of sacrifice and service motive (values of a servant leader). Respondent's age and gender were taken as control variables and were dummy coded (1> 30 years else 0; 1 for male and 0 for females). A 5-point Likert scale with response options – Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree was employed for all the variables measurement. The overall reliability of the Scale capturing the values of a servant leader is reported as

0.97. According to Nunnally (1978), the instruments used in basic research have reliability of about .70 or better.

DATA ANALYSIS

Exploratory Factor Analysis has been used to extract the significant values making up the value system of a servant leader. Factor Analysis refers to the technique of attaining parsimony through categorizing the smallest number of descriptive terms in order to explain the maximum amount of common variance in a correlation matrix (Tinsley & Tinsley, 1987).

In factor analysis, the descriptive terms created, summarized the longer list of items; replacing it with a shorter, more feasible useful list of derived items. To assess the strength of the relationships and seeking factorability of the variables, Kaiser – Meyer – Olkin (KMO) test of sampling adequacy and Bartlett's Test of Sphericity was utilized. The value of KMO (Table 2) was reported as .892 which indicates the existence of a high measure of shared variance in the items. The value of Bartlett's test of Sphericity was less than 0.05 representing responses' validity and suitability towards addressing the objective of the study.

Total Variance Explained (Table 3) elucidates the associated eigen values with each factor before and after extraction and post rotation (Field, 2000). We can observe that prior to extraction; there were 24 components in which all variables are listed.

In the Table 3 'Total Variance Explained', the Eigen value has to be 1 or more than 1 to be significant. The factors having Eigen value greater than 1 are considered together as 1. This clearly indicates that out of 24 components, 3 factors have been extracted. Factor 1 (*later labelled as team orientation*) explains 63.252% of the variance, Factor 2 (*labelled as altruistic orientation*) explains 6.389 more, followed by Factor 3 (*labelled as ethical orientation*) which explains 4.181 more. Taken collectively, these 3 factors account for 73.822 explanations to the value system of a servant leader.

TABLE 3: TOTAL VARIANCE EXPLAINED

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	15.18	63.252	63.252	15.181	63.252	63.252	8.255	34.397	34.397
2	1.533	6.389	69.641	1.533	6.389	69.641	4.944	20.600	54.997
3	1.003	4.181	73.822	1.003	4.181	73.822	4.518	18.826	73.822
4	.925	3.852	77.675						
5	.776	3.233	80.908						
6	.772	3.219	84.126						
7	.629	2.622	86.748						
8	.473	1.972	88.720						
9	.411	1.712	90.432						
10	.366	1.523	91.955						
11	.337	1.405	93.360						
12	.270	1.125	94.485						
13	.244	1.019	95.504						
14	.217	.903	96.407						
15	.165	.685	97.092						

TABLE 3: TOTAL VARIANCE EXPLAINED

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
16	.137	.570	97.662						
17	.117	.487	98.148						
18	.108	.451	98.599						
19	.086	.358	98.957						
20	.073	.303	99.260						
21	.063	.261	99.520						
22	.050	.206	99.727						
23	.035	.147	99.874						
24	.030	.126	100.000						

Extraction Method: Principal Component Analysis.

TABLE 4: ROTATED COMPONENT MATRIX[a]

	Component		
	1	2	3
I know my leader will keep his/her word.	.837		
I believe my leader is straight forward.	.836		
I feel free to discuss my work related problems with my leader.	.829		
The leader acknowledges the followers' achievements.	.751		
The leader is worthy of confidence.	.719		
The leader shows consistency in behaviour.	.717		
My leader willingly gives up privileges if the team requires them.	.716		
My leader treats team members with dignity and respect.	.684		
The leader has created a fair and an open environment in the organization.	.682		
I believe my leader is willing to surrender his/her self – interest for the good of team/organization at large.	.660		
I can depend on my leader for an open conversation.	.656		
My leader keeps promises and commitments and expects others to keep theirs.	.617		
The leader provides fair and equal opportunities for advancement to all.	.601		
I can always seek a frank opinion from my leader.	.579	.552	
My leader is quick to apologize sincerely.		.783	
Serving team members is given due importance by my leader.		.762	
My leader lets go his/her interest to meet my needs.		.752	
Sincere efforts are taken by my leader to ensure team member's progress.		.728	
Sufficient initiatives are taken by my leader for the welfare of the society		.667	
The leader works hard to enrich the lives of less fortunate ones..			.733
My leader sees the organization for its potential to contribute to the society.			.686
The leader believes that the organization needs to play a moral role in society.	.673		
The leader is open to admitting his/her mistakes.			.648
The leader demonstrates beliefs that are consistent with actions.	.647		

Extraction Method: Principal Component Analysis.   *Rotation Method: Varimax with Kaiser Normalization.*   *a. Rotation converged in 9 iterations.*

FINDINGS

To estimate the correlations between each of the variables and the estimated components, rotated component matrix, Table 4, also sometimes referred as the loadings, was used. We have included only those items having factor loading greater than 0.4 as it is considered appropriate for interpretative purposes Steven (1992). This table presents the result of Exploratory Factor Analysis. As we can observe, there exists a cross loading in the statement 'I can always seek a frank opinion from my leader'. On the basis of nomological validity and expert's view, we have put this item in Factor 1. And thus, we have arrived at a three factor solution.

Description of the Factors extracted: A value system of a leader is like their inner compass that assists them in distinguishing between good and bad, thus motivating and directing them to employ their skill – set for noble purposes. The analysis helped in identifying three core values building up the value system of a servant leader, namely, Team Orientation, Altruistic Orientation and Ethical Orientation. These core values are explained below:

1. Factor 1 - Team Orientation: In an organization, spirit of teamwork and collaboration can go a long way in strengthening individual strengths of the employees. Synergistic effects are the by - products of an effective team functioning. Acknowledging and appreciating the team efforts, working towards achieving consensus and involvement of team members, conducting open and honest communication, being accountable for problems, showing concern for others and making an effort to view things from other points of view, etc. help in fostering an effective team orientation among members. Moreover, an honest and open conversation helps the team members to vent their frustrations and air their grievances, thus leaving a room for healthy competition to breed.

'Team Orientation' basically tries to capture the relation between servant leader and followers. The lens through which the followers view their leader is reflected in this dimension. For this dimension, Cornbach's alpha (α), a measure of internal consistent reliability, was reported as 0.96.

TABLE 5 ITEMS LOADING ON FACTOR 1, TEAM ORIENTATION

Items	Loading
15. I believe my leader is straight forward.	.836
6. I know my leader will keep his/her word.	.837
7. I feel free to discuss my work related problems with my leader.	.829
16. The leader shows consistency in behaviour.	.717
17. The leader is worthy of confidence.	.719
8. The leader acknowledges the followers' achievements.	.751
12. The leader has created a fair and an open environment in the organization.	.682
10. My leader willingly gives up privileges if the team requires them.	.716
13. My leader treats team members with dignity and respect.	.684
14. The leader provides fair and equal opportunities for advancement to all.	.601
5. I can depend on my leader for an open conversation.	.656
11. My leader keeps promises and commitments and expects others to keep theirs.	.617
4. I believe my leader is willing to surrender his/her self – interest for the good of team/ organization at large.	.660
21. I can always seek a frank opinion from my leader.	.579*

Cross loading – explained in Table 4

2. Factor 2 - Altruistic Orientation: Altruism is "the willingness to do things which brings advantages to other people, even if it results in disadvantage for yourself" (Cambridge online dictionary). Therefore, altruism refers to the tendency to do well to others, irrespective of the discomfort caused to self. In the views of Simmons, 1991, altruism is a voluntary, intentional feeling or tendency which seeks to work for others welfare without any expectation of reward.

The competitive environment of current times makes altruism a misfit characteristic in the organizational settings (Kanungo & Conger, 1993). This view is endorsed by many prominent scholars like Smith, Organ & Near, (1983) and Friedman, (2002). However, altruism as a feature present in various leadership styles such as transformational, spiritual, servant, ethical and authentic styles is rapidly gaining acceptance (Brown & Trevino, 2006; Barbuto & Wheeler, 2006). Altruism implies that leaders or people care about others as an end in itself (Sober & Wilson, 1998). It can be seen as a selfless concern for the wellbeing of others.

Altruism is the hallmark of a servant leader. A servant leader with his self less giving attitude strikes an earnest effort towards the betterment of his / her team members and the society at large. For this dimension, Cornbach's alpha (α) came out to be 0.93.

3. Factor 3 - Ethical Orientation: Leadership involves offering direction to people, formulating objectives, and achieving results. Leaders with high integrity coupled with a clear understanding of their own personal ethics are successful in formulating and nurturing values into the fabric of their organizational culture. In other words, ethical thinking drives effective leadership.

TABLE 6 ITEMS LOADING ON FACTOR 2, ALTRUISTIC ORIENTATION

Items	Loading
24. Serving team members is given due importance by my leader.	.762
22. My leader is quick to apologize sincerely.	.783
20. My leader lets go his/her interest to meet my needs.	.752
23. Sufficient initiatives are taken by my leader for the welfare of the society.	.667
19. Sincere efforts are taken by my leader to ensure team member's progress.	.728

A prime responsibility of leadership is to ensure that employees in the organization can 'do the right thing' with ease. This can be attained when leaders are successful in fostering an organizational culture that supports doing the right thing, performing it rightly and for the right purposes – that is, purposes bearing ethical values. When employees feel they have no place to raise their ethical concerns, it can result in moral distress, which may lead to employee turnover (Biscoff, DeTienne & Quick, 1999).

Ethical behaviour is necessary and expected from leaders. When leaders get involved in unethical acts, devastation and damage follow soon. Ethical behaviour guides a leader towards right and best decision or actions. A servant leader not only attaches importance to adhering to ethics in all aspects but also sees the organization for its potential to contribute towards the improvement of the society. The Cornbach's alpha (α) for this dimension is 0.86.

TABLE 7 ITEMS LOADING ON FACTOR 3, ETHICAL ORIENTATION

Items	Loading
9. The leader believes that the organization needs to play a moral role in society.	.673
3. The leader works hard to enrich the lives of less fortunate ones.	.733
2. The leader is open to admitting his/her mistakes.	.648
18. My leader sees the organization for its potential to contribute to the society.	.686
1. The leader demonstrates beliefs that are consistent with actions.	.647

CONCLUSION AND IMPLICATIONS

In contemporary world plagued by numerous unethical practices, leadership styles based on human values such as altruism are gaining momentum (Sendjaya & Sarros, 2002). So, an altruistic orientation is an important value to be inculcated in a servant leader's value system. Servant leaders are people – centric, value serving others and are strongly guided by the belief that they have a duty of stewardship. Also, the desirable results reaped by an organization if a leader's value system absorbs the values of a servant leader are manifold, since this style of leadership rests on virtues of humility, love, empowerment, altruism, trust, vision, and service (Kaplan, 2000; Patterson, 2003; Veronesi, 2001; Wis, 2002). Servant leaders boost organizational performance as it strengthens relationships of trust (Greenleaf, 1977). Reinke (2004) and Joseph & Winston (2005) observed that servant leaders influences performance of an organization by empirically

testing the relationship between servant leadership and trust. Leaders selflessly working towards others' welfare create an environment marked with trust and cooperation making it easier to learn, try-out, contribute, take risks, culminate in higher levels of performance, as these factors in view of Chiva, Alegre & Lapiedra (2007) facilitate organizational learning and also share relation with organizational performance (Alegre & Chiva, 2008). Servant leaders give ample space to others to voice their concerns since it is a style of leading others through a desire to serve (Prosser, 2007). They create an approachable environment wherein members speak up their perspective and thoughts freely and confidently. In organizations, servant leadership is translated through an approach of partnership and amalgamation with others. The success of servant leadership exists in their capability to make bridges and win over others by earning their trust. The intention of servant leadership resides in others, instead of oneself, and in comprehending the role of a leader as a servant.

A Leader's value strongly influences followers and ultimately performance of the organization as a whole. In order to set up effective leadership practices, a leader must first begin with observing their own value system. Subsequently, they should focus on the present organizational values. The leaders will benefit by knowing the value – set they should inculcate, so as to make the employees realize and surpass their potential. Values occupy paramount importance in the concept of servant-leadership as the values of servant leader provide a set of purposeful, distinguishable leadership traits. The leaders will benefit by knowing the value – set they should inculcate, so as to take the employees, their legacy, organization and community to a higher platform.

"Not until we have considered our leadership model at the level of its values, assumptions and principles, can we discern to what extent we are leading from a power or a servant base" (Rinehart, 1998. Pp. 30). (With an increase in emphasis on the leader's style grounded on values, the present research work offers assurance that identifying and comprehending value system is a necessity.) The present study findings may stimulate leaders to confront their individual value system as well as the values making up their organization's culture. This will help the leaders to identify and realize their own value system. Such deep probing about one's self awareness serves as a significant element in leadership development. A measure of servant leadership orientation on the basis of the identified values can offer a productive input to leadership development seeking 'insightful awareness'. It would also offer help to organizational leaders aspiring to establish a servant-led organization. Identification and measurement of values of a servant leader may be employed as a criterion for selecting candidates or promoting employees in an organization.

Leadership educators should consider the derived value set of servant leaders for incorporation in curriculums when educating about the influence of servant leadership. Multiple organizational benefits can be reaped, if leadership educators can effectively develop future leaders to increase their use of servant leadership values. Empirical work on servant leadership helps in identifying a new dimension pertaining to the existing reservoir of knowledge. Additionally, it also presents prospects for application and study in the servant leadership arena to future researchers and practitioners.

FUTURE RESEARCH

Leadership is not guarded by environment since it is exhibited in every area of human relations, including education, industry, politics, government and everyday social exchanges. Extending this stream of thought, the proposed set of values should be tested separately in other sectors, such as manufacturing, banking and insurance, etc. This is because the immediate work environment in other organisations differs significantly from ITES sector. This can also help in drawing valuable comparison amongst different sectors of the economy. In other words, the predictive characteristic of servant leader's value system may vary across sectors. Future research may focus on conducting Confirmatory Factor Analysis to establish construct validity. This will guide the future researchers to appreciate the role of value system of a servant leader in leadership and organizational dynamics and thus, benefitting the functioning of corporate. Aspiring researchers may empirically study the impact of these values on organizational outcomes, such as empowerment, job involvement, turnover intentions, productivity, motivation, job satisfaction, etc. to effectively quantify its worth to leadership education and practice.

Previously, servant leadership has been viewed as folklore in the leadership classroom, owing to limited empirical work carried out on the construct. Now is the right time to test the true significance of servant leadership as its measures has been validated, making empirical testing feasible.

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