

Does trust in leader mediate the servant leadership style – job satisfaction relationship?

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ABSTRACT

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The huge growth in economies of Dubai during the past few decades requires a high level of leadership and management. Leaders who act as a mere management representative and are not able to perform in various styles cannot be effective. For a leader to show ineffectiveness means distrust, which lowers the satisfaction of a population in different aspects. Hence leadership and trust are topics that require further examination. This study tries to determine the interaction among servant leadership (SL) and job satisfaction (JS) while utilizing the trust degree in leader (TIL) as a mediator factor between leadership approach and level of satisfaction in job. The research was conducted on 260 employees in four different hotels in Dubai (Jood Plaza, Sadaf Delmon, Ibis International and Address hotel). Correlation analyses have shown a positive and significant relationship between (SI), (JS) and trust. There is a large gap in the literature when it comes to the direct relationship of (SL) and (JS) in general, and this research hopes to fill the gap and enhance the achievement process for managerial level.

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1. Introduction

In every aspect of business whether it is government or private, leadership is considered to be the defining point that can improve performance greater than anything else. The influence is upon temperament, consideration and suggestion (Mills, 2005). Every different leader utilizes a leadership manner that takes into consideration these factors as they will inevitably affect the organizations' performance. These influences will assist in job satisfaction, committed to the company and the employee's health. The style of leaderships that best defines the interest in human life is servant leadership (Shekari & Nikooparvar, 2012). Success is considered the result of an effective organization, which could be either personally or corporately. There are numerous factors that impact upon a business including collaborative, combining communication, marketing, competitive strategies and market awareness. An effective and capable human resources (HR) department in an organization is critical, together with the increase abilities of employees which combine to improve the performance. The manner of these characteristics has been explored through a number of leadership perceptions, the trust in their respective leader (Northouse, 2010) and job satisfaction (House & Mitchell, 1974). Barbuto and Wheeler (2006) describe core elements of servant leadership as Altruistic Calling, which is the level of willingness to serve high ranked interests of followers, Emotional Leadership that describes the level of enthusiasm and efficient performance to provide followers assistance in time of

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discomfort, or difficulty, Wisdom is the leader's level of awareness towards existing events or those who are under surface but might occur in the environment in the future. Persuasive Mapping is the level of know – how displayed by leader to assure followers to reach and follow organizational goals and objectives and Organizational Stewardship, which refers to the degree of leader's consideration of organization as an existing family to develop the society that it is located in. The study of servant leadership has been restricted mainly to a western style therefore there is a lack of literature relating to Eastern cultures. The term servant leadership refers to followers being served by their leaders who care and nurture them in work and in life. Trust is the key element of servant leadership (Hoveida et al., 2011). The result will generally create an improved performance which will lead to a more viable organization (Smith, 1974; Judge et al., 2001).

Furthermore, when there is a relationship between the followers and a leader, if the element of trust is missing then it is unlikely to be productive. When there is trust in a leader this demonstrates an effective and positive leader (Skarlicki et al., 1999). Also Mineo (2014) suggests that the trust element is the adhesive that cements the relationship between leader and followers, leading to the ability for organizational success. The matter of trust, leadership and job satisfaction has received extensive research, however, there is a lack in literature relating to the topic of servant leadership, together with its relative constituents, and their impacts on job satisfaction and the trust in their respective leader. Previous studies on servant leadership have aimed at workers' behavior in the workplace (Ehrhart & Klein, 2001). This study is undertaken to illuminate and expand this aspect, with the primary aim to determine the servant leadership responses on job satisfaction through the trust in leader as the mediator factor. The fundamental intention of this research is to improve and contribute to the investigation relating to this topic in order to assist managers.

Theoretical Model is shown in Fig. 1 as follows:

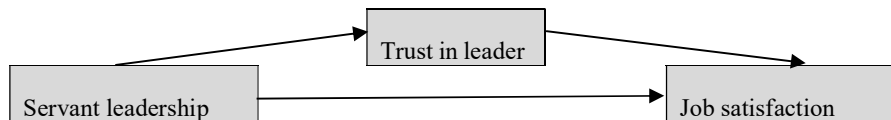


Fig. 1. Theoretical Model: (SL), (JS) and trust towards leader relationship

2. Theoretical framework

2.1 Leaders and Leadership Development

The development of leaders in the business world today is now considered to be critical in order for the success of business organizations. As there is so much accessible information on the internet through computerization, business organizations prefer a flat hierarchy, and to enable adaptability and rapid responses, they decentralize decision making. Conger (1993) suggested that leaders have teams to report them, which challenge the traditional role of leader who is merely “the boss”, but also coach, mentor, coordinator, and even consultant. It is expected nowadays that the managers/superiors should be more flexible, approachable and personable, by their respective juniors as it is seen as a method of improving the success of the company. To be a successful leader, one should progress others to become leaders (Tichy, 1997) and further adds if a true leader possesses all the abilities to lead, then they should ensure the progression of others to protect the future of the organization. In order for subordinates to succeed, it is necessary for leaders to strategize, set goals then lead and demonstrate offering advice, knowledge, expertise and awareness. In order to improve the performance of a company there should be an effective development program for leaders to nurture their subordinates. By creating an environment in which employees are respected and treated as co-workers, the rewards for the company, leaders and workforce will prove to be positive. With a team of staff that have leaders who appreciate the efforts, the likely outcome will be that subordinates will be more effective, more willing to adapt and more capable of solving simple problems immediately. With the commitment increasing as a result, the leaders and the employees will share goals. The role of leadership development is not restricted to customary standards of training of employees it is more comprehensive, focusing on evolving

subordinates and engaging them through education of their tasks and assisting their leaders. It is therefore essential in this skeptical and multifaceted world that the leaders of companies are empowered to demonstrate the depth of their knowledge and skills, thereby engaging the trust of their followers and investors alike. It is important for leaders to raise the standards and to follow a set of morals which leads to gaining trust of their followers and other people involved. A lack of trust will affect business which can be lessened with effective moral guidance (Puranam & Vanneste, 2009). Inevitably this will further improve followers' understanding. As this ever-evolving world continues to grow, a confident leader will search for new solutions, thereby amending the previous ideologies. This will allow followers to become aware of others (Boyatzis & McKee, 2005), and therefore they will be more inclined to back their trust. The term commitment through what Goleman (1998) suggests that it is considered the social investment to get the people motivated. A transformative leader is able to view the world and adapt to and create change through personal experience and understanding.

As a result, there will be an improved moral observation through increasing value, enhancing livelihoods, benefits to society and the improvement of all stakeholders' well-being thereby increasing financial security (Caldwell et al., 2008). Through transformational leadership, the leaders are able to conduct meetings collectively or individually in order to progress the organization focusing on the end result (Burns, 1978). By capitalizing on the element of trust and commitment, apart from financial gratification enables the leaders to balance the fondness of the firm with its stakeholders, therefore a compelling leader can generate an affiliation with followers, which will stimulate their reach to accomplish greater effects. They will also be able to view a wider spectrum of realities and create a communal vision for all to follow.

2.2 Servant Leadership

To some extent, within the western academia, the subject of servant leadership has been investigated however in Asia and the Middle East it is yet to be explored thoroughly. Therefore this study will investigate the perception of servant leadership in Dubai, considered to be a technologically advanced city hosting EXPO 2020. The presentation of such a model is aimed at gaining employee trust through leadership and creating employee satisfaction thereby enhancing the employees' well-being. The caring leadership style has seen an increase in recent years (Udani & Lorenzo – Molo, 2013), whereby a management strategy is focused on people first, (Liden et al., 2014) therefore the shareholders' interests are shared with the stakeholders (Walumbwa et al., 2010). This in turn leads to the organizations profitability and advancement in their relative environment. The followers' well-being is the priority of a successful and efficient leader before themselves. With recent development of the business ethics, the development of staff is critical to the leader, enhancing their lives, teaching and allowing them to be nurtured thereby creating a better work efficiency, compared to the leader trying to take on all the tasks. To aid problem solving and understanding, a flexible leadership strategy will permit follower focused management to thrive (Ehrhart, 2004; Barbuto & Weeler, 2006; Liden et al., 2014). Servant leadership theory specifically addresses this need.

The ability to serve is the first aspect of a servant leader that will differentiate from other leader practices. (Ilies et al., 2005; Dierendonck, 2010). The challenge of servant leadership is to set aside one's own perspective for those of your followers.

A definition of servant leadership could be the supplying of leadership in a manner that centers on the best will for the follower and the company. Greenleaf (1977) suggested that a good leader is intrinsically happy to serve those who serve them and ensure that they are honest to all employees and manage expectations in a positive manner. In the case of credibility and trustworthy servant leaders are responsible for the welfare, progression and enhancement of their followers thereby ensuring the stakeholders future. (Kouzes & Posner, 2010). As a leader demonstrates their care for others, the trust element will commence growing. In turn, the leader then assumes two roles, those of servant and leader.

Therefore the role of servant leaders is comparatively different to the more traditional charismatic, transformational leadership style. (Barbuto & Wheeler, 2006; Liden et al., 2008).

2.3 The Impact of Servant Leadership Style on Job Satisfaction

When discussing an organization, there is a limited experimental studies to quantify the direct relationship between the satisfaction of job and servant leadership, possibly due to the profitability of an organization. A scale was created by Barbuto and Wheeler (2006) in relation to servant leadership through a procedure of self and rater reporting on servant leadership proved there was an important and positive relationship with worker satisfaction, however not directly with job satisfaction. Furthermore, Mayer et al. (2008) demonstrated that there was not a direct effect by servant leadership and job satisfaction. Therefore, the role of servant leader is to mediate the organizational processes and create a satisfied and environment for all parts of the organization directly and indirectly. van Dierendonck (2010) reflected that servant leadership can be characterized as the ability to invest in people through their development by the utilizing of humility, originality, accepting of personal relations, attention to personalities, and using the power of change to help motivate and thereby create job satisfaction. This in turn will create exceptional relationship between leaders and followers. According to some researchers, there was not any significant relationship between job satisfaction and servant leadership; therefore, it was the lack of previous data for the literature examining the effect of servant leadership on job satisfaction that created the motivation behind this study. It was considered by Greenleaf et al. (1977) that a servant leader helps followers achieve their respective goals. Furthermore, the servant leader may impact upon the followers' perspective, including vital parts of work attitudes and the satisfaction within their job (Ilies & Judge, 2002, 2004; van Dierendonck, 2011). The emphasis of servant leaders is to create excellent relationships with subordinates and regularly get involved with positive activities in order to reaffirm the followers positive attitude. The definition of job satisfaction is the response of satisfaction in accordance to the features of the job. Accordingly, the appearances of satisfaction towards a job can be detailed as the workers direct supervisor, their co-workers, the conditions of work and their salary (Warr et al., 1979; Williams & Anderson, 1991). Furthermore, there is a finest of working relationships in case a servant leader be responsible and skillful in mediating with workers when there is a complicated and delicate dilemma, by offering a resolution that can be understood by the followers and that takes into consideration the followers personal emotions. As a result, the leader/follower relationship will lead to better communication and enhance the relationship. Additionally, the leaders' awareness and familiarity with issues that occur in the work environment will improve, thereby bonding the relationship and allowing the followers to assist in future circumstances. It is the ability of a leader to share with their workers' that creates a higher standard of servant leader and builds a trust between the parties (Whitener et al., 1998). It is suggested that the servant leaders improve a followers' satisfaction in their jobs due the suggestion that a servant leader is founded on service to co-workers (Greenleaf, 1973). It is further reinforced by similar leadership concepts for example transformational leadership (Braun et al., 2013). The enrichment of other's lives is the emphasis of servant leadership thereby creating a better environment, and is considered a significantly different style of leadership. Donghong et al. (2012) suggested that there was a significant and positive relationship concerning employee's job satisfaction and servant leadership. The organizational goals are achieved easier through satisfied employees. Also Shekari and Nikoosparwar (2012) found a similar theme where there was a significant relationship between followers' jobs and satisfaction created by good servant leadership.

Considerable studies suggest that followers like to repeat the behavior of their servant leaders which is a social inconsistency however the result is positive follower conduct thereby creating, a better social environment enhancing the ideology of accomplishment. There is very restricted literature relating to the Dubai environment and the direct correlation concerning job satisfaction and servant leadership.

2.4 Trust in Leader

Numerous researches have demonstrated the positive connection between servant leadership and employee trust levels (Sokoll, 2014; Jacob, 2006; Russel & Stone, 2002). It is clear from previous studies that servant leadership will influence on the degree of trust of the follower. Furthermore, the philosophy of servant leadership, it is apparent that the employees trust, is also influenced with satisfaction and engagement by servant leadership. Jones and George (1998) commented organizational trust is similar to the confidence between parties interacted together, and that neither party will willingly risk or exploit such confidence through vulnerability, copying such behavior is difficult when the parties of an organization thereby ensuring effectiveness. The trust in a leader was suggested as an improver of leadership behavior and job satisfaction (Liu et al., 2010).

2.4.1 Servant Leadership and Job Satisfaction

Those followers who demonstrate greater levels of trust to the leader inevitably will develop more inclusive relationships at work which will lead to higher commitment to the firm, enabling job satisfaction. Trust is critical in preserving relationships and fostering collaboration. Therefore, when followers trust their leader their emotions will connect them stronger thereby growing satisfaction. The opposite being, employees with little trust will inevitably turnover faster and demonstrate less loyalty. For better efficiency and improved communication, the followers must trust their leader. Occupational commitment is another dimension (Corser, 1998). The trust in a leader is a psychological state that followers create definite expectations about their leaders conduct. Mineo (2014) commented that trust was the “glue” that held leaders and followers together, thereby establishing the capability to succeed.

2.4.1.1 Servant Leadership and Trust in Leader

A leader's capacity, kindness and honesty are significant foundations to create the trust in a leader. The term servant leadership encapsulates other aspects of leadership behaviors that will cultivate the trust in a leader (Sendjaya & Pekerti, 2010). Trust is considered to be a vital component of every leadership ideal, with servant leadership being thought of as extremely strong in respect of trust (De Pree, 1997). It is the personal integrity of a leader that is the very foundation of successful servant leaders with in a trust environment (De Pree, 1997, p.127; Greenleaf 1973). The relationship between follows and servant leaders' positive trust has been indicated in various researches (Sokoll, 2014; Jacob, 2006; Hu & Liden 2011). However, these relationships have not been explored in the Dubai hotel sector. It has however been discovered that there is a significant ($P < .001$) effect of servant leadership on trust degree of employees in their supervisors with an increase in R^2 of 0.22 (Sokoll, 2014).

2.4.2 Trust in Leader and Job Satisfaction

The behavior of a leader will inevitably affect the environmental workplace, commitment of workers towards a leader, the effectiveness of the followers and thereby the satisfaction of the workers. Leading is concerned with convincing workers (Northouse, 2010). In leadership, the influence that they exert on employees is critical and inputting their own personality which affects the followers ideas (Northouse, 2010). The expectations of an employee in relation to their employer will manifest their job satisfaction. However, the levels of job satisfaction differ. When an employee preferred result is positive their responsive reaction is thought to be job satisfaction (Rad & Yarmohammadian, 2006). Many studies have expressed a high association between trust and job satisfaction (Nyhan, 2000; Yang & Mossholder, 2010). Furthermore, Yang and Mossholder (2010) reported that employees complete job satisfaction is meaningfully forecast by the trust in the leader, and there is a theoretical resemblance between job satisfaction and trust dimensions. Also described as the higher the job satisfaction; the higher the trust element. Furthermore, Lau et al. (2008) commented that with a higher element of trust employees are more likely to commence dialogue relating to problems with the leader, which in turn

suggests a higher satisfaction in their job.

3. Study hypotheses

The classification of servant leadership is a leader with readiness towards guidance and motivating followers along with creating quality relationships (Greenleaf, 2002). One of primary functions of servant leadership remains to serve others. Trust has been outlined as the inclination of a group that is susceptible to the movements an alternative group built with the anticipation that could apply themselves to a specific accomplishment that is vital to the person who they trust, regardless of the aptitude to review the other group (Mayer et al., 1995).

How followers perceive the character of their leader, builds the trust in leader. Personal traits such as aptitude, trustworthiness, reliability, and compassion in organizations impact on employees' trust in leader in a large scale (Mayer et al., 1995). It is expected that all the components of servant leadership have positive influence on job satisfaction. A servant leader acts as an assistant to followers so they obtain their goals and find full potential (Smith, 1974). Related to this, servant leadership might influence followers' viewpoint, such as one of crucial legislatures of work attitudes, job satisfaction (Illies & Judge, 2002, 2004; van Dierendonck, 2011). Servant leaders emphasize on high – quality relationship with followers and often participate in beneficial well – being activities, which satisfies subordinates' needs and beliefs. Job satisfaction is defined as the report of satisfaction with the job features by employee. Trust is characterized by two distinguishing subdivisions i.e. Cognitive trust and Affective trust (Skarlicki et al., 1999; Maren et al., 1999). Cognitive Trust is shown while a person or group looks for a seeks for a rational suggestion to believe someone or another group, based on their capability, their accountability, their effectiveness, their reliability and their awareness (Mayer et al., 1995). However, the opposite is considered to be the Affective Trust which relates to the persons previous relationship, responsive behavior, their communicative skills and the gelling of the two parties (McAllister, 1995). How a leader acts and their conduct within the workplace can seriously impact on the working atmosphere and relationships with followers and their obligations to the organization and leader, thereby affecting the satisfaction they have in their job. The conceptual model is based on Servant leadership (Greenleaf, 2002; Barbuto & Wheeler, 2006) and Path-Goal theory (House & Mitchell, 1974) is presented below:

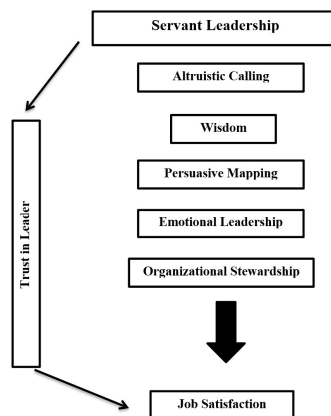


Fig. 3. Hypothesized servant leadership and its components, job satisfaction and trust in leader relationship

Nanus (1989) implied that the basis for legitimacy of leaders is trust and it is trust that binds leader to follower. However, there is strong evidence that building trust in follower holds a greater importance than building trust in leader (Lee et al., 2010). Despite this finding, all previous researches have indicated a strong, clear connection between trust in leader and job satisfaction.

H₁: Servant leadership is positively correlated with Trust towards leader.

H₂: Servant leadership is positively correlated with Job satisfaction.

H₃: Trust to leader mediates between Servant leadership and job satisfaction.

H₄: Trust to leader is significantly related to job satisfaction.

4. Methods

4.1. Sample and procedure

The sample of this study consisted of 260 employees in four different hotels in Dubai. The questionnaire utilized demographic questions and three data collection methods as follow:

- A. Servant Leadership Survey (SLS) - (Short version) with the target to determine Servant leadership. This is the most frequent used scale for assessing servant leadership.
- B. Nyhan and Marlowe's (1992) Organizational Trust Inventory (OTI) for assessing degree of trust in leader between leaders and followers.
- C. Spector's (1985) Job Satisfaction Survey (JSS) for measurement of Human Service Staff Satisfaction: Development of the Job Satisfaction Survey.

4.1.1 Demographic Survey

Demographic information of hotel industry in Dubai identified using specific designed demographic questionnaire, composing question about gender, position, age (1= less than 25, 2= 26 to 35, 3= 36 to 45, 4= more than 46), degree of education (1= technical degree, 2= higher education) and service period at current organization (1= less than a year, 2= 1 to 4 years, 3= 5 to 9 years, 4= 10 years or more).

4.1.2 Servant Leadership Survey (SLS) – Short

Servant Leadership Survey (Short version) with the target to determine Servant leadership. This is the most frequent used scale for assessing servant leadership based on Barbuto and Wheeler's (2006) theory. Measurement consists of 5- items Likert scale where 1= "not at all", 2= "occasionally (once in a while)", 3= "Often (sometimes)", 4= "Very often (fairly often)", 5= "Frequently if not always". The latest MLQ has been used for this study for the Transformational leadership estimation. Questions are addressed to Servant leadership using Barbuto and Wheeler's (2006) Servant leadership survey, keeping the account of different components of servant leadership (empowerment, accountability, standing back, humility, authenticity, courage, interpersonal acceptance, organizational stewardship, wisdom, altruistic calling, persuasive mapping, and emotional leadership).

4.1.3 Marlowe and Nyhan's (OTI)

Organizational Trust Inventory (OTI) consisting 12 questions determines organizational and interpersonal trust (Nyhan & Marlowe, 1997). There are five questions from the original scale that was utilized to estimate trust among leaders and followers. Five – point Likert scale was used to measure responses from 1= "Strongly Disagree", 2= "Disagree", 3= "Neutral", 4= "Agree", 5= "Strongly Agree".

4.1.4 Spector's Job Satisfaction Survey (JSS)

Spector P. E. measurement of Human Service Staff Satisfaction: Development of the Job satisfaction Survey (1985) is a survey used for evaluation of nine dimensions of job satisfaction related to overall satisfaction. This is a well – established and examined survey for job satisfaction measurement. Eight statements have been utilized to estimate the satisfaction degree of employees. Five – point Likert scale was used to measure respondents' answers from 1= "Strongly Disagree", 2= "Disagree", 3= "Neutral", 4= "Agree", 5= "Strongly Agree".

4.3 Mediation Method

Baron and Kenny's (1986) method of testing the mediation of employees' trust in leader and engagement between servant leadership and job satisfaction was used. Based on this test, mediation is supported if 1) independent variable is related to dependent variable; 2) independent variable is related to mediating variable; 3) Mediating variable has relationship with dependent variable; 4) the independent and dependent variable relationship are decreased significantly (partial mediation) or no longer are significant (full mediation). All of these conditions must meet to show the effect of employees' trust between Servant Leadership behaviors and Job Satisfaction.

5. Measures

In this study, (SPSS) was utilized to estimate and analyze the collected data. The dependent variable was taken as Job Satisfaction (JSF), while Servant Leadership (SL) as independent variables. The role of Trust in leader (TIL) was further added to investigate the mediating role. Demographic status (Age, Gender, Education level and Duration of employment) were taken as control variables. Servant leadership has strong correlation with trust in leader (TIL). The positive relationship between trust towards leader and job satisfaction was identified. Means, Standard Deviation, and Cronbach's alpha were estimated for determination of reliability and correlation. Pearson 2 tailed correlation test was conducted. Linear regression was implied between the independent and dependent variables.

5.1 Descriptive Statistics

The number of male employees is slightly more than female employees (Table 1); 135 (51.9%) men over 125 (48.1%) women, which are a proportion of four different hotels in Dubai.

Table 1
Descriptive statistics of Gender of the Respondents

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Male	135	51.9	51.9	51.9
Female	125	48.1	48.1	100
Total	260	100.0	100.0	

Age criteria (Table 2), indicates the number of employees in the category of "26 to 35 years" have a privilege over the other groups with 120 (46.2%) of the respondents. The category of "36 to 45 years" include 62 (23.8%) of the respondents. The categories of "less than 25 years" and "46 or more" include respectively 45 (17.3%) and 33 (12.7%) of the respondents.

Table 2
Descriptive statistics of Age of Participants

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 25	45	17.3	17.3	17.3
26 to 35	120	46.2	46.2	63.5
36 to 45	62	23.8	23.8	87.3
46 or more	33	12.7	12.7	100.0
Total	260	100.0	100.0	

The low number of respondents more than 46 years old and less than 25 years old shows that there was a tendency for recruitment procedures related to the age of the personnel.

Table 3
Descriptive statistics of Duration of Employment

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 1 year	54	20.8	20.8	20.8
1 to 4 years	123	47.3	47.3	68.1
5 to 9 years	45	17.3	17.3	85.4
10 years or more	38	14.6	14.6	100.0
Total	260	100.0	100.0	

The employees' employment duration was categorized into four groups as: (1) less than one year, (2) one to four years, (3) five to nine years and (4) ten years or more as it is shown in Table 3. The majority of the employees have an experience of one to four years, which is 123 (47.3%) that shows there are certain amount of workers who continue to work in their organizations. This is while 54 (20.8%) of respondents are in category one, which is less than one year. This indicates that hotels tend not to recruit young or non-experienced employees in large amount. However, hotels do recruit a certain amount of new employees each year (or seasonally as temporary workers). Categories three and four have respectively 45 (17.3%) and 38 (14.6%) of respondents which indicates more experienced employees due to the factors of their wage, bonuses, benefit, tend to keep their positions. There is a slight difference between the numbers of employees with secondary technical education and those with higher education as it is shown in the Table 4. This suggests that there is not a significant difference between employees' educational level to be recruited.

Table 4

Descriptive statistics of Education Level

	Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary Technical		135	51.9	51.9	51.9
Higher Education		125	48.1	48.1	100.0
Total		260	100.0	100.0	

5.2 Hypothesis Analysis

The sections below are presenting the analysis of correlations among Servant leadership, and Trust in leader and Job Satisfaction.

5.2.1 Correlation Analysis

Table below represent the correlation analysis among Servant leadership (SL), Job Satisfaction (JS), Trust in Leader (TIL), and Demographic status (Gender, Age, Education level and Employment duration).

Table 5

Correlation analysis of variables' linkage

		JS	SL	TIL	Gender	Age of Participants	Education	Duration of Em-
JS	Pearson Correlation	1	.945**	.658**	.053	-.177**	-.016	-.014
	Sig.(2-tailed)		.000	.000	.396	.004	.800	.822
	N	259	258	117	259	259	259	259
SL	Pearson Correlation	.945**	1	.691**	.051	-1.69**	.004	-.009
	Sig.(2-tailed)	.000		.000	.415	.006	.953	.890
	N	258	259	117	259	259	259	259
TIL	Pearson Correlation	.658**	.691**	1	.126	.115	-.109	-.061
	Sig.(2-tailed)	.000	.000		.174	.214	.240	.515
	N	117	117	118	118	118	118	118
Gender	Pearson Correlation	.053	.051	.126	1	-.025	-.094	.120
	Sig.(2-tailed)	.396	.415	.174		.691	.131	.053
	N	259	259	118	260	260	260	260
Age Of Participants	Pearson Correlation	-	-	.115	-.025	1	-.050	.133*
	Sig.(2-tailed)	.004	.006	.214	.691		.420	.032
	N	259	259	118	260	260	260	260
Education Level	Pearson Correlation	-.016	.004	-.109	-.094	-.050	1	.006
	Sig.(2-tailed)	.800	.953	.240	.131	.420		.918
	N	259	259	118	260	260	260	260
Duration Of Employment	Pearson Correlation	-.014	-.009	-.061	.120	.133*	.006	1
	Sig.(2-tailed)	.822	.890	.515	.053	.032	.918	
	N	259	259	118	260	260	260	260

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Based on Pearson two-tailed correlation analysis Job Satisfaction has a relationship with Servant Leadership in a positive way. (SL) and its components are in a significant relationship with (JS) (0.94). Hence, these findings support H₁. In addition, there is a positive correlation between (SL) and (TIL)(0.69). This significant relationship supports H₂. Moreover, according to Table 5, (TIL) is significantly correlated with (JS) (0.65) which is in support of H₄.

5.2.2 Cronbach's Alpha

Cronbach's alpha developed by Lee Cronbach in 1951 was applied to measure internal consistency of the data. This test is a measure (coefficient) of scale reliability.

Reliability Statistics

Cronbach's Alpha	Number of Items
0.907	30

The alpha coefficient as it is shown above is 0.907, which suggests high internal consistency for items. As a coefficient of 0.70 is considered of being acceptable for social science research, this coefficient is a suitable and desirable.

5.3 Linear Regression Models

For investigation of the independent and dependent variables and the relationship among them, this test was applied.

5.3.1 Regression Analysis for the Relationship of Servant Leadership and Job Satisfaction

This analysis is to detect the impact of Servant Leadership (Independent) on Job Satisfaction (Dependent). Tables 6, 7 and 8 reveal this impact.

Table 6

Model 1 Summary

Model	R	R Squared	Adjusted R Squared	Std. Error of the Estimate
1	.945 ^a	.894	.893	.38625

a. Predictors: (Constant), SL

Table 7

Model 1 regression – ANOVA^a

Model	Sum of Squares	Df	Mean Squares	F	Sig.	
1	Regression	320.871	1	320.871	2150.752	.000 ^b
	Residual	38.193	256	.149		
	Total	359.064	257			

a. Dependent Variable: JS

b. Predictors: (Constant), SL

Table 8 represents the Beta and T-value.

Table 8

SL against JS – Analysis of Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	
	B	Std. Error	Beta	t		
1	(Constant)	.170	.069		2.477	.014
	SL	.950	.020	.945	46.376	.000

a. Dependent Variable: JS

Based on this model, the variation in Servant leadership and its components explains 94% variation of Job satisfaction. This is an indicator of significant impact and relationship.

5.3.2 Regression Analysis on Job Satisfaction and Demographic Variables (Age, Gender, Education Level, Employment Duration)

Tables 9-12 below reveal the relationship between demographic (control) variables and job satisfaction. This test was applied to investigate whether there is a significant change in the R- Square (explanation) by Demographic Variables in Job satisfaction.

Table 9
Model 2 Summary

Model	R	R Squared	Adjusted R Squared	Std. Error of the Estimate
2	.94 ^a	.88	.87	1.17205

a. Predictors: (Constant), Duration of Employment, Education Level, Age of Participants, Gender

As it is shown in Table 9, R-square has dropped significantly.

Table 10
Model 2 regression – ANOVA^a

Model	Sum of Squares	Df	Mean Squares	F	Sig.	
2	Regression	12.289	4	3.072	2.237	.066 ^b
	Residual	348.918	254	1.374		
	Total	361.208	258			

a. Dependent Variable: JS

b. Predictors: (Constant), Duration of Employment, Education level, Age of Participants, Gender

ANOVA table represents the decrease in F-value which makes the regression variables insignificant.

Table 11
JS against demographic variables – analysis of Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
2	(Constant)	3.596	.405		8.889	.000
	Gender	.110	.148	.046	.742	.459
	Age of Participants	-.231	.081	-.177	-	.005
	Education Level	-.047	.147	-.020	-.321	.748
	Duration of Employment	.005	.078	.004	.063	.950

a. Dependent Variable: JS

Based on Table 11, none of the demographic variables has a significant impact on job satisfaction but Age of participants. This impact is shown as below:

Table 12
JS against Age – Analysis of Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
2	(Constant)	3.698	.199		18.545	.000
	Age of Participants	-.230	.080	-.177	-2.879	.004

a. Dependent Variable: JS

The value of T is negative which represents the negative relationship between these variables. This represents there is a Decrease in job satisfaction level as the age Increases.

5.3.3 Mediating Role of Trust in Leader on Servant leadership and Job Satisfaction Relationship

In this model, trust has been added to the regression to indicate whether it has a role of mediation on the relationship between servant leadership and job satisfaction.

Table 13

Model 3 Summary

Model	R	R Squared	Adjusted R Squared	Std. Error of the Estimate
3	.725 ^a	.526	.518	.31597

a. Predictors: (Constant), TIL, SL

Table 14

Model 3 regression – ANOVA^a

Model	Sum of Squares	Df	Mean Squares	F	Sig.	
3	Regression	12.531	2	6.266	62.758	.000 ^b
	Residual	11.282	113	.100		
	Total	23.813	115			

a. Dependent Variable: JS

b. Predictors: (Constant), TIL, SL

Table 15

JS against SL and TIL – Analysis of Coefficients^a

Model	Unstandardized Coefficients		Standardized Coef-		t	Sig.
	B	Std. Error	Beta			
3	(Constant)	.775	.315		2.465	.015
	SL	.407	.086	.423	4.713	.000
	TIL	.403	.099	.366	4.081	.000

a. Dependent Variable: JS

According to findings of this paper, the two variables of Servant leadership and Job satisfaction are in a positive relationship as independent and dependent variables respectively. Also, Servant leadership is related to Trust in leader as mediating variable. Trust in leader is positively related to Job satisfaction (mediating variable and dependent variable). The relationship between Servant leadership and Job satisfaction has decreased significantly which shows the Partial Mediation of Trust in leader on the relationship between dependent and independent variables. There is a decrease in Beta values (from .94 for the 1st model to .42). Based on these findings, it is now apparent that H3 is accepted.

6. Results and implications

6.1 Result

This study attempted to find a relationship between servant leadership and trust in leader, together with employees' job satisfaction. Servant leadership is absolutely related to the trust in the leader, thereby supporting Mayer et al. (1995) theory which suggested that the characteristics of a servant leader will affect an employees' trust to a great extent. While the Servant leadership style has found that it is positively related to trust in leader, it is also positively related to employees' job satisfaction. There is a direct relationship between the leadership style and job satisfaction. The role of trust in a leader as a mediator will enhance the link between the leadership and employee job satisfaction. According to the findings of

the study and contribution of servant leadership; the importance of followers' trust to leader is vivid as well as its contribution to employees' satisfaction of job.

6.2 Implication for Managers/Leaders

As mentioned before, a followers' trust to leader is a crucial element for the degree of job satisfaction and is one of the main contributors to it. Therefore, managerial levels of organization should have an angle and perspective towards earning trust of their employees. Employees need to feel valued while feeling safe in the workplace environment which is a job of leader/manager to create a physical and unambiguous environment of mutual respect and trust where employees sense the notion of cooperation, value, achievement and importance. It is the performance of the leader which will create a perception in the employees' mind. This performance is based on the leadership skills and his/her abilities as a leader. Employees will show more loyalty and commitment towards the organization and leader as an individual, when they have direct relationship with supervisors, there is an explicit endeavor from management to create better feelings for employees, there is value and sense of being part of a family. Managers are also able to highlight higher expectations, encouragement and motivation for further improvements and share confidence in achieving objectives to raise the degree of trust for employees towards their leaders. Providing rewards and creation of stimuli at times of accomplishments while keeping record of occurred mistakes will further influence the level of trust and relatively the degree of job satisfaction for employees.

6.3 Limitations

For any opportunity there is a risk as for any implication there are limitations. Accordingly, a short version of SLS was utilized on this study. A short version of Nyhan and Marlowe's organizational trust inventory (OTI) was also applied in the questionnaire as well as a short version of Spector's Job Satisfaction survey (JSS). Respondents were chosen from four different hotel brands in Dubai (Jood Plaza, Address hotel, Ibis Al Rigga, and Sadaf Delmon) which is a small proportion of the hotel industry in Dubai and UAE (the number of employees).

7. Recommendation for Future Research

This study is based on individual level. Various levels such as group level can be studied where each leader and his/her followers can represent an individual group. Various variables as mediator as well as moderator can be used for determination of different aspects of leadership and job satisfaction relationship. The effects of leadership styles and various variables which can contribute to degree of job satisfaction for employees can also be noted as a further research. Utilization of a full version of SLS, OTI, JSS to further investigate the details of information is another future approach to mention. Moreover, it can be logical to conduct similar survey on different sectors and industries to see whether there are significant differences or similarities in results among various industries. At the end it could be a matter of consideration to initiate a cross-cultural survey in which culture is taken as a factor; as culture is of importance from psychological view. Cultural differences and background can have significant differences on employees or leaders as well.

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