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IMPACT OF SERVANT LEADERSHIP ON EMPLOYEE EMPOWERMENT

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Abstract   *In this era of globalization, there is a need for employees' empowerment in the organization which wants to be competitive and flourish. Level of employee empowerment in an organization depends on the leadership style in the organization. The various types of leadership styles have different impact on empowerment of the employees. Servant leadership can bring about positive change in the organizations and their employees. Servant leadership is demonstrated by empowering and developing people by expressing humility, authenticity, interpersonal acceptance, and stewardship; and by providing direction (Dierendonck.2011). The study is conducted in high technology-oriented organizations in India by developing questionnaire consisting of 68 items to measure the servant leadership characteristics, empowerment and consequence variables based on ten characteristics of servant leadership identified by Spears (1998) and Empowerment instrument developed by Gupta (2009). The study highlights that Foresight, Persuading, Awareness, and Stewardship characteristics of Servant leadership are very important for Employee Empowerment. Stewardship, persuading and conceptualizing characteristics of servant leadership have positive impact on consequences viz. organizational commitment, work environment satisfaction, role satisfaction and job involvement of employees leading to higher performance of the organization providing the competitive advantage to the organization.*

Keywords: *Leadership Style, Servant Leadership, Employee Empowerment, Competitive Advantage*

1. INTRODUCTION

In this era of globalization there is need for employees' empowerment in organization so that employees will be in position to make quick decision and respond quickly to any changes in the environment. Employee empowerment will lead to improving productivity, performance and job satisfaction (Nick et al., 1994). The employee empowerment literature highlights that empowered workforce will lead to achieving a competitive advantage (Conger and Kanungo, 1988; Quinn and Spreitzer, 1997; Sundbo, 1999; Forrester, 2000).

Level of employee empowerment in an organization depends on the leadership style in the organization. The various types of leadership styles have different impact on empowerment of the employees and enhancement of competitiveness of the organization. Servant leadership can bring about positive change. However, when used at the institutional level, the results could be greater than that performed by individuals because of available financial resources.

Although, lot of importance has been given to empowerment and servant leadership whereas no quantitative research has been found in linking the characteristics of servant leadership with the empowering variables and the consequences.

In this study, attempts are made to find out the relationship between servant leadership characteristics and empowerment variables. Also the research tries to find out the impact of servant leadership characteristics and empowerment variables on Self–efficacy, Organizational Commitment, Work Environment Satisfaction, Role Satisfaction and Job Involvement of employees.

Based on the importance given by various scholars to empowerment and servant leadership, this study considers the empowerment variables – Respect for Team Member, Top-Management Attitude, Open Communication, Opportunities for Learning Application, Organizational Support for Innovation, Responsive Superiors, Opportunities for Self-Development, Degree of Formalization, Performance-Linked Feedback and Autonomy identified by Gupta (1999) as significant empowerment variables in Indian context as these are based on the research in India; and ten characteristics of Servant leadership – Listening, Empathy, Healing, Awareness, Persuading, Conceptualizing, Foresight, Stewardship Developing People and Building Community identified by Spears (1998) as important characteristics of servant leadership for quantitative research.

The study highlights that Foresight, Persuading, Awareness, and Stewardship characteristics of Servant leadership are very important for Employee Empowerment. The servant leadership has positive impact on consequences leading to higher performance of the organization providing the competitive advantage to the organization.

2. RESEARCH METHODOLOGY

Following methodology was used for the study

  a. Literature Review
  b. Conceptual framework between empowerment and servant leadership
  c. Development of instrument and reliability check of instrument
  d. Data collection
  e. Data analysis

2.1. Literature Review

Since the publication of Greenleaf's seminal work entitled: *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness* in 1977, many authors have attempted to explain and extend the paradigm of servant-leadership (e.g., Greenslade, 1984; Habecker, 1990; Hildebrand, 1990; Miller, 1987; Pollard, 1996). The publication of *Leadership in a New Era: Visionary Approaches to the Biggest Crisis of Our Time" with* essays by 22 leadership experts brought acceptance to the concept of servant-leadership. In 1996 the Drucker Foundation publication "*Leader of the Future*" with essays by Charles Handy, Ken Blanchard and C. William Pollard with other 29 essayists recognized value of servant leadership for leaders for the future (Hesselbein, Goldsmith, and Beckhard, 1996). Some important works in servant leadership include servant leadership: setting the stage for empirical research.(Farling et.al, 1999); role of values in servant leadership (Russell, 2001); review of servant leadership attributes (Russell and Stones, 2002); theoretical model of servant leadership (Patterson, 2003); servant-leadership: a passion to Serve (Batten, 1998), servant-leaders making human new models of work and organization (Bausch, 1998); servant-leadership: toward a new era of caring. (Spears, 1994); insights on leadership: service, stewardship, spirit and servant-leadership (Spears, 1997); and introduction: Tracing the Growing Impact of Servant-Leaders (Spears, 1998).

From literature review, it is quite evident that there is no specific quantitative research study on the impact of servant leadership styles on employee empowerment. This emphasizes a need for quantitative study to correlate the empowering variable with servant leadership characteristics.

2.1.1. Employee Empowerment

Different social scientists and management gurus take empowerment in different meanings. Kizilos (1990), Shipper and Manz (1992) relate it with "giving of Powers". Conger and Kanungo (1988), Byham and Cox (1988),

Manz (1992), and Thomas and Venthouse (1990) emphasis that empowerment gives the motivation to the people to improve. Thus empowerment involves those processes which make the people motivated. Block (1990) and Shipper and Manz (1992) describe it as a culture that values initiative, absolute honesty and achievement. Matza (1990) tells that empowerment is getting employees to take care of customer.

Gupta and Murari (1996) define empowerment as the process of making the organization responsive and flexible, providing a climate for continuous learning, developing a culture which values initiative, honesty and achievement and encouraging the employees for taking more responsibility through sharing of power and responsibility by working together. They further explain that the leadership transformation is essential to empower the employees. A leader has to travel the path: Telling—Selling–Coaching–Enabling – Empowering.

Empowerment characteristics of leadership, organization and employees are identified by many scholars viz. Kanter (1977), Bandura (1986; 1997), Block (1987), Conger and Kanungo(1988), Thomas and Velthouse (1990), Quinn and Spreitzer (1997), Ginnodo (1997), Ozaralli (2003) and Samad (2007). Characteristics identified by Gupta (1999) are based on his research in Indian business organizations. Hence these characteristics are taken for research. These are given below:

  i) Respect for Team Members
  ii) Top-Management Attitude
  iii) Open Communication
  iv) Opportunities for Learning Application
  v) Organizational Support for Innovation
  vi) Responsive Superiors
  vii) Opportunities for Self-Development
  viii) Degree of Formalization
  ix) Performance-Linked Feedback
  x) Autonomy

Gupta (1999) also identified the following consequences of empowerment

  i) Self –efficacy
  ii) Organizational commitment
  iii) Work Environment Satisfaction
  iv) Role satisfaction
  v) Job Involvement

2.1.2. Servant Leadership

Greenleaf (1991) explains that the servant-leader is servant first, which begins with the natural feeling that one wants

to serve. Following the desire to serve may be a conscious choice that brings one to aspire to lead. The leader-first and the servant first are two extreme types of leaders with the servant-first leader taking care to make sure other people's highest priority needs are being served.

Bass (1990) explains that the servant-leader is prepared to share power through empowerment, thereby involving followers in planning and decision making Empowerment is a key concept in servant leadership (Russell & Stone, 2002). Dierendonck (2011) claims that Servant leadership is demonstrated by empowering and developing people by expressing humility, authenticity, interpersonal acceptance, and stewardship; and by providing direction.

The following ten characteristics defined by Spears (1998) has been considered the most acceptable characteristics of the servant leadership

   i) *Listening* to what is said (and not being said).

   ii) *Empathy* towards others and assuming their good intentions.

   iii) *Healing* oneself and others.

   iv) *Awareness* of self and seeing issues from a systems perspective.

   v) *Persuading* others, not coercing through compliance.

   vi) *Conceptualizing* and balancing this with operational issues.

   vii) *Foresight* to understand the past, the present, and the future.

   viii) *Stewardship* by holding in trust our institutions for society.

   ix) *Developing People* personally, professionally, and spiritually.

   x) *Building Community* within institutions and among them.

2.2. Conceptual Frame Work-Servant Leadership and Empowerment

Based on the above discussion, a conceptual frame work relating servant leadership with empowering variables and consequences is developed and shown in fig 1.
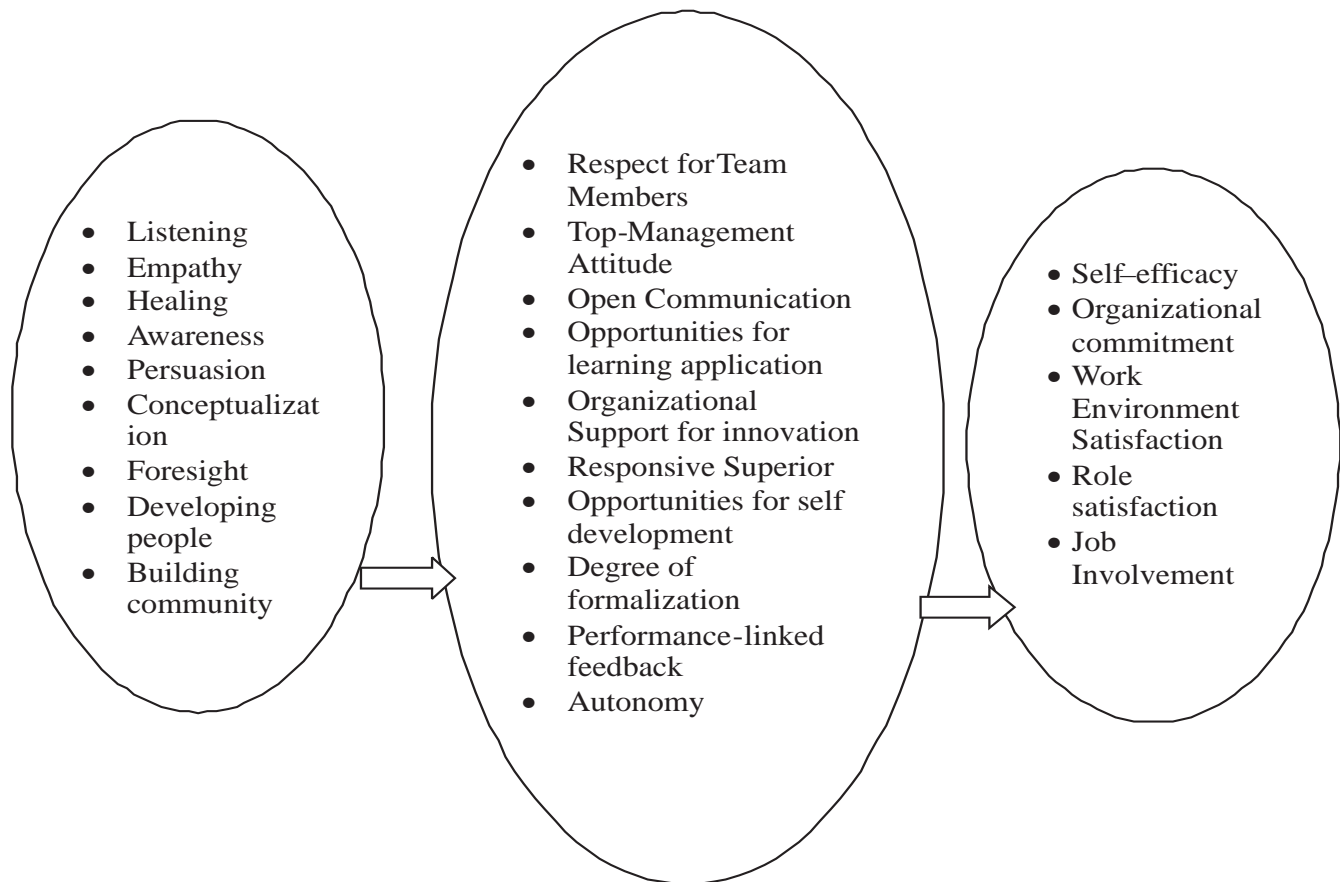

Fig 1: Conceptual framework for Servant leadership and Employee Empowerment

2.3. Development of Instrument and Reliability Check

Questionnaire method is used in this research to measure the significance and relationship of various variables of servant leadership style, employee empowerment and consequences as given in the framework.

No questionnaire is found during literature survey which covers servant leadership style and empowerment level in the organization together. Hence, questionnaire is developed taking in to account for the empowerment level within organization is from the instrument developed by Gupta (2009) with reliability Cronbach alpha 0.9121 and developing questionnaire for servant leadership based on the servant leadership characteristics identified by Spears (1998).

There are 68 items in the questionnaire. Demographic data related information such as age, gender, qualification, experience, hierarchical level, functions performed are also sough in the questionnaire to study the relationships of these factors on the servant leadership and level of empowerment in the organization. Likert 5 Point Rating Scale, ranging from 1 for Never to 5 for Very Often, is used for rating by the respondents.

2.3.1. Reliability of the Instrument

Coefficient alpha is one of the most important and pervasive statistics in research involving test construction and use. Most psychological societies (e.g., British Psychological Society) and academics (e.g., Devellis, 1991) suggest that an acceptable level of reliability for psychometric tests is .80 for Ability/Aptitude Tests and 0.70 for Personality Tests.

Overall reliability of questionnaire consisting of 68 items is checked by SPSS Release 16. Cronbach Alpha is found to be 0.9726 with. Which shows that questionnaire developed for the study is very reliable.

2.4. Data Collection

Data collection for the study is carried out by

a) Sending the questionnaire to known executives by E-mail
b) Printed copy of questionnaire was personally handed over to respondents and request was made for the response.

Repeated requests were made through E-mail, telephonic conversation and personal meetings More than 200 Emails were sent and 12 responses were received. While more than 400 printed copies were personally handed over and follow-up was made. 144 responses could be collected.

The sample of 144 covering 16 females and 118 males were collected. The respondents were from both sexes belonging to eight different functional groups, four different qualifications, age varying from 24 to 57 years, three levels (junior, middle and senior) in organizational hierarchy, four different educational qualification and varied number of experienced in the organization (less than 5 years to more than 30 years), thus covering a wide spectrum of population.

The education qualifications of the respondents were diploma in engineering, graduates (including engineering) and post graduates (including engineering and management). 44 diploma holders, 60 degree holders and 40 post graduates were covered in the study. The experience of the sample covered a wide range from 1 year to more than 35 years. The sample also covered the respondents who worked under more than 1 supervisor.

2.5. Data Analysis

Statistical Package for Social Science (SPSS) software Release 16 was used to find out the reliability of the questionnaire, Correlation among characteristics of servant leadership, empowerment and consequences variables and analysis of variance (ANOVA). Details are discussed in findings.

2.5.1. Mean and Standard Deviation

A summary of the mean, standard deviation and range of the servant leadership, empowerment and consequences variables for all 144 responses is given in Tables 1, 2 and 3 respectively.

It may be observed that variable Listening (LSN) with mean value 3.507 with standard deviation 0.946 is most important in determining the servant leadership style. The Building Community (BC) scores the lowest mean value 2.802 with standard deviation 1.018. Mean score of Servant leadership is 3.133 with standard deviation 0.753.

From empowerment point of view, Autonomy (AMY) has highest mean score of 3.448 with standard deviation 0.786 and variable Opportunities for Learning Application (OLA) has lowest mean score of 2.896 with standard deviation 1.082. Mean score of Empowerment is 3.108 with standard deviation 0.689.

In consequences, the variable Organizational Commitment (CMT) has highest mean score 3.847 with standard deviation .864 and Scored the Self-Efficacy (SE) has the lowest mean score of 3.410 with standard deviation 0.880.

Table: 1 Mean, Standard Deviation, Variance and Range for Servant Leadership

Variable	Mean	Standard deviation	Variance	Max	Min	Range
Listening (LSN)	3.507	0.946	0.895	3.500	1.500	5.000
Empathy (EMT)	3.226	0.827	0.685	4.000	1.000	5.000
Healing (HLG)	2.767	0.922	0.849	4.000	1.000	5.000
Awareness (AWS)	3.458	0.956	0.914	4.000	1.000	5.000
Persuading (PSD)	3.233	0.802	0.643	4.000	1.000	5.000
Conceptualizing (CON)	2.813	0.898	0.807	4.000	1.000	5.000
Foresight(FST)	3.212	1.011	1.023	4.000	1.000	5.000
Stewardship (STP)	3.122	0.959	0.920	4.000	1.000	5.000
Developing people (DEP)	3.188	1.019	1.038	4.000	1.000	5.000
Building Community (BC)	2.802	1.018	1.036	3. 500	1.000	4.500
Servant leadership(SL)	3.133	0.753	0.567	3.100	1.450	4.550

Table: 2 Mean, Standard Deviation, Variance and Range for Empowerment

Variable	Mean	Standard deviation	Variance	Max	Min	Range
Respect for team members (RTM)	3.031	.835	.697	4.000	1.000	5.000
Top-Management Attitude Toward Human Resources (TMA)	3.126	.934	.872	4.000	1.000	5.000
Open Communication (OC)	3.242	.848	.719	4.000	1.000	5.000
Opportunities for Learning Application (OLA)	2.896	1.082	1.171	4.000	1.000	5.000
Organizational Support for Innovation (OSI)	3.198	1.004	1.008	4.000	1.000	5.000
Responsive Superiors (RSR)	3.038	.785	.616	4.000	1.000	5.000
Opportunities for Self-Development (OSD)	2.972	.876	.767	3.900	1.100	5.000
Degree of Formalization (DF)	3.183	.693	.480	3.300	1.700	5.000
Performance-Linked Feedback (PLF)	2.999	.775	.600	3.800	1.000	4.800
Autonomy (AMY)	3.448	.786	.618	3.300	1.700	5.000
Empowerment (EMP)	3.108	.689	.475	3.500	1.500	5.000

Table: 3 Mean, Standard Deviation, Variance and Range for Consequences

Variable	Mean	Standard deviation	Variance	Max	Min	Range
Self-Efficacy (SE)	3.410	.880	.775	4.000	1.000	5.000
Organizational Commitment (CMT)	3.847	.864	.746	3.000	2.000	5.000
Work Environment Satisfaction (WES)	3.604	.799	.638	3.500	1.500	5.000
Role Satisfaction (RS)	3.526	.744	.554	3.200	1.800	5.000
Job Involvement (JI)	3.740	.826	.682	3.500	1.500	5.000
Consequences) CQS	3.5215	.5083	.258	3.500	1.500	5.000

2.5.3. Analysis of Variance (ANOVA) with Demographical Variables

Mean age of respondents was 33.39 yrs with minimum age 23years and maximum age 57 years. 48 respondents were unmarried and 96 respondents were married. There were 16 females and remaining 118 were males. 42 were diploma holders, 62 were graduates and 40 were post graduates.

Factorial design 3 x 2x3x4x2x3 was used to find the significant relationship and interaction effect of the demographic variables age, sex, education, experience, marital status and level in the organization with servant leadership (Table 4). There was significant difference between empowerment and age (Sig.F=030) but there was no significant difference between empowerment and other demographical variables (Table 5). There was significant difference between Consequences and age (Sig.F=008) and Consequences and Education (Sig. F=0.20) but no significant difference with other demographical variables (Table6).

Table 4: Effect of Demographical factors on Servant leadership

Source of Variation	Sum of Squares	DF	Mean Square	F	Sig. of F
Main Effects	9.254	11	.841	1.545	.123
Age	1.219	2	.609	1.119	.330
Sex	.056	1	.056	.104	.748
Education	.519	2	.259	.476	.622
Experience	1.609	3	.536	.985	.402
Marital status	.334	1	.334	.614	.435
Level	2.981	2	1.490	2.737	.068
Explained	9.254	11	.841	1.545	.123
Residual	71.882	132	.545		
Total	81.137	143	.567		

Table 5: Effect of Demographical factors on Empowerment

Source of Variation	Sum of Squares	DF	Mean Square	F	Sig. of F
Main Effects	9.077	11	.825	1.853	.051
Age	3.194	2	1.597	3.586	.030
Sex	.005	1	.005	.010	.919
Education	1.621	2	.811	1.820	.166
Experience	1.288	3	.429	.964	.412
Marital status	.034	1	.034	.076	.784
Level	.503	2	.251	.565	.570
Explained	9.077	11	.825	1.853	.051
Residual	58.785	132	.445		
Total	67.862	143	.475		

Table 6: Effect of Demographical factors on Consequences

Source of Variation	Sum of Squares	DF	Mean Square	F	Sig. of F
Main Effects	5.948	11	.541	2.303	.013
Age	2.351	2	1.176	5.006	.008
Sex	.018	1	.018	.078	.780
Education	1.901	2	.950	4.047	.020
Experience	.284	3	.095	.403	.751
Marital status	.536	1	.536	2.281	.133
Level	.044	2	.022	.094	.911
Explained	5.948	11	.541	2.303	.013
Residual	30.995	132	.235		
Total	36.943	143	.258		

2.5.4. Correlation Among Servant Leadership, Empowerment and Consequences

Correlation among 10 servant leadership variables, 11 empowerment variables and Variables for consequences for 144 respondents have been computed and placed at tables 7a, 7b and 7c. The correlation coefficient more than 0.5 between the variables is treated as significant. Correlation analysis reveals that servant leadership characteristics– Listening (LSN), Empathy (EMT), Awareness (AWS), Persuading (PSD), Conceptualizing (CON), Foresight(FST), Developing people (DEP) and Building Community (BC) have significant correlation (correlation coefficient more than 0.5) with empowerment while Healing (HLG) and Stewardship (STP) have low correlation with empowerment. (Correlation coefficient less than 0.5). Servant leadership characteristics – Listening (LSN), Persuading (PSD), Conceptualizing (CON), Foresight(FST), Healing (HLG) Stewardship (STP) have significant correlation with consequences(correlation coefficient more than 0.5) while Empathy (EMT), Awareness (AWS), Developing people (DEP) and Building Community (BC) have low significant correlation with consequences(correlation coefficient less than 0.5). Self-Efficacy has no significant correlation with any of the empowerment and servant leadership variables.

Servant leadership has significant correlation with empowerment and consequences with correlation coefficients 0.5693 and 0.7967 respectively.

Table 7a: Correlation with Servant leadership, Empowerment and Consequences variables

	AWS	BC	CMT	CON	CQS	DEP	DF	EMP	EMT
AMY	0.1654	1635	0.4192	0.2736	0.5221	0.1969	0.3786	0.5757	0.1187*
AWS		0.4891	0.1807	0.6481	0.4076	0.6308	0.4683	0.6475	0.5179
BC			0.1006*	0.5098	0.4254	0.6279	0.3113	0.5388	0.4914
CMT				0.2783	0.6353	0.0666*	0.509	0.3682	0.0388*
CON					0.5135	0.5677	0.5276	0.6446	0.6099
CQS						0.3865	0.5598	0.7211	0.3533
DEP							0.4231	0.5928	0.6649
DF								0.72	0.4056

* p>0.05

Table 7b: Correlation with Servant leadership, Empowerment and Consequences variables

AMY	FST	HLG	JI	LSN	OC	OLA	OSD	OSI	PLF
AWS	0.1837	0.1655	0.4922	0.1805	0.4461	0.3568	0.4588	0.455	0.4431
BC	0.7377	0.5246	0.1478*	0.5356	0.537	0.5263	0.5441	0.5226	0.573
CMT	0.6371	0.5247	0.1338*	0.6315	0.5064	0.3907	0.3928	0.4685	0.5532
CON	0.2515	0.0956*	0.5764	0.1254*	0.3068	0.3196	0.3679	0.1714	0.1805
CQS	0.7193	0.6141	0.2424	0.5795	0.5767	0.4869	0.5803	0.5764	0.5111
DEP	0.5257	0.3997	0.5442	0.4345	0.6606	0.5597	0.6426	0.5787	0.6047
DF	0.6771	0.4601	0.0979*	0.7586	0.5414	0.4587	0.4199	0.5224	0.5497
EMP	0.5286	0.4085	0.2956	0.505	0.6447	0.5958	0.5318	0.6159	0.5138
EMT	0.6937	0.5183	0.3355	0.6459	0.8984	0.7656	0.8563	0.864	0.8637
FST	0.6611	0.5897	0.0662*	0.6054	0.5278	0.292	0.3626	0.526	0.4969
HLG		0.569	0.2549	0.7293	0.6078	0.6465	0.5249	0.5984	0.5975
JI			0.315	0.5312	0.451	0.3226	0.4054	0.4538	0.5248
LSN				.1075*	0.2494	0.2747	0.2187	0.2506	0.2083
OC					0.6326	0.5677	0.4716	0.5776	0.5659
OLA						0.6512	0.7659	0.7952	0.7817
OSD							0.5888	0.6188	0.5872
OSI								0.6617	0.7765
PLF									0.7001

* p>0.05

Table 7c: Correlation with Servant leadership, Empowerment and Consequences variables

AMY	PSD	RS	RSR	RTM	SE	SL	STP	TMA	WES
AWS	0.2589	0.5989	0.4356	0.4252	0.2563	0.2414	0.242	0.3419	0.3052
BC	0.3866	0.3996	0.5451	0.5816	-0.1873	0.7624	0.6135	0.6468	0.4579
CMT	0.5495	0.362	0.5043	0.5123	.0884*	0.7786	0.7392	0.4711	0.5085
CON	0.188	0.4057	0.3899	0.2269	0.2071	0.1961	0.2505	0.2676	0.2641
CQS	0.5123	0.4478	0.5037	0.5384	0.005*	0.7967	0.6553	0.5733	0.4368
DEP	0.5025	0.7963	0.5932	0.5247	0.4131	0.5618	0.5718	0.5988	0.6845
DF	0.5839	0.3615	0.4721	0.6138	-0.1759	0.8289	0.6544	0.5428	0.411
EMP	0.5346	0.5241	0.5468	0.4516	-.0071*	0.5693	0.4851	0.5651	0.4055
EMT	0.6259	0.7899	0.777	0.8165	-.0236*	0.7638	0.6927	0.8476	0.6828
FST	0.5342	0.3111	0.5494	0.4908	-.0414*	0.7796	0.6369	0.5702	0.3068

AMY	PSD	RS	RSR	RTM	SE	SL	STP	TMA	WES
HLG	0.5553	0.4854	0.6132	0.5618	-.0707*	0.8759	0.7192	0.6308	0.4379
JI	0.5208	0.3623	0.5056	0.4522	0.0235*	0.7494	0.7124	0.4356	0.3574
LSN	0.2849	0.4489	0.3231	0.2219	0.345	0.2409	0.2985	0.2092	0.2191
OC	0.6339	0.3454	0.4895	0.5934	-.0790*	0.8433	0.7522	0.5419	0.3797
OLA	0.5462	0.7276	0.6798	0.6771	-.0249*	0.693	0.6437	0.7334	0.6432
OSD	0.6406	0.5758	0.5236	0.6013	-.0723*	0.6009	0.4973	0.5569	0.4719
OSI	0.3919	0.7199	0.5208	0.7599	-.0291*	0.5872	0.6138	0.7184	0.6829
PLF	0.5789	0.6602	0.6361	0.6489	-.0359*	0.6725	0.5942	0.7776	0.6412
PSD	0.4711	0.7579	0.7296	0.681	-.0976*	0.686	0.6514	0.7121	0.6938
RS		0.4332	0.4553	0.5391	-.0072*	0.7251	0.6174	0.5405	0.4069
RSR			0.6564	0.5885	.1296*	0.4931	0.4554	0.5974	0.7203
RTM				0.5683	.0683*	0.6486	0.5721	0.6757	0.4721
SE					-.1365*	0.6891	0.6134	0.6471	0.5356
SL						-.0767 *	.0317 *	-.0103 *	-.0711 *
STP							0.8857	0.6881	0.5332
TMA								0.5834	0.5607
WES									0.6131

* p>0.05

3. DISCUSSION AND CONCLUSION

Unlike leadership approaches with a top-down hierarchical style, servant leadership instead emphasizes collaboration, trust, empathy, and the ethical use of power. As a servant leader, the individual, at heart, is a servant first, making the conscious decision to lead in order to better serve others, not to increase their own power rather empowering others. It is quite evident from the Correlation analysis that listening, empathy, awareness, persuading, conceptualizing, foresight, developing people and Building Community characteristics of Servant leadership have significant effect on empowerment of employees resulting in organizational commitment, work environment satisfaction, role satisfaction and job involvement. However, Self-Efficacy has no significant correlation with any of the empowerment and servant leadership variables.

Demographical variables age, sex, education, experience, marital status and level in the organization has no significant with servant leadership. There is significant difference between empowerment and age. There is significant difference between consequences and age and consequences and education.

Questionnaire developed for the measurement of Servant leadership, empowerment and consequences has very high reliability with Cronbach Alpha 0.9726 and it can be utilized for measuring servant leadership characteristics, empowerment level and consequences in any organization.

It is quite evident that servant leadership provides organizations a way to improve what it is becoming and producing by building capacity by creating empowerment. Empowerment is the process of enabling or authorizing an individual to think, behaves, take action, and control work and decision making in autonomous ways. It is the state of feeling self-empowered to take control of one's own destiny. The organization has the responsibility to create a work environment which helps foster the ability and desire of employees to act in empowered ways. The organization has the responsibility to remove barriers that limit the ability of staff to act in empowered ways. By using servant leadership style, leader brings this process in effect and brings more autonomy and decision making in employees so that employees feel that it is their responsibility to take the business to its height of success. In turn, it brings competitiveness and the organization flourishes.

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