Phuong Pham Van

ANTECEDENTS OF SERVANT LEADERSHIP

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Phuong Pham

VAASAN AMMATTIKORKEAKOULU
UNIVERSITY OF APPLIED SCIENCES
Project Management

ABSTRACT

Author	Phuong Pham Van
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Servant Leadership is characterized by a leader's desire to serve others, prioritize their needs, empower and develop individuals. Previous studies have shown the positive effects of servant leadership on various outcomes, such as individual, team, and organizational. The thesis's purpose is to explore the effectiveness of servant leadership within the project management field and identify the antecedents that contribute to its success.

A systematic literature review was conducted to gather relevant data and insights. The review included empirical studies from various databases, including Google Scholar, ProQuest, ScienceDirect, Emerald, and Sage Journals. The exhaustive search aimed to ensure a comprehensive search for relevant articles.

Through a nomological framework of servant leadership, various variables including virtuous traits, ecosystem motivation, egosystem motivation, biblical love acts, guilt, psychological need satisfaction, motivation to serve, non-calculative motivation to lead, and personal leadership, were identified as antecedents of Servant Leadership with potential impact on project outcome.

This study makes significant contributions to both academic and practical domains. The findings address a previously identified gap in academic literature regarding the antecedents of servant leadership, offers valuable insights and recommendations for practitioners in project management field.

Keywords	Antecedents, servant leadership and project management

CONTENTS

ABSTRACT

LIST OF FIGURES AND TABLES

1   INTRODUCTION

1.1 Background of Research

Servant leadership, a concept initially proposed by Robert K. Greenleaf (2002, pp. 27-28) has gained significant academic attention due to its unique characteristics and implications. This leadership approach is defined by a leader's dedication to the service of others, placing their needs and aspirations at the forefront, and fostering individual growth and empowerment.

Researchers have delineated the principal traits of servant leaders, which include personal attributes, behaviors, characteristics, and ethical aspect (Bell & Hewitt, 2021; Winston & Fields, 2015; Spears, 2010; Reed, Vidaver-Cohen, & Colwell, 2011). The effectiveness of servant leadership has been demonstrated across various fields such as banking (Rasheed, Lodhi, & Habiba, 2016), construction (Coetzer, Bussin & Geldenhuys, 2017), education (Aboramadan et al., 2020), healthcare (Shah, Batool & Hassan, 2019; Farrington & Lillah, 2019; Alahbabi et al., 2021), information and telecommunication technology (Bou Reslan, Garanti & Emeagwali, 2021), marine (Kim & Min-Kyeong, 2017), and sales (Schwepker Jr., 2016).

In project management field, leadership plays a crucial role in directing and influencing individuals and teams in organizations towards productivity and positive outcomes. For successful project execution, project managers are required to "knowledge, skills, and behaviors needed to guide, motivate, and direct a team, to help an organization achieve its business goals" (Project Management Institute, 2017, p. 56). The challenge lies in striking the right balance between employing both leadership and management skills, adjusting according to the specific circumstances of each project (Project Management Institute, 2017, p. 64).

Despite the growing interest in servant leadership, there is still a lack of understanding of its antecedents or the factors that influence the effectiveness of

servant leadership. This research seeks to bridge this gap by exploring the antecedents of servant leadership in project management field. The motivation for this study lies not only in contributing to the academic discourse but also in providing practical insights that can be applied in real-world project management contexts.

1.2 Research Problem

In leadership studies, integral conditions or components, known as antecedents, instigate leadership behaviors (Beck, 2014, p. 4). These antecedents can be classified into external factors like environmental, social, cultural, educational, and situational factors (Chon & Zoltan, 2019; Mcquade et al., 2020), and internal factors such as emotional and cognitive processes (Du Plessis & Nel, 2015). Additionally, the leader's inherent traits, including agreeableness, core self-evaluation, and mindfulness, can impact leadership behaviors (Eva et al., 2019; Parris & Peachey, 2013).

While servant leadership is associated with positive impacts on followers' behavior and attitudes such as enhanced job satisfaction (McNeff & Irving, 2017; Zhang et al., 2016; Farrington & Lillah, 2019), increased work engagement, improved job performance (Rahal & Farmanesh, 2022; Coetzer, Bussin & Geldenhuys, 2017; Alahbabi et al., 2021; Ludwikowska, 2022; Kim & Min-Kyeong, 2017), organizational commitment (McCallaghan, Jackson & Heyns, 2020; Lapointe & Vandenberghe, 2018), and the promotion of pro-environmental behavior (Mughal et al., 2022). However, it is crucial to note that these outcomes may vary based on the context and the specific characteristics of the employees and the organization. For project managers, servant leadership style significantly influences on project outcomes (Krog & Govender, 2015).

The existing literature focuses on servant leadership impacts, with insufficient exploration of factors contributing to servant leadership's effectiveness in project management. The absence of a systematic review limits project managers' ability to fully exploit servant leadership's benefits. Although, there exists some literature

on the antecedents of servant leadership, this thesis reviews and compares existing literature to develop a holistic approach in understanding the need to adopt servant leadership.

1.3 Research Objectives and Questions

The purpose of the research is to explore the effectiveness of servant leadership in project management and the reasons behind it. The research objectives of this study are threefold:

- To empirically identify the reasons why servant leadership can be effective in project management
- To determine the extent to which these reasons are discussed in existing literature
- To provide directions for future research in the domain of servant leadership within project management

Based on these objectives, the following research question is addressed in this study:

What are the antecedents to servant leadership?

The identification of the antecedents to servant leadership provides a deeper understanding of the factors that promote the effectiveness of servant leadership style in project management. Moreover, this study will propose future research directions, encouraging further exploration and understanding of servant leadership within project management, its antecedents, its outcomes, and offering practical insights for its application.

1.4 Thesis Structure

The research is structured into six main chapters, each serving a specific purpose in the overall study.

Chapter 1 introduces the topic, providing the necessary background and context for the research. This presents the research problem, the objectives of the study, and the importance of investigating the antecedents of servant leadership.

Chapter 2 presents the literature review method. This provides a detailed explanation of how the study was conducted, the sources of literature, selection criteria, the process followed for data collection and analysis, and search results.

Chapter 3 offers an overview of the ten project management areas, delineates key concepts, and explicates the role and significance of various domains within project management. Chapter 3 paves the way to explore the intersection of servant leadership and project management.

Chapter 4 examines various leadership styles and their unique characteristics. It positions servant leadership within the broader context of leadership theories, providing a theoretical backdrop for the exploration of servant leadership.

Chapter 5 is dedicated to the comprehensive exploration of servant leadership. It delves into its theoretical development, discussing the underpinnings, core tenets, and the evolution of servant leadership over time. It also presents a detailed analysis of the antecedents and outcomes of servant leadership at different levels, such as individual, team, organizational, customer, and project management outcomes.

The final chapter synthesizes and discusses the findings from previous chapters. This chapter provides a conclusive summary of the research, drawing together the theoretical implications of servant leadership in project management. The chapter also highlights the practical applications of the findings, discusses the limitations of the study, and proposes avenues for future research.

2 LITERATURE REVIEW AS A RESEARCH METHOD

According to Kirsch and Sullivan (1992), methods and methodology in research re-fer to two related but distinct concepts. A method pertains to the technique used in gathering evidence, while methodology encompasses the underlying theory and analysis of the research process (Kirsch & Sullivan, 1992, p. 2). Therefore, in this chapter, the literature review method was conducted to gather secondary sources, including published articles. The aim is to collect empirical evidence to address research problems.

2.1 Search Strategy

Key words such as "antecedents", "servant leadership", and "project manage-ment" were used during publications gathering and filtering process. The search was conducted from 3 to 5 December 2023 for all databases. The search strategy combined all concepts into a singular search, as the search protocol used was "an-tecedents" AND "servant leadership" AND "project management". In conducting the literature review, multiple databases were searched, including Google Scholar, ProQuest, Emerald, ScienceDirect, and Segar Journals. This wide range of data-bases ensures a comprehensive search for relevant articles. For instance, the search strategy yielded 32,270 results in Google Scholar. After filtering, 18 articles were found, and 13 were selected for their relevance to the outcomes and ante-cedents of servant leadership (see Table 1).

Table 1. Aggregated publications according to scientific databases.

Scientific Databases	No. of Publications		
	Searched articles	*Selected articles*	*Referenced articles*
Google Scholar	32,270	18	13
ProQuest	7,376	124	69
ScienceDirect	362	19	11
Emerald	2,268	4	3
Sage Journals	282	4	1

2.2 Screening for Inclusion and Exclusion Criteria

This research aims to empirically identify the reasons servant leadership can be effective in project management. There were no restrictions on publication date or location, and all non-English articles were excluded. Articles that did not meet the research objective or were irrelevant to the research question were removed based on their title and abstract. The search process centered on finding antecedents and outcomes of servant leadership in academic articles.

The initial review revealed a lack of studies on servant leadership antecedents, prompting a comprehensive search across various scientific database sources.

The first screening confirmed all five database sources were capable of filtering out non-English research and selecting academic research types. Some sources also provided filtering options based on specific criteria. Four databases, Sage Journals, ProQuest, Emerald Insight, and ScienceDirect, allowed access to full-text research articles. Google Scholar, however, did not offer the ability to view the number of open studies or access their full-text versions. After retrieving the relevant data (N = 495) and removing duplicate articles (N = 73), 422 articles remained for analysis. In a total of 422 results, articles whose dissertations or titles, abstracts, and research questions did not provide empirical evidence aligned with research objectives were removed. Following this filtering process, 169 articles offered valuable insights associated with servant leadership.

The second screening involved selecting articles that offered valuable insights into various factors identified as antecedents of servant leadership. These factors pertained to the behavior, attitude, characteristics, and ethics associated with servant leadership. Additionally, the outcomes of servant leadership, including project management effectiveness and project success, were also addressed. Initially, a pool of 169 articles were identified as relevant, out of which 97 were retained for further analysis.

2.3 PRISMA Flow Diagram

After defining eligibility criteria, the search process is demonstrated through the PRISMA 2020 flow diagram (see Figure 1)
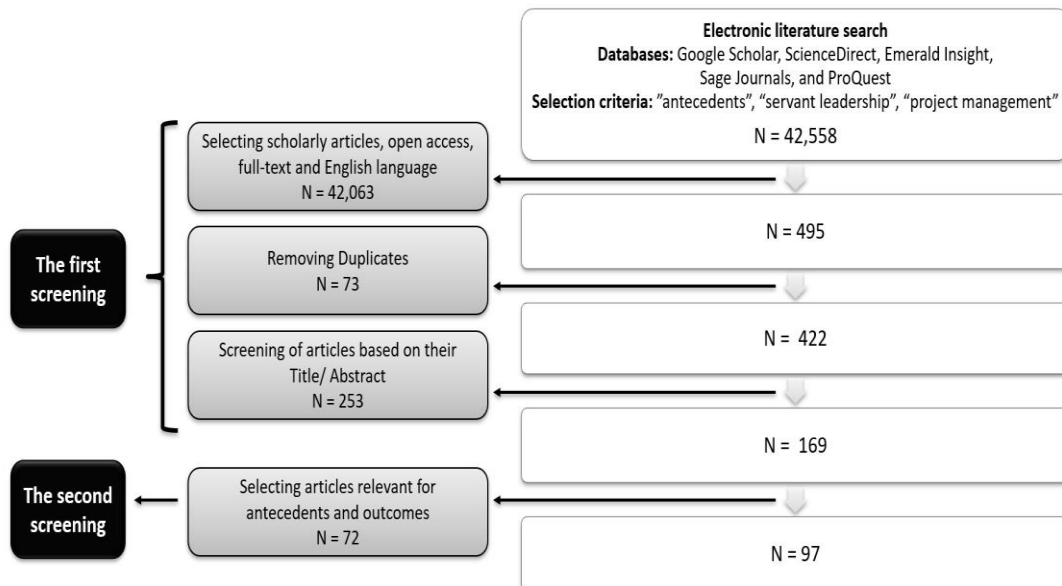
Figure 1. PRISMA flow diagram

2.4 Results of Seach Strategy

This study conducted a thorough analysis of 97 articles emphasizing the varied implications of servant leadership. Among these, 89 articles dissected the various outcomes of servant leadership, presenting valuable insights into several aspects, such as individual outcomes (covered in 68 articles), team outcomes (3 articles), organizational outcomes (7 articles), customer outcomes (5 articles), and project management outcomes (6 articles).

Additionally, a total of 18 articles were analyzed that delved into the multifaceted dimensions of servant leadership, including aspects such as behavior, attitude, characteristics, and leadership ethics. Importantly, four of these articles focused exclusively on explicating the characteristics of servant leadership (refer to Table 2 for further details).

In an attempt to identify the antecedents of servant leadership, four articles were examined, which specifically probed into the antecedents of servant leadership. Furthermore, four preceding studies that employed a literature review method to explore the antecedents of servant leadership were also scrutinized.

The findings derived from this comprehensive analysis are thoroughly presented and discussed in Chapters 5 and 6 of this thesis.

3 PROJECT MANAGEMENT

Project management is the systematic application of knowledge, skills, tools, and techniques to effectively execute projects (PMI, 2013, p. 5). Project management field encompasses ten essential areas that are integral to achieving project objectives. This chapter explores these main characteristics of each project management area to providing valuable insights into the critical factors that contribute to the success of projects.

1) Project Integration Management

Project Integration Management is a critical area of project management that encompasses processes and activities aimed at identifying, defining, combining, unifying, and coordinating various project management processes and activities (Project Management Institute, 2017, p. 69).

2) Project Scope Management

Project Scope Management focuses on defining, controlling, and managing the work required to successfully deliver a project. This area involves processes and techniques to ensure that the project includes all the necessary work and only the necessary work to meet project objectives (Project Management Institute, 2017, p. 129).

3) Project Schedule Management

Project Schedule Management is a process required to ensure the timely completion of a project. This area involves planning, developing, managing, executing, and controlling the project schedule to deliver the defined products, services, and results within the project scope (Project Management Institute, 2017, p. 173).

4) Project Cost Management

Project Cost Management is a series of processes aimed at planning, estimating, budgeting, financing, funding, managing, and controlling costs to ensure the successful completion of a project within the approved budget. This area of project management is of utmost importance for organizations as it allows them to effectively allocate resources, monitor expenditures, and make informed financial decisions (Project Management Institute, 2017, p. 231).

5) Project Quality Management

Project Quality Management focuses on planning, managing, and controlling project and product quality requirements to meet stakeholder objectives. This area encompasses processes that ensure the project deliverables align with the organization's quality policies and standards (Project Management Institute, 2017, p. 271).

6) Project Human Resource Management

Project Resource Management involves identifying, acquiring, and managing the resources necessary for the successful completion of a project. This includes both physical resources, such as equipment and materials, and human resources, which refer to the project team members. The processes within project resource management ensure that the right resources are available to the project manager and team at the right time and place (Project Management Institute, 2017, p. 307).

7) Project Communications Management

Project Communications Management focuses on ensuring an effective exchange of information between the project team and stakeholders. This involves developing a communication strategy, implementing communication activities, and monitoring the effectiveness of communication throughout the project lifecycle. This area plays a crucial role in managing project expectations, resolving conflicts, and maintaining stakeholder satisfaction (Project Management Institute, 2017, p. 359).

8) Project Risk Management

Project Risk Management aims to identify, analyze, and manage risks in order to increase the probability of project success. This process involves conducting risk management planning, risk identification, risk analysis, response planning, response implementation, and monitoring risks throughout a project (Project Management Institute, 2017, p. 395).

9) Project Procurement Management

Project Procurement Management encompasses the management and control processes required to develop and administer agreements with external parties. These agreements can take the form of contracts, purchase orders, memoranda of agreements (MOAs), or internal service level agreements (SLAs). The procurement processes are presented as discrete processes with defined interfaces, although in practice, they can be complex and interact with each other and with processes in other knowledge areas (Project Management Institute, 2017, p. 459).

10) Project Stakeholder Management

Project Stakeholder Management focuses on identifying, analyzing, and engaging stakeholders to ensure project success. Stakeholders are individuals, groups, or organizations that can impact or be impacted by the project. Effective stakeholder management involves understanding their needs, expectations, and interests, and fostering their engagement in project decisions and activities. This comprehensive approach helps mitigate risks, build strong relationships, and enhance project outcomes (Project Management Institute, 2017, p. 503).

The ten project management areas described above can be linked to the competencies of the project manager (see Figure 2). This thesis focuses on the leadership aspect of the competence of a project manager.

Figure 2. "The PMI Talent Triangle." Adapted from A Guide to the Project Management Body of Knowledge (6th ed.), by the Project Management Institute.

4 LEADERSHIP STYLES

Effective leadership encompasses elements derived from various styles of leadership. Academic literature recognizes a range of leadership styles, including autocratic, democratic, laissez-faire, directive, participative, assertive, supportive, and autocratic to consensus. However, no single leadership style has been universally proven to be the optimal or recommended approach. The effectiveness of leadership is contingent upon its alignment with the specific demands of a given situation (Project Management Institute, 2021, p. 41).

Research in the field of leadership has identified various leadership styles that project managers can adopt. This chapter provides a comprehensive examination of these styles, each embodying a unique set of characteristics and implications. Among the most universally acknowledged leadership styles are: Laissez-faire, Transactional, Transformational, Charismatic, Interactional and Servant leadership (Project Management Institute, 2017, p. 65).

4.1 Laissez-faire

The laissez-faire leadership style originated from the French phrase "laissez faire," meaning "let them do." This style emerged during the 18th century in the context of economic liberalism and minimal government intervention (Karacan & Yardimci, 2020, p. 668). Over time, the concept was applied to organizational leadership.

The laissez-faire style is characterized by a lack of active involvement and direction from leaders. They delegate decision-making and responsibility to their subordinates, empowering them to explore their own ideas and solutions. For example, the project manager allows the team to make their own decisions and establish their own goals. This leadership promotes autonomy and independence within the team (Project Management Institute, 2017, p. 65).

4.2 Transactional

The theoretical foundation of transactional leadership can be attributed to the works of James Downton (1973) and Bernard M. Bass (1985). Downton and Bass emphasized the importance of clarifying roles, setting expectations, and using rewards and corrective actions to motivate followers. Transactional leaders establish clear performance criteria and link rewards to the achievement of these criteria (Khanin, 2007).

Transactional leadership focuses on setting clear goals, providing feedback, and rewarding team members based on their performance. It involves a management-by-exception approach, where the project manager intervenes only when issues arise (Project Management Institute, 2017, p. 65).

4.3 Transformational

Transformational leadership is a widely studied leadership style that has been associated with the theoretical framework proposed by James MacGregor Burns (1978). This leadership style is characterized by leaders who inspire and motivate their followers to achieve exceptional performance levels through the exhibition of charisma, intellectual stimulation, and individualized consideration (Khanin, 2007).

Transformational leadership empowers followers through idealized attributes and behaviors, inspirational motivation, encouragement of innovation and creativity, and individual consideration. The transformational leader inspires and motivates their team members to achieve their full potential (Project Management Institute, 2017, p 65).

4.4 Charismatic

The concept of charismatic leadership can be traced back to the work of German sociologist Max Weber. Weber introduced the idea of charisma as a unique quality

possessed by certain individuals that allows them to exert extraordinary influence over others (Conger, 1993).

The charismatic leaders are known for their exceptional communication skills, their ability to articulate a compelling vision, and their strong personal presence. They are able to inspire and influence others through their high-energy, enthusiastic, and self-confident demeanor. They hold strong convictions and can rally their team members around a shared vision (Project Management Institute, 2017, p. 65).

4.5 Interactional

The concept of interactional leadership emerged as a response to the limitations of trait and behavior theories. This leadership style recognizes that effective leadership involves a dynamic and reciprocal relationship between leaders and followers.

The interactional leadership style is characterized by leaders who emphasize open communication, collaboration, and relationship-building with their followers. This style is a combination of transactional, transformational, and charismatic leadership. It integrates various elements from these styles to adapt to different situations and meet the needs of the team and project (Project Management Institute, 2017, p. 65).

4.6 Servant Leadership

The concept of servant leadership was first conceptualized by Robert K. Greenleaf in his 1970 essay "The Servant as a Leader." Greenleaf described two broad categories of leaders: servant-first and leader-first. A servant-first leader puts people first, focusing on improving individuals and the organization as a whole, while a leader-first leader is primarily concerned with exerting power and achieving personal gains (Greenleaf, 2008, p. 2).

Servant leadership is characterized by leaders who prioritize the needs of others and demonstrate qualities such as good listening skills, empathy, holistic development of individuals, emotional intelligence, persuasion skills, and big-picture thinking, prioritizes the growth, learning, development, autonomy, and well-being of their team members. They emphasize building relationships, fostering a sense of community, and promoting collaboration. (Greenleaf, 2008; Project Management Institute, 2017, p. 65).

5 THEORETICAL DEVELOPMENT OF SERVANT LEADERSHIP

Chapter 5 delves deep into the concept of servant leadership. It explores the theoretical development of this leadership style, discussing key characteristics and antecedents that underscore its unique nature. It further examines the influence of servant leadership on project outcomes, drawing from a wealth of existing literature. This chapter serves as a detailed exploration of servant leadership, providing a thorough understanding of its theoretical underpinnings and practical applications in project management.

5.1 Servant Leadership Style

Leadership style plays a vital role in effective leadership. This encompasses the behaviors, attitudes, and actions of the leader that influence and guide their team members toward shared goals (Brewer, 2010, p. 4). One significant style of leadership is servant leadership, which places a high priority on the leader's commitment to serving their followers and fostering their needs, growth, and development (Greenleaf, 2002, pp. 27-28).

The servant leadership style shares similarities with the transformational leadership style. While the transformational leadership style aims to inspire and motivate team members towards a common goal, the servant leadership style goes beyond these approaches by placing significant importance on the progress and development of both individuals and the community that encompasses the team and organization. In contrast to charismatic, transformational leadership, and interactional leadership, what distinguishes the servant leadership style is its ethical objective of serving others (Brewer, 2010, p. 3).

Furthermore, servant leadership stands apart from leaders who seek power, fame, and material gains. A servant leader is motivated by a desire to serve others and the community. According to Greenleaf (2002), the essence of servant leadership lies in being a servant first and then choosing to lead. This approach aligns with

the growing body of research on authentic and ethical leadership, which highlights the importance of leaders who prioritize serving others over personal gain (Greenleaf, 2002, pp. 27-28).

However, serving others does not mean catering to every whim or fulfilling every desire, as that would be counterproductive. Instead, the servant leader has a broader vision and leads individuals towards their potential for growth and improvement, rather than merely reacting to their flaws (Greenleaf, 2002, p. 40). This aligns with the concept of "The Servant as Leader always empathizes, always accepts the person but sometimes refuses to accept some of the person's effort or performance as good enough" (Greenleaf, 2002, p. 33-34).

5.2 Characteristics of Servant Leadership

Character, defined as the mixture of traits, values, and virtues that determine the makeup of a person (Gandz, Crossan, Seilts, & Reno, 2013; Hurt & Heath, 2015), plays a crucial role in the servant leadership framework. It has been conceptualized as the heart of a servant leader and is considered the central and most important aspect motivating a servant leader's behaviors and characteristics (Ricky, 2016, pp. 3-4).

From Greenleaf's work, the characteristics of Servant Leadership was developed by four different studies: Russell and Stone (2002), Barbuto and Wheeler (2007), Spears (2010), and Van Dierendonck (2011). Table 2 delineates a comparison of these studies reveals some commonalities and disparities among the proposed characteristics.

According to Greenleaf (2002), the essence of servant leadership is the desire to serve, which manifests in various traits, such as initiative, goal development, listening and understanding, language and imagination, effective withdrawal leading to creativity, acceptance and empathy, intuition and foresight, persuasion over

coercion, a strong self-awareness, patience, defining one's roles, healing and serving, and community building (Greenleaf, 2002; McClellan, 2009, pp. 163-164).

Table 2. Characteristics of servant leadership.

Russell and Stone's (2002)	Barbuto and Wheeler (2007)	Spears (2010)	Van Dierendonck (2011)
Stewardship	Stewardship	Stewardship	Stewardship
Listening	Listening	Listening	
Persuasion	Persuasion	Persuasion	
	Awareness	Awareness	
	Building community	Building community	
	Conceptualization	Conceptualization	
	Empathy	Empathy	
	Foresight	Foresight	
	Healing	Healing	
			Authenticity
	Calling		
		Commitment to the growth of people	
Communication			
Competence			
Credibility			
Delegation			
			Empowering and developing people
Encouragement			
			Humility
			Interpersonal acceptance
Influence			
	Growth		
			Providing direction
Teaching			
Visibility			

Stewardship, a vital element of servant leadership, has garnered substantial acknowledgement in existing literature. (Russell & Stone, 2002; Barbuto & Wheeler, 2007; Spears, 2010; Van Dierendonck, 2011). This characteristic entails taking responsibility for mutual as a caretaker but as a role model (Beck, 2014).

Comparatively, characteristics like listening, and persuasion are universally accepted as fundamental attributes of Servant Leadership across Greenleaf's perspectives and those of Russell and Stone, Barbuto and Wheeler, and Spears. However, Van Dierendonck (2011) does not include these in his list.

Barbuto and Wheeler (2007) introduced several traits that are also acknowledged by Spears, such as awareness, building community, conceptualization, empathy, foresight and healing. In addition, they introduce unique traits to their study on servant leadership, specifically calling and growth, which are not identified by the other authors.

Conversely, Russell and Stone (2002) proposed unique traits including communication, competence, credibility, delegation, encouragement, influence, teaching, and visibility, broadening the scope of characteristics associated with Servant Leadership.

Van Dierendonck (2011), on the other hand, proposes authenticity, empowering and developing people, humility, interpersonal acceptance, and providing direction as integral characteristics of servant leadership, which are not recognized by the other authors.

Distinctively, Spears contributes a unique aspect to the characteristics, highlighting the commitment to the growth of people as a crucial facet of servant leadership.

5.3 Nomological Network of Servant Leadership

The nomological network of servant leadership provides a framework for understanding the interconnected relationships between variables that contribute to the exploring antecedents of servant leadership. This approach, rooted in the concept of construct validity, recognizes that constructs are not isolated but interconnected within a broader network of relationships (Cronbach & Meehl, 1955, p. 174).
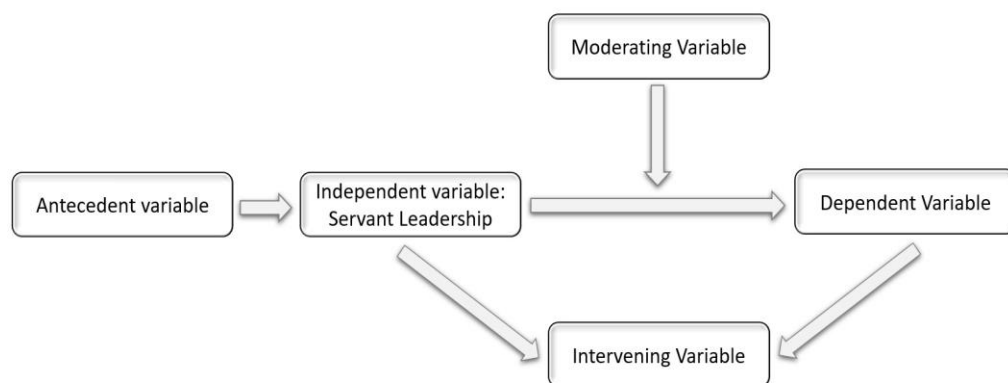
Figure 3. Nomological network in which servant leadership is the independent variable.

Figure 3 depicts the nomological network, with servant leadership as the independent variable. Within this network, various variables are examined to understand their roles as antecedent variables, independent variables, moderating variables, intervening variables, and dependent variables in relation to servant leadership.

An antecedent variable is a variable that precedes and influences the outcome of interest in a research study. It is a predictor variable that is hypothesized to have a causal relationship with the independent variable (Agbejule, 2023). In the context of servant leadership, antecedent variables are those that contribute to the emergence or development of servant leadership behaviors.

An independent variable is a variable that is manipulated or controlled by the researcher in an experiment. It is the variable that is hypothesized to cause a change in the dependent variable (Agbejule, 2023). The independent variable in the nomological network of servant leadership refers to the variable that is hypothesized to have an effect on the dependent variable, for example, organizational performance (Hurt & Heath, 2015).

A moderating variable is a variable that affects the strength or direction of the relationship between the independent variable and the dependent variable. It modifies the relationship between these variables, often by influencing the conditions under which the relationship is observed (Agbejule, 2023). Moderating variables can affect how certain antecedents or independent variables impact the manifestation of dependent variable.

An intervening variable is a variable that comes between the independent variable and the dependent variable in a causal chain. They help explain the relationship between the independent variable and the dependent variable by mediating or intervening in the causal pathway (Agbejule, 2023). In the nomological network of servant leadership, intervening variables may describe the mechanisms or processes by which certain antecedents or independent variables influence the development of dependent variable.

A dependent variable is the variable that is measured or observed in a research study. It is the variable that is hypothesized to be influenced or affected by the independent variable. The dependent variable is often the outcome or the response variable of interest in the study (Agbejule, 2023).

By using the nomological network of servant leadership, this thesis examines the relationships between variables and identify the antecedents of servant leadership. This approach allows for a systematic investigation of the factors that influence servant leadership and can inform the development of interventions or practices to promote servant leadership within organizations.

5.4 Antecedents of Servant Leadership

Servant leadership, a concept revitalized by Greenleaf (1970), has its roots in the Judeo-Christian perspective, primarily emphasizing the teachings and character of Jesus Christ. The virtues of humility, service, and forgiveness, as demonstrated by Jesus Christ, underscore the principle of leadership through service rather than power and control (Hurt and Heath, 2015, pp. 113-116).

A leader's character is examined as a precursor to servant leadership behavior, where an antecedent stimulus a behavior (Beck, 2014, p. 4). Therefore, antecedents represent factors or characteristics that foster the emergence and display of servant leadership behaviors.

Servant leadership character, reflecting a leader's ethical and moral qualities, plays a pivotal role in influencing a leader's decisions and actions in various circumstances. The complexity of character is acknowledged in several definitions, with a common emphasis on virtues (Hurt and Heath, 2015, pp. 110-113).

Through research strategy, numerous antecedents of servant leadership have been identified in Table 3 below.

Table 3. Antecedents of servant leadership.

Antecedent	Independent	Mediating	Outcome	Author(s) (Year)
Virtuous traits (Humility, Gratitude, Forgiveness, Altruism)	**Servant leadership behavior** (Empowerment, Authenticity, Stewardship, Providing direction)		**Follower wellbeing** (Optimal human functioning, Sense of community, Meaningfulness)	Van Dierendonck and Patterson (2014)
Ecosystem motivation (positive)	**Servant Leadership**	Perceived organizational support	**Organizational Performance**	Hurt and Heath (2015)
Egosystem motivation (negative)				
Biblical love acts				
Guilt				

Antecedent	Independent	Mediating	Outcome	Author(s) (Year)
Psychological Need Satisfaction **Motivation to Serve** **Non-Calculative Motivation to Lead**	**Servant Leadership**			Paas et al. (2020)
Personal leader-ship (Personal goal setting, Personal behav-iour regulation, Personal dia-logue, Personal motiva-tion, Personal cueing, Focusing on in-trinsic rewards)	**Servant Leadership** (Emotional healing, Wisdom, Persuasive map-ping, Organizational stewardship)			Bell and Hewitt (2021)

Virtuous traits

According to study by Van Dierendonck and Patterson (2015), derived from the Greek word arête (excellence), virtue is characterized by good habits, a balance between extremes, and a disposition towards choosing good. Virtue theory em-phasizes moral character and doing the right thing in specific situations, rather than providing blanket answers to questions of right and wrong. Virtuous traits such as humility, gratitude, forgiveness, altruism is a qualitative characteristic that is part of one's character (Van Dierendonck & Patterson, 2015, p. 124). For in-stance, humility fosters accurate self-assessment, emphasizing others' perspec-tives and utilizing power as a service-oriented tool. Gratitude, a significant leader-ship characteristic, cultivates an environment of abundance and recognition of others' inputs. Servant leaders promote forgiveness within an organization, reduc-ing negative feelings and nurturing a harmonious environment. Altruism in lead-ership emphasizes the importance of others' well-being over personal gain. This is

a prominent characteristic of servant leaders who make ethical, follower-centric decisions (Van Dierendonck & Patterson, 2015, pp. 124-126).

The four virtuous traits above encourage servant leadership behavior towards followers such as empowerment, stewardship, authenticity, and providing direction. Futhermore, virtuous traits on servant leadership will strengthen three essential aspects in the relationship with followers including optimal human functioning, sense of community, and meaningfulness (Van Dierendonck & Patterson, 2015, p. 127).

Ecosystem motivation

A servant leader, driven by an "ecosystem" motivation, naturally cares for something beyond themselves. Their effectiveness stems from loving others to the point of self-sacrifice, fostering trust-based relationships. Individuals operating from this perspective are more likely to engage in pro-social behaviors, prioritizing the needs of others to ensure everyone's wellbeing (Hurt & Heath, 2015, pp. 110-117).

Egosystem motivation

Egosystem Motivation represents a self-centered perspective with little to no consideration for the needs of others. People with an egosystem motivational perspective tend to view relationships as zero-sum games, being more competitive and less cooperative in their interactions with others. This self-centered individual fails to see themselves as part of a larger, interdependent society. Such a leader may not want to practice characteristics associated with biblical love (Hurt & Heath, 2015, pp. 117-119).

Biblical love acts

Biblical love acts (such as patience, kindness, humbleness, respectfulness, selfless-
ness, forgiveness, honesty, and commitment) refers to biblical love in the context
of viewing character from a virtues perspective (Hurt & Heath, 2015, pp. 115-116).

Biblical love was described as an action, not an emotion, which the character of an
individual can be developed and aligned with that of servant leadership. Individu-
als that possess a heartfelt desire to serve the needs of others and prioritizing oth-
ers' needs over self-interest is a key distinction of servant leadership. Leaders who
consciously develop a higher level of biblical love can transcend their egosystem
motivations and adopt a service orientation, which is a key characteristic of serv-
ant leadership (Hurt & Heath, 2015, pp. 116-120).

Guilt

Guilt as a self-conscious emotion that can guide moral behavior and influence so-
cial interactions. This happens when individuals feel they've violated moral stand-
ards. (Hurt & Heath, 2015, pp. 118-119)

This guilt can lead egosystem-oriented leaders to reconcile their actions and en-
gage in behaviors that show care for others, i.e., biblical love. Guilt, when appro-
priately managed, can also serve as a catalyst for servant leadership, motivating
leaders to rectify past mistakes and prioritize the needs of their followers (Hurt &
Heath, 2015, pp. 118-119).

Psychological Need Satisfaction

According to the Self-Determination Theory, the degree to which individuals can
satisfy their basic psychological needs influences their motivations and actions.
The theory suggests that when individuals are able to satisfy their psychological
needs to a greater extent, they are more likely to demonstrate servant leadership
behavior. Servant leaders indirectly serve their own psychological needs by serving
the needs of others. The "need to serve" is conceptualized as intrinsically moti-
vated servant leadership behavior, where individuals who are intrinsically

motivated to demonstrate Servant leadership behavior will experience this as an innate necessity rather than an acquired motive. (Paas et al., 2020, p. 642).

Psychological need satisfaction, as posited in the self-determination theory, are universal prerequisites for human development and general well-being. A high degree of psychological need satisfaction is instrumental in fueling high motivation levels. This is chiefly due to its role in facilitating internalization, a process where an individual's motivation transitions from being externally controlled to being self-determined (Paas et al., 2020, p. 642).

Motivation to Serve

Motivation to Serve is a key aspect of servant leadership and refers to the desire to serve others. This is a significant factor that differentiates servant leadership from other leadership theories. This relationship suggests that as motivation to serve increases, the likelihood of displaying servant leadership behavior also increases. Those with high levels of motivation to serve are more likely to display a servant mindset in their leadership role, as they are driven by the desire to serve (Paas et al., 2020, p. 641). This orientation focus on the well-fare of others over personal gain, is emblematic of the servant leadership construct (Paas et al., 2020, p. 640).

Motivation to serve influences decisions on resource allocation for the development of subordinates. Different forms of motivation affect behaviors differently. Self-determined leadership behaviors may yield different outcomes based on the leader's form of motivation (Paas et al., 2020, p. 641).

Non-Calculative Motivation to Lead

Non-calculative Motivation to Lead, a construct developed by Chan and Drasgow (2001), refers to a leadership propensity where the decision to undertake a leadership role is not driven by a cost-benefit analysis. Rather, this motivation is largely

influenced by individual elements such as personality, values, and self-efficacy (Paas et al., 2020, p. 641).

This approach is congruent with the foundational tenets of servant leadership, with an emphasis on empathy, humility, and the prioritization of others' needs. (Paas et al., 2020, p. 641).

Personal leadership

Personal leadership is described as a self-driven process where individuals control their behavior based on internal motivations rather than external influences, with a strong emphasis on personal values and beliefs. These personal values and beliefs should control leadership decisions more than external forces. Thus, internal factors at the personal leadership level can affect the processes at the servant leadership level (Bell & Hewitt, 2021, pp. 2-3)

Personal leadership has a significant positive effect on servant leadership and four of its associated dimensions include emotional healing, wisdom, persuasive mapping and organisational stewardship. Personal leadership incorporates elements such as self-goal setting, visualization of successful performance, self-reward, self-talk, and self-observation. Crucially, it focuses on personal behavior regulation, internal dialogue, self-motivation, personal cueing, and intrinsic rewards. (Bell & Hewitt, 2021, pp. 2-3)

5.5 Servant Leadership and Outcomes

This literature review shows 89 articles in relationship between servant leadership and its outcomes. These outcomes are categorized into five groups: individual outcomes, team outcomes, organizational outcomes, customer outcomes, and project management outcomes. This systematic categorization provides a deeper understanding of the influence of servant leadership each group.

5.5.1 Individual Outcomes

Servant leadership has been found to have a profound impact on individual outcomes. According to studies, the outcomes of servant leadership are related to employee attitudes, behaviors, and performance. These outcomes include job satisfaction, organizational commitment, turnover intentions, job performance, organizational citizenship behavior (OCB), innovative work behavior, etc. (Canavesi & Minelli, 2021, p.284; Eva et al., 2019, p. 119).

The follower's attitudinal outcomes refer to the attitudes and dispositions of individuals towards their work, their leaders, and the organization as a whole (see Table 4). Studies show that servant leadership plays a critical role in shaping employee attitudes, including organizational commitment, job satisfaction, and non-intention to quit (Kool & van Dierendonck, 2012; McNeff & Irving, 2017; McCallaghan, Jackson & Heyns, 2020). Additionally, this leadership are associated with life satisfaction (Latif, Ahmed & Aamir, 2022), perceived work meaningfulness (Shao, Xu & Lin, 2022), employees' adaptive performance and capacity for resilience (Kaya & Karatepe, 2020; Elshaer & Saad, 2022). Furthermore, servant leadership impact on decreasing turnover intentions and burnout (Huning, Hurt, & Frieder, 2020; Coetzer, Bussin & Geldenhuys, 2017).

Table 4. Servant leadership and follower's attitudinal outcomes.

Level	Independent	Outcome	Author(s) (Year)
Individual (Attitudinal)	Servant leadership	Career satisfaction and Adaptive performance	Kaya and Karatepe (2020)
Individual (Attitudinal)	Servant Leadership	Decrease burnout	Coetzer, Bussin, and Geldenhuys (2017)
Individual (Attitudinal)	Perceived Servant Leadership	Employee work meaningfulness	Shao, Xu and Lin (2022)
Individual (Attitudinal)	Servant Leadership	Employees' adaptive performance and employees' capacity for resilience	Elshaer and Saad (2022)
Individual (Attitudinal)	Servant leadership	Employees' psychological well-being	Pathak and Jangalwa (2018)

Level	Independent	Outcome	Author(s) (Year)
Individual (Attitudinal)	Servant Leadership	Job satisfaction	McCallaghan, Jackson, and Heyns (2020)
Individual (Attitudinal)	Servant Leadership	Non-intention to quit	McCallaghan, Jackson, and Heyns (2020)
Individual (Attitudinal)	Servant Leadership	Organizational commitment	McCallaghan, Jackson, and Heyns (2020)
Individual (Attitudinal)	Servant Leadership	Perceived Employability	Chughtai (2019)
Individual (Commitment)	Servant Leadership	Commitment to change	Kool and van Dierendonck (2012)
Individual (Commitment)	servant leadership	Nurses' job embeddedness.	Faraz et al. (2023)
Individual (Engagement)	Servant Leadership	Employee Engagement	Canavesi & Minelli (2022)
Individual (Engagement)	Servant Leadership	Public sector employee engagement	Slack et al. (2020)
Individual (Engagement)	Servant leadership	Work engagement	Rahal and Farmanesh (2022)
Individual (Engagement)	Servant Leadership	Work engagement	Coetzer, Bussin, and Geldenhuys (2017)
Individual (Satisfaction)	Servant Leadership	Intrinsic job satisfaction and extrinsic job satisfaction	Al-Asadi et al. (2019)
Individual (Satisfaction)	Servant Leadership	Job Satisfaction	McNeff and Irving (2017)
Individual (Satisfaction)	Servant Leadership	Job Satisfaction	Zhang, Lee, and Wong (2016)
Individual (Satisfaction)	Servant Leadership	Job Satisfaction	Farrington and Lillah (2019)
Individual (Satisfaction)	Servant Leadership	Life satisfaction	Latif, Ahmed and Aamir (2022)
Individual (Satisfaction)	Servant Leadership	Subordinates' job satisfaction	Chan and Mak (2014)
Individual (Turnover Intentions)	Servant leadership	Turnover Intentions	Amah and Oyetuunde (2020)
Individual (Turnover Intentions)	Servant Leadership	Turnover Intentions	Brohi et al. (2018)
Individual (Turnover Intentions)	Servant leadership	Turnover Intentions	Huning, Hurt and Frieder (2020)
Individual (Turnover Intentions)	Servant Leadership	Turnover Intentions	Kashyap and Rangnekar (2016)

Level	Independent	Outcome	Author(s) (Year)
Individual (Turnover Intentions)	Servant leadership	Turnover Intentions	McCune Stein and Ai Min (2019)

As can be seen in Table 5, the follower's behavioral outcomes encompass the observable actions and reactions of employees in the workplace. Servant leadership fosters a climate of creativity (Jaiswal & Dhar, 2017; Yang, Liu & Gu, 2017), promotes innovative work behavior (Panaccio et al., 2015; Opoku, Choi & Kang, 2019), and encourages employees to go beyond their formal job roles to engage in organizational citizenship behaviors (Kumari et al., 2022; Newman et al., 2017; Ozyilmaz & Cicek, 2015; Shah, Batool & Hassan, 2019; van der Hoven et al., 2021). Furthermore, various studies have indicated that servant leadership can decrease bullying incivility ostracism in workplace (Ahmad et al., 2021; Haq et al., 2022).

Table 5. Servant leadership and follower's behavioral outcomes.

Level	Independent	Outcome	Author(s) (Year)
Individual (Adaptive)	Servant leadership	Organizational citizenship behavior (OCB)	Bambale, Shamsudin and Subramaniam (2012)
Individual (Adaptive)	Servant leadership	Salespersons' proactive and adaptive behaviors	Bande, Fernández-Ferrín, Varela-Neira and Otero-Neira (2016)
Individual (Behavioral)	Servant Leadership	Bullying Incivility Ostracism	Haq et al. (2022)
Individual (Behavioral)	Servant Leadership	Discouraging workplace bullying	Ahmad et al. (2021)
Individual (Behavioral)	Servant leadership	Emotional Labor (Deep acting and surface acting)	Yan et al. (2023)
Individual (Behavioral)	Servant Leadership	Leadership avoidance	Lacroix and Pircher Verdorfer (2017)
Individual (Behavioral)	Servant Leadership	Organizational Citizenship behavior	Sendjaya et al. (2020)
Individual (Behavioral)	Servant leadership	Surface acting and Deep acting	Lu, Zhang and Jia (2019)
Individual (Behavioral)	Environmentally-specific servant leadership (ESS leadership)	Brand citizenship behavior	Elshaer et al. (2023)

Level	Independent	Outcome	Author(s) (Year)
Individual (Behavioral)	Environmentally-specific servant leadership (ESS leadership)	Employee voluntary green behavior	Yang, Shao and Jiang (2023)
Individual (Behavioral)	Environmentally-specific servant leadership (ESS leadership)	Employees' Pro-Environmental Behavior	Mughal et al. (2022)
Individual (Behavioral)	Environmentally-specific servant leadership (ESS leadership)	Private low-carbon behavior and public low-carbon behavior	Xia et al. (2022)
Individual (Behavioral)	Environmentally-specific servant leadership (ESS leadership)	Workplace pro-environmental behaviors (WPB)	Yuan and Li (2022)
Individual (Behavioral)	Green servant leadership (GSL)	Pro-environmental behaviour (PEB)	Shah et al. (2023)
Individual (Commitment)	Servant Leadership	Employee affective commitment (AC)	Dahleez et al. (2021)
Individual (Commitment)	Servant Leadership	Employees' organizational change commitment	Heine, Stouten and Liden (2023)
Individual (Creative)	Servant Leadership	Creavity	Ozturk and Karatepe (2021)
Individual (Creative)	Servant Leadership	Employee Creativity	Jaiswal and Dhar (2017)
Individual (Creative)	Servant Leadership	Employee creativity	Yang, Liu and Gu (2017)
Individual (Innovative)	Servant Leadership	Employee's innovative work behavior (IWB)	Rasheed, Lodhi, and Habiba (2016)
Individual (Innovative)	Servant Leadership	Employees' innovation implementation behavior	Erkutlu and Chafra, (2015)
Individual (Innovative)	Servant Leadership	Innovative Behaviors	Panaccio et al. (2015)
Individual (Innovative)	Servant leadership	Innovative work behavior and employee knowledge sharing	Bou Reslan, Garanti, and Emeagwali (2021)
Individual (Innovative)	Servant Leadership	Innovative work behaviour	Opoku, Choi and Kang, 2019
Individual (Innovative)	Servant Leadership	Service Innovative Behavior	Howladar and Rahman (2021)
Individual (Innovative)	Servant Leadership	Service Innovative Behavior	Su et al. (2020)

Level	Independent	Outcome	Author(s) (Year)
Individual (OCB)	Servant Leadership	Organizational citizenship behavior (OCB)	Kumari et al. (2022)
Individual (OCB)	Servant Leadership	Organizational citizenship behavior (OCB)	Newman et al. (2017)
Individual (OCB)	Servant Leadership	Organizational citizenship behavior (OCB)	Ozyilmaz and Cicek (2015)
Individual (OCB)	Servant Leadership	Organizational citizenship behavior (OCB)	Shah, Batool and Hassan (2019)
Individual (OCB)	Servant Leadership	Organizational citizenship behavior (OCB)	Van der Hoven et al. (2021)

Besides that, a number of studies show that the role of environmentally-specific servant leadership (ESS leadership) significantly influenced employees' voluntary green behavior (Yang, Shao & Jiang, 2023), which in turn positively affected their pro-environmental behaviors (e.g. Mughal et al., 2022) and encourage employees to adopt low-carbon behaviors (Xia et al., 2022).

The performance outcomes associated with servant leadership predominantly focus on the effectiveness of individuals in executing their work tasks and roles, as delineated in Table 6. This encompasses job performance, task performance, work performance, and goal attainment (e.g., Aboramadan et al., 2020; Gašková, 2020; Rodríguez-Carvajal et al., 2019). Furthermore, servant leadership plays a significant role in mitigating employee depression and enhancing work resilience (Ruiz-Palomino et al., 2022; Cai et al., 2023).

Table 6. Servant leadership and performance outcomes.

Level	Independent	Outcome	Author(s) (Year)
Individual (Job performance)	Servant Leadership	Job performance	Alahbabi et al. (2021)
Individual (Job performance)	Servant leadership	Job performance	Ludwikowska (2022)
Individual (Job performance)	Servant Leadership	Job Performance	Kim and Min-Kyeong (2017)

Level	Independent	Outcome	Author(s) (Year)
Individual (Job performance)	Servant Leadership	Job performance and lateness	Yagil and Oren (2021)
Individual (Performance)	Servant Leadership	Career success and social power	Fatima et al. (2021)
Individual (Performance)	Servant Leadership	Employee depression	Ruiz-Palomino et al. (2022)
Individual (Performance)	Servant Leadership	Employee performance	Mujeeb et al. (2021)
Individual (Performance)	Servant Leadership	Employee Performance	Riyanto, Sanusi and Damarwulan (2023)
Individual (Performance)	Servant Leadership	Employees' goal attainment	Rodríguez-Carvajal et al., 2019)
Individual (Performance)	Servant Leadership	Employees' proactive customer service performance (PCSP)	Ye, Lyu and He (2019)
Individual (Performance)	Social entrepreneur servant leadership	Social Venture Performance	Kimakwa, Gonzalez and Kaynak (2021)
Individual (Performance)	Servant Leadership	Task Performance	Aboramadan et al. (2020)
Individual (Performance)	Servant Leadership	Work performance	Gašková (2020)
Individual (Performance)	Servant Leadership	Work resilience	Cai et al. (2023)
Individual (Performance)	Supervisor servant leadership	Employee organization member performance	Otero-Neira, Varela-Neira and Bande (2016)
Individual (Performance)	Environmentally-specific servant leadership (ESS leadership)	Individual green performance	Tuan (2021)

5.5.2 Team Outcomes

According to Eva et al (2019), at the team level, servant leadership is linked to team-level OCB, task-focused and person-focused OCB, service-oriented OCB, as well as team effectiveness, psychological safety, and creativity and innovation (Eva et al., 2019, p. 121)

As delineated in Table 7, several studies have explored the relationship between servant leadership and team outcomes. These outcomes include project team effectiveness (Bilal et al., 2021), team creativity (Yang et al., 2017), team green performance (Tuan, 2021), and group social capital (Linuesa-Langreo et al., 2018). The empirical evidence underscores the influential role of servant leadership in facilitating both the performance and effectiveness of teams.

Table 7. Servant Leadership and team outcomes.

Level	Independent	Outcome	Author(s) (Year)
Team	Servant Leadership	Group Social Capital	Linuesa-Langreo et al. (2018)
Team	Servant Leadership	Project Team Effectiveness	Bilal et al. (2021)
Team	Servant Leadership	Team creativity	Yang, Liu and Gu (2017)
Team	Environmentally-specific servant leadership (ESS leadership)	Team green performance	Tuan (2021)

5.5.3   Organizational Outcomes

At the organizational level, servant leadership is positively related to organizational performance through service climate, organizational commitment, and operational performance (Eva et al., 2019, p. 121).

This comprehensive review illuminates a range of organizational outcomes linked to servant leadership. These encompass enhanced organizational performance (Choudhary et al., 2013), organizational commitment (Lapointe and Vandenberghe, 2018) increased organizational trust (Hanif et al., 2020), and the facilitation of organizational inclusion (Bhatti et al., 2022). Additionally, a conducive organizational ethical climate and the deterrence of workplace bullying are notable outcomes (Slack et al., 2020; Ahmad et al., 2021). A more detailed breakdown of these outcomes can be found in Table 6 provided below.

Table 8. Servant Leadership and organizational outcomes.

Level	Independent	Outcome	Author(s) (Year)
Organizational	Servant Leadership	Discouraging workplace bullying	Ahmad et al. (2021)
Organizational	Servant Leadership	Organizational change	Irfan (2021)
Organizational	Servant leadership	Organizational commitment	Lapointe and Vandenberghe (2018)
Organizational	Servant Leadership	Organizational ethical climate	Slack et al. (2020)
Organizational	Servant Leadership	Organizational inclusion	Bhatti et al. (2022)
Organizational	Servant Leadership	Organizational Performance	Choudhary et al. (2013)
Organizational	Servant Leadership	Organizational Trust	Hanif et al. (2020)
Organizational	CEO servant leadership	Strategic Service Differentiation	Ruiz-Palomino et al. (2021)

5.5.4 Customer Outcomes

Servant leadership positively influences customer-related outcomes, particularly customer service and satisfaction (see Table 9).

Research indicates a strong correlation between servant leadership and enhanced customer service behaviors, commitment to customer value, promotes customer-oriented behaviors and customer satisfaction (Yang et al., 2018; Schwepker Jr, 2016; Yuan et al., 2020; Setyaningrum, 2017). Additionally, servant leadership affects extra-role customer service and service performance (Cai et al., 2022; Heine, Stouten & Liden, 2023).

Table 9. Servant Leadership and customer outcomes.

Level	Independent	Outcome	Author(s) (Year)
Customer	Servant Leadership	Commitment to customer value	Schwepker Jr. (2016)
Customer	Servant Leadership	Customer satisfaction	Setyaningrum (2017)
Customer	Servant Leadership	Customer Service Behaviors	Yang, Qian, and Liu (2018)

Level	Independent	Outcome	Author(s) (Year)
Customer	Servant Leadership	Customer-Oriented Behavior	Yuan et al. (2020)
Customer	Servant Leadership	Extra-role customer service	Cai et al. (2022)
Customer	Servant Leadership	Service performance	Heine, Stouten and Liden (2023)

5.5.5 Project Management Outcomes

Within the domain of project management, servant leadership has been observed to exert a positive influence on project outcomes, as evidenced in Table 10. A multitude of scholarly works (Ellahi et al., 2022; Harwardt, M., 2020; Nauman et al., 2022; Amuna, Alkhatib & Aqel, 2021; Malik et al., 2022) have emphasized the significant contributions of servant leadership towards the successful execution of projects and the enhancement of project management effectiveness (Zada et al., 2023).

Table 10. Servant Leadership and project management outcomes.

Level	Independent	Outcome	Author(s) (Year)
Project Management	Servant Leadership	Project Success	Ellahi et al. (2022)
Project Management	Servant Leadership	Project Success	Harwardt, M. (2020)
Project Management	Servant Leadership	Project Success	Nauman et al. (2022)
Project Management	Servant Leadership	Project Success	Amuna, Alkhatib and Aqel (2021)
Project Management	Servant Leadership	Project Success	Malik et al. (2022)
Project Management	Servant Leadership	Project management effectiveness	Zada et al. (2023)

To conclude, an exploration of servant leadership theory provides an in-depth understanding of this leadership style, its distinct characteristics, and its interconnect

with antecedent and outcome variables. Exploring the interconnected relationships between variables within the nomological network of servant leadership gives a broader understanding of what contributes to the emergence of this leadership style.

6   DISCUSSION AND CONCLUSIONS

The concluding chapter integrates the insights derived from the previous chapters, discussing their implications. The chapter delves into an analysis of personal attributes and motivations that encourage servant leadership behaviors, viewing them as antecedents of servant leadership. Furthermore, this chapter also explores how these findings can enhance leadership development and project management practices. The objective of this final chapter is threefold: to present a holistic understanding of the antecedents of servant leadership, to elucidate the reasons behind the effectiveness of servant leadership within the context of project management, and to propose directions for future research and practical applications.

6.1 Theoretical Implications

The primary research question addressed in this study is: "What are the antecedents to servant leadership?" The identification of these antecedents provides a deeper understanding of the factors that promote the adoption of servant leadership. This research aims to fill the gaps identified in the literature and contribute to a more comprehensive understanding of servant leadership's effectiveness and impact on project management.

Several antecedents to servant leadership have been identified in previous literature review studies, such as high agreeableness, low extraversion, high self-evaluation, high in mindfulness, and low levels of narcissism, along with a strong organizational identification (Eva et al., 2019), length of service and volunteer work, self-efficacy and motivation to serve, a sense of self concept and a view of one self as servant first, societal and cultural values (Mcquade, Harrison, & Tarbert, 2021). Future research directions suggested by Parris and Peachey (2013) and Chon and Zoltan's (2019) in investigating the personal attributes of leaders, their backgrounds, as well as personal elements (such as culture and education) and

situational aspects related to the industry. These factors are proposed as potential antecedents of servant leadership (Parris & Peachey, 2013; Chon & Zoltan's, 2019).

However, these studies have limitations and need further empirical research on the antecedents of servant leadership. For instance, Eva et al. (2019) found that certain personality traits may influence servant leadership behaviors but acknowledged the need for more comprehensive research in this area. Similarly, Mcquade, Harrison, and Tarbert (2021) identified various antecedents such as length of service and self-efficacy, but their study was limited to self-reported factors and geographically confined to North America and Nigeria (Eva et al., 2019, p. 119; Mcquade, Harrison, & Tarbert, 2021, pp. 482-483).

This research addresses these limitations by conducting a more comprehensive and geographically diverse examination of the antecedents of servant leader-ship. The findings provide a more definitive understanding of these antecedents.

The antecedents to servant leadership identified in this study include virtuous traits, ecosystem motivation, egosystem motivation, biblical love acts, guilt, psychological need satisfaction, motivation to serve, non-calculative motivation to lead, and personal leadership. These antecedents range from personal characteristics and motivational aspects, to psychological needs and personal leadership traits.

Firstly, the findings from this research underscores the importance of virtuous traits and biblical love acts, highlighting the significant role that a leader's moral character plays in servant leadership. This resonates with Greenleaf's original conception of servant leadership, which emphasizes serving others and prioritizing their well-being over self-interest (Greenleaf, 2002, pp. 27-28).

The distinction between ecosystem and egosystem motivation further illuminates the mindset of servant leaders. An ecosystem motivation, which involves caring for things beyond oneself, aligns closely with the principles of servant leadership.

In contrast, an egosystem motivation, characterized by self-centeredness and competitiveness, is contrary to the servant leadership ethos.

Interestingly, the study's findings posit guilt as a potential antecedent of servant leadership. This suggests that negative emotions, when managed appropriately, can act as a catalyst for positive leadership behaviors. This finding opens up new avenues for research into the transformative potential of negative emotions in leadership development.

The role of psychological need satisfaction and motivation to serve in fostering servant leadership behaviors is also noteworthy. This aligns with the Self-Determination Theory's assertion that satisfying one's psychological needs influences motivations and actions.

Finally, the study highlights the importance of non-calculative motivation to lead and personal leadership in shaping a leader's propensity to adopt a servant leadership style. These findings stress the value of intrinsic motivations and self-regulation in leadership development, underscoring the need for leadership training to focus on strengthening these internal factors.

In conclusion, the study provides a holistic view of the antecedents of servant leadership, offering valuable insights for leadership development initiatives. Future research could further explore these antecedents in specific organizational contexts, examining how they interact with organizational culture and structure to influence leadership behaviors.

6.2 Practical Implications

The findings of this study on servant leadership antecedents have crucial practical implications for project management. The identified antecedents provide a "blueprint" for a servant leader, offering guidance to organizations aiming to foster this leadership style.

Project managers displaying virtuous traits and biblical love acts can enhance team collaboration and resolve conflicts effectively. Those with ecosystem motivation, prioritizing the project and stakeholders over personal gains, can drive superior project results. However, project managers with egosystem motivation might face challenges in creating cohesive teams due to their self-centered approach.

Experiencing guilt can prompt project managers to learn from past mistakes and improve their leadership. Those who derive satisfaction from serving others and are motivated by internal values rather than rewards can boost team morale, productivity, and foster a positive organizational culture.

These antecedents can be integrated into leadership development programs to cultivate servant leaders. During recruitment, organizations can assess these traits in potential candidates for leadership roles. They can also serve as performance evaluation criteria, with leaders demonstrating these traits being recognized and rewarded.

These findings are particularly valuable for organizations aiming to cultivate a culture of servant leadership. By promoting these antecedents, organizations can transition towards a culture that values servant leadership. Moreover, in project management, these traits can guide the selection and development of project leaders who can foster a collaborative team environment, leading to successful project outcomes.

6.3 Limitations and Future Directions

While this study significantly contributes to the understanding of servant leadership in project management, it is essential to acknowledge its limitations.

Firstly, the study primarily relied on secondary data gathered through a systematic literature review. Although this approach enabled a comprehensive analysis of existing research, it may have led to potential biases in the selection and interpretation of studies.

Secondly, the study focused on identifying antecedents and outcomes of servant leadership in project management, without delving into the examination of potential mediating or moderating variables. Exploring such variables could provide a more nuanced understanding of the dynamics of servant leadership in project management.

Thirdly, the research was largely conceptual and did not involve empirical testing of the relationships between the identified antecedents, servant leadership, and project management outcomes. Therefore, the findings might be constrained by the theoretical assumptions made in the study.

Future research could seek to address these limitations. Empirical studies could be undertaken to validate the theoretical relationships proposed in this study. This could involve collecting primary data such as interviews and surveys from project managers and their teams, to gain a more in-depth understanding of the antecedents of servant leadership.

The effectiveness of leadership styles can evolve over time due to changes in societal norms, organizational cultures, and work environments. These factors, which are not considered in the research, future research could explore the antecedents of servant leadership in different project management contexts, considering variations across industries, cultures, and organization sizes.

Lastly, longitudinal studies could be conducted to assess the long-term impacts of servant leadership on project outcomes. Such studies would provide valuable insights into the sustainability of the effects of servant leadership in project management.

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