The Role of Servant Leadership with Employment Empowerment in Welfare Organization of Isfahan Province

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Abstract: 21 Century is century of leading organizations. Today world is very different from yesterday. In this changing world, organizations successful that will be able to overcome future. On the other hand prepare for a digital future, is exciting the need for new, different, innovative, exciting leadership. The dreaming and thought leaders with a unique competitive his advantage supremacy and true form. Yet, many models of leadership show that today servant leadership can be very effective for managers of organizations. Also Empowerment exist of servant leadership has made more necessary for democratizing countries, than ever. Empowerment is a new motivational approach and provides opportunities for prosperity talents, abilities and competencies of people. This study trying to measured the relationship between servant leadership on employment empowerment, according to Thomas (sense of competence, meaning, Selfdetermination, and impact) for the empowerment and servant leadership according to Patterson viewpoint. This relationship was investigated through Pearson correlation analysis and the results show a strong relationship between servant leadership on empowerment. Also findings indicate that there is relationship between servant leadership components on empowerment employment (p < 0.01).

Key words: Servant Leadership, Empowerment, Service, Sense of Competence.

INTRODUCTION

Since most organizations and most managers are responsible roles, importance, status and role of leadership is horrible. Leadership has always been a fundamental need in human society is organized and discussed. One of the forms of leadership that focuses on the relationship between leader and followers is "servant leadership". Servant leadership, leadership of the organization has a high potential for improvement. Servant leader, with a high motivation for focusing on the needs of their followers and to serve as the core and center of their work. Servant leadership, transformational and transactional oriented the same and has similar features. All these styles of charismatic leadership arise. In this type of leadership is considering the needs of others first. Servant leadership and equality enshrined in the search development organization. It is the duty of the servant leader that intelligence staff to allow them to develop their capabilities to the fullest extent of the sort. Create a win-win situation in servant leadership makes people feel after they have won. Tung said: "When the servant leadership responsibility ends, your subordinates think” we did we. “If organizations can provide conditions that are de facto potential employees, certainly will improve organizational performance. Hence it is necessary empowerment. Given that empowerment is one of the characteristics of servant leadership in the development of this model can be a good solution. Theoretical framework for the study of servant leadership, servant leadership model using the empowerment model of Patterson and Thomas is getting. Due to these factors, psychological empowerments as the release dynamics are considered employees. Statement of Problem Servant leaders are always concerned with excellence, growth and human development are The idea led to improvements in leadership, organizations and communities to be served. Effective leaders are eager to serve. They have features such as empathy, foresight, listening effectively, improves the awareness, and stewardship is servant (Greenleaf, 1991). Nair that must be service oriented. Although lead has been associated with power, but the service is the only legitimate use of force (Mattson and Irving, 2006). The Graham's (1991) ideal leader’s great leaders, doers and inspirational finds. The ideal leader is always busy and a willingness to serve as members of the development staff and the organization. Schwartz (1998) that led to the retro era is not useful. The kind of leadership that is needed to help create a balance between organizational goals and employee needs (Lube,
In today's organizations, employees who do not have the capabilities, performance will not be optimal. This capability is one of the important factors that can improve the performance of the employees. The discussion will be presented in Isfahan Welfare to investigate the issue of whether service managers will have a relationship with empowerment? The importance and need for research According to Greenleaf, the leader should first consider the needs of others. Servant leadership and equality enshrined in the wake of the individual members of the organization. It is the duty of the servant leader's intelligence and character to allow their employees to develop their capabilities to the fullest extent of the sort. This style of leadership is using to monitor the performance of contrast. Create a win-win situation - a win servant leadership makes people feel after they have won. Organizations to develop strategies to think, understand that development must start from the top leaders. Humans are the principal organizations. The successful organizations that value their leaders can mobilize capital and competence and their ability to flourish (Gable et al, 1388). The main research question with this study is to determine whether welfare organization between servant leadership and staff empowerment are related or not? And if there is how much? What aspects of servant leadership, empowerment and solidarity is more ultimately provide solutions to improve it.

Research Hypothesis:
The main hypothesis: between servant leadership and empowerment of employees of State Welfare Organization are related.

Sub-hypotheses:
- There is a relationship between services by empowering employees.
- There is a relationship between humility and empowering employees.
- There is a relationship between trust and employee empowerment.
- There is a relationship between empowering employees with kindness.

Research Framework:
Definitions and concepts of servant leadership Ability to influence motivate people, and they are able to participate in leadership effectiveness and success of the organization say (Yukl, 2006, p 3). Leadership is the art and science (Adamson, 2009, p 48). The primary motivation for servant leadership, willingness to serve others effectively to achieve group goals. Great leaders are servants to meet someone like employees (Spears, 1996). Servant leaders believe that service to others is the most magnificent and best reward leadership (Senge, 1994, Afjeh, 1388, p 444). According to Stuart leadership rooted in a commitment to serving lies. Hill (2008) argues that the concept of servant leadership models completely overturn traditional management and change management and leadership philosophy is. Greenleaf's servant leader knows that a shared vision of success draws. Servant leader is someone who is more emphasis on the followers. They are trying to grow your followers. They try to empower employees, rather than on their ability to control and influence. Greenleaf believes that leaders serve their followers; such leaders will also (Yukl, 2006). Servant leaders according to the needs of others first and then fulfill their needs (Parlini, 2007). Today, one of the leaders in learning organizations, leadership is a servant. The role of leader as servantleadership is the most impacted. In this sense, the leader in two levels, first serve for those who serve under him, and secondly, for the purpose or mission of the organization is based upon (Gable et al, 1388). Many experts, including Benis and Nanz (1985), Block (1993), Posner (1993) stress that the modern theory of servant leadership for leading organizations.

Continuum theories of organization and management of pre-modernism, modernism and they have. The main features of these three periods, respectively, inertia, stability and turbulence are considered. In turbulent conditions, managers must find creative and flexible approaches that are not enclosed in a predetermined way. Postmodern in organization and management approach for the situation, it and upgrade it. Postmodern means rejection of any uncertainty in the management structure, methods, models and theory. Postmodern organizations characterized as dynamic, continuous improvement, teamwork, innovation and leadership in service, teaching and learning are emphasized. Postmodern leadership, servant leadership is (Rajaeeipoor et al, 1388). Service and leadership transformed oriented almost identical and have similar features. In fact, these two styles of leadership are rooted in the concept of charismatic leadership (quoting Lobe, 1999). Schedule a leader in diversity before modern, innovative and postmodern are compared.

Patterson's servant leadership perspective themselves (Daft, 1389, p 41). Peterson (2003) functional theory of servant leadership presented. His theory is defined by the values of servant leadership; the ground was a lot of research. His previous theories of leadership as transformative leadership and transactional leadership values have not adequately described. In his opinion, the extended model of transformational leadership is servant leadership (Irving, 2005). His theory is the definition of servant leadership values, to express the idea of payment. He called servant leadership structures of these values. According to most theories of servant
leadership structures Patterson are: divine love, humility, altruism, trustworthiness, vision, service and empowerment (Peterson, 2003). Finally, servant leadership based on the seven structures was determined. Following the review of each of these structures will be discussed:

Divine love: the relationship between employee and servant leader is built on love. Winston (2004). Believes that love is moral and spiritual. In this way each person as a human being with desires and needs are different (Dennis and Barak, 2003).

Humility: humility and perspective (2001) means that a person does not pay attention only to themselves but to others, they also pay attention to the abilities and talents. Altruism Monroe (1994) defines altruism: the behaviors that are intended to benefit others, even if they do represent their interests to ensure that endanger (Dennis and Barak, 2003).

Outlook: What distinguishes leadership from management is that leaders can develop a vision for the future. Pivotal role of servant leadership to create a strategic vision for the organization. This vision must be inspiring and empowering. The general definition image of the future prospects can be created passion in employees, as defined in (Blanchard, 1382). Trust: the passion of a group action is called trust. One of the most important factors that influence the relationship between the leader - follower trust and that trust is the essence of servant leadership. Shaking off the leaders who believe in what they do, they create trust between individuals (Dennis and Barak, 2003).

Serve: serve the servant leadership is a central core. Leaders to serve others in their behaviors and values are. Cardona (2000) believes that a good leader is one who serves others until his turn to serve others. The people who serve them can lead to a sense of responsibility. Leaders must be willing to serve, and it's an honor to know. Service is located in the heart of servant leadership (Greenleaf, 1991). Spirit of service, encourages leaders to think about their own interests in mind instead of serving the people and their interests (Afjeh, 1388).

Empowerment: Empowerment is said to give strength to others and servant leadership, including effective listening, creating a sense of significance, value is based on love and service. Empowering critical factor in the efficiency and effectiveness of the organization is focused on teamwork. The main goal in creating empowering leaders at all levels of the organization to be successful (Dennis and Barak, 2003).

Empowering Employees:

The term empowerment has become prevalent since the 1980s and is a mix between personal power and competence to link people (Zimmerman, 1995, p 269). Empowerment is the act of independence, freedom and more responsibility for their own decisions and control of getting things done (Mullins, 1999, p 625). In other words, empowerment of employees to make important decisions an organization refers to delegation. Overall empowerment is divided into two types:

1 - Direct: This method involves delegating more responsibility to individuals and management teams to execute their tasks and participation in decision-making (such as continuous improvement programs and total quality control).

2 - Indirect: in this way the group's presence in the area. It will include all departments and areas (Leach and Wall, 2006, p 1). Thomas four competent staff mentioned that they will be referred to below:

1 - a feeling of competence: the employee feels empowered to make empowerment competence necessary to perform their task-related activities has (Sprits, 1995, pp. 1443).

2 - Feeling Organize: Organize people feel when they are involved rather than having to do it or leave voluntarily engage in activities (Thomas and Vlathos, 1990, pp. 1230).

3 - feel a significant difference between staff feels is significant and important to follow the career goals and objectives for the organization's values and ideals and standards related person (Thomas and Vlathus, 1990, p 1443)

4 - A sense of efficacy: the belief in one's ability to influence the outcome following a period marked by his ability to make changes in the desired direction. It makes people feel the affect strategic outcomes and results may change (Wilkinson, 1998, p 49).

Servant leadership and employee empowerment Today, instead of forcing managers to empower their subordinates according to their orders, and employee self-conscious. This change of attitude has caused managers to subordinates. Y attitude was expressed by McGregor basis for empowerment, participatory style of preferable instead serve dictatorship led light (Farhangi and Eskandari, 1382, p 102). Greenleaf's servant leadership theory raised for the first time, it calls the parent empowerment and empowerment is one of the most important characteristics and features as servant leadership. He is represented by a servant leadership training to empower them to make their followers (Bennett, 2001, p 54). As stated reliability, service, empowerment and compassion among the variables of servant leadership is emphasized. Sprits believes in empowering organizations also always remember it as a universal approach that can be applied in any situation. Research methods, statistical samples this research study was descriptive and in terms of the relationship between variables is a correlation. In this study using simple random sampling using code based lottery and crew, about servant leadership to empower employees were examined. The population in this study, all employees and contractor manager’s welfare organization of Isfahan in late 1389 involving 204 people are. The sample size of
the study sample (Cohen et al., 2001, p 94), 136 were determined. To ensure 150 questionnaires were distributed and 129 eventually completed questionnaires were collected. Answering questions based on five-choice Likert's spectrum range has been designed. Cronbach's alpha coefficient to determine the reliability of the questionnaire, servant leadership scale with 28 items, 0.947, respectively. Empowering the Cronbach's alpha coefficient scale with 27 questions, 0.806 respectively.

Methods of data collection this study analyzed the data using descriptive statistics (frequency, mean, standard deviation, etc.) and inferential statistics (correlation, multiple regression analysis and stepwise) used to test the research hypotheses is. Statistical software SPSS 16 computer was used also. The results of inferential statistics in this part of the descriptive variables of the mean, standard deviation and variance are shown separately in Table 1.

### Table 1: Indices of the descriptive variables

<table>
<thead>
<tr>
<th>Variance</th>
<th>SD</th>
<th>Mean</th>
<th>Descriptive measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.450</td>
<td>0.059</td>
<td>2.36</td>
<td>Servant leadership</td>
</tr>
<tr>
<td>0.333</td>
<td>0.051</td>
<td>2.61</td>
<td>Empowerment</td>
</tr>
<tr>
<td>0.327</td>
<td>0.050</td>
<td>2.44</td>
<td>Serving</td>
</tr>
<tr>
<td>0.267</td>
<td>0.046</td>
<td>2.48</td>
<td>Humility</td>
</tr>
<tr>
<td>0.295</td>
<td>0.048</td>
<td>2.43</td>
<td>Reliability</td>
</tr>
<tr>
<td>0.361</td>
<td>0.054</td>
<td>2.35</td>
<td>Love</td>
</tr>
</tbody>
</table>

### Findings:

First hypothesis: There is a relationship between servant leadership and employee empowerment. According to a table of four, the correlation between servant leadership, empowering employees with the equal to or more. So between servant leadership, empowering employees with direct and significant relationship exists.

Second hypothesis: There is a relationship between services by empowering employees. Based on four-table, the correlation between the level of employee empowerment in service with P<0.01 equal to 0.286 or more. So the service by empowering employees and significant direct relationship exists.

Hypothesis Three: There is a relationship between humility and empowering employees. According to a table of four, the correlation between the level of humility empowering employees with P<0.01 equal to 0.382 or more.

Hypothesis Four: There is a relationship between trust and employee empowerment. According to a table of four, the correlation between the level of employee empowerment reliability with P<0.01 equal to 0.42 or more. Thus, the reliability and significant direct relationship with empowerment of employees there.

Hypothesis Five: There is a relationship between empowering employees with kindness. According to a table of four, the correlation between employee empowerment in love with the P<0.01 equal to 0.296 or more.

### Table 2: Variables significant

<table>
<thead>
<tr>
<th>Significant</th>
<th>coefficient correlation</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.000</td>
<td>0.380</td>
<td>Servant leadership - empowerment</td>
</tr>
<tr>
<td>0.000</td>
<td>0.286</td>
<td>empowerment – service</td>
</tr>
<tr>
<td>0.000</td>
<td>0.318</td>
<td>Empowerment – humility</td>
</tr>
<tr>
<td>0.000</td>
<td>0.420</td>
<td>Empowerment – Reliability</td>
</tr>
<tr>
<td>0.000</td>
<td>0.296</td>
<td>Empowerment – love</td>
</tr>
</tbody>
</table>

The data Table 2 shows the stepwise regression, all the variables of service, humility, trust and kindness, can be expected to significantly empower their employees. The overall regression equation was derived to predict empowerment through stepwise regression was performed is as follows:

**Empowering employees = 0.272 (service) + 0.299 (humility) + 0.383 (reliability) + 0.298 (love)**

### Table 3: results of standard and non-standard analysis of variance for multiple coefficients Predictor variables in stepwise capacity through coefficients Stepwise model standard errors Beta coefficients

<table>
<thead>
<tr>
<th>Significant</th>
<th>t</th>
<th>Standardized coefficients</th>
<th>Standard errors</th>
<th>coefficients Beta value</th>
<th>Stepwise model</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.000</td>
<td>8.965</td>
<td></td>
<td>0.217</td>
<td>1.942</td>
<td>Constant value</td>
</tr>
<tr>
<td>0.002</td>
<td>3.180</td>
<td></td>
<td>0.086</td>
<td>0.274</td>
<td>Service</td>
</tr>
<tr>
<td>0.000</td>
<td>7.424</td>
<td></td>
<td>0.240</td>
<td>1.782</td>
<td>Constant value</td>
</tr>
<tr>
<td>0.001</td>
<td>3.530</td>
<td></td>
<td>0.094</td>
<td>0.334</td>
<td>Humility</td>
</tr>
<tr>
<td>0.000</td>
<td>7.475</td>
<td></td>
<td>0.217</td>
<td>1.623</td>
<td>Constant value</td>
</tr>
</tbody>
</table>
Conclusion:

Based on what was presented in the findings between servant leadership, empowering employees with a positive and significant relationship (Table 2), respectively. Correlations for subscale reliability at relatively higher than the rest of the variables that can indicate the importance of this variable. Evidence shows that the increase in the confidence that they can be empowered. Evidence from the stepwise regression indicated that the overall predictability is all servant leadership subscales. Many of today's organizations, empowerment programs and leadership training to carry out the service, but it can be done at different levels and sometimes taste. In some organizations appear to be the motto of empowering employees to deliver the ultimate decision is the responsibility of the Chief Executive Officer. So if your staff to share responsibility, servant leadership can provide the opportunities necessary to empower their followers. In fact, this part of the servant leader that can present with talents that make up the staff. Karen servant leaders of their appreciation and support, and can thus have an important role in empowerment. Appreciate the support of senior leaders of character and gives them the ability and incentive to create them. Employee involvement in organizations makes them accountable and do a better job of cargo. This sharing of information is vital to empower employees and the establishment of trust and intimacy and love among employees. Information sharing and activities of the organization is recognizing and accepting responsibility for them more ready to.

Applied Research Offers:

1. According to research findings suggest that special attention should be on Welfare servant leadership variables and the variables in their managers are trying to create.

2. To be considered personalized service, the service cannot be dictated to him, but to model servant leadership characteristics will be most effective. It can be modeled by traits and characteristics, in between managers developed this style.

3. Assisting and helping individuals to benefit them.

4. Managers in the service of others and gratitude from people not on bonuses. An important feature of the servant leader, praised the efforts and hard work of its employees.

5. Employee participation in decision-making, planning and goal setting and developing the spirit of cooperation and assistance in the organization. Because employee participation in goal setting and activities of the organization is to increase their ability.

6. Classic and practical education to change knowledge and attitudes of employees.

7. Creating the right environment for employees to hear talk about the organization. Managers in their daily intercourse to speak and listen to opinions of their employees, so that employees feel that managers can create value for them.

8. Spiritual and personal growth and development that enhances quality of life and improve efficiency in organizations and society.

9. Give priority to the needs of others over their own needs. Managers may feel that the director of the institute staff is attentive to their needs.

10. To empower managers and employees can participate by delegating decisions to be made.

11. by empowering employees to engage them in the experience, ideas and suggestions for their use.

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