Consequences of Servant leadership style on employees Motivation (Empirical study on private and public sector Universities Employees)

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ABSTRACT

The research study was conducted to examine the servant leadership impact on employee motivation on basis of private public sector universities. To carry the study, data was collected from all the private and public sector universities lecturer in kohat. The targeted employees were lecturers of grade 17 and above. The study revealed that on the basis of(servant leadership style) impact on worker enthusiasm. The Pearson correlation estimated among servant leadership style on worker motivation found significantly positive and negatively related to each other. the regression result show that overall servant leadership style have insignificant impact on employee motivation similarly result show that servant leadership dimension moral love have also insignificant impact on employee motivation. But empowerment vision, humility, trust have more strong and significant positive relationship with increasing employee motivation. The study was designed to use a cross sectional design; based upon casual direction found between variables inferences .Further research with longitudinal and experimental studies is needed to provide support for these inferences. The study was primarily confined to only one city of Pakistan and also confined in private and public sector universities. The theoretical and practical implication shows that servant leadership style increased the employee motivation. Increasing servant leadership style with the moral love dimension increase the motivation of the employee.
KEYWORDS: servant leadership style, moral love, empowerment, vision, humility, trust, employee motivation.

1. INTRODUCTION

Over the last two decade, research show that leader is the vital source for organization success. Leader personality characteristic will influence on the organization effectiveness as well as employee efficiency. Leader gives direction to their subordinate. Servant Leadership practices is intrinsically motivating. Motivation is the big cause that gives direction to hold the particular behavior. This study will refer to human motivation. This study is looking into the force of (servant leadership style) on worker motivation in public and private sector universities employee. Genuine servant leadership is an influence that emerges from the motivations and values of the leader. One of the most famous style of leader that will give positive feedback from their subordinate is the leader behave as servant. Servant leader basic aim is that he/she always works for the welfare of other. Servant leader always share organization goal with their workers .servant leader make sure their employees are as a part of the panel. Servant leader always hear the inside voice of their employee. Servant leader also revealed the voice of truth. Servant Leadership being in its early development stage, requires a powerful body of conventional results for its validation and effectiveness. However, for better understanding and subsequent implementation of servant leadership phenomena, consistent efforts are being made (Bryant, 2003;Contee-Borders, 2002; Dennis and Winston, 2003; Dennis and Bocarnea, public sector organization servant leader way of act and their belief effect on organization profitability (BarbutoandWheeler,2006).
Servant Leader. The servant leadership theory firstly defined and explained by the Robert K. Greenleaf in 1977 he described that servant leader reveal a well judgment of ethical and social responsibility and admiration for the employees or followers like that the create spirit and highly motivate the followers to handle the future job's challenges and to develop their career (Greenleaf, 1977).

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Moral Love: Moral Love: Moral love (also termed as agapao) and deep care for employees are at the core of servant leadership. Winston (2002)described moral love as the force which a leader adopts to regard his followers in an effective manner, prioritizing their desires, needs and wants. Moral love plays a significant role in follower's development and growth (Blanchard et al., 1997; Winston, 2004)

Humility: Conventionally viewed as the defiance of one's self or related self-centered tendency, humility is conceived with respect to the modesty level, in which one observes himself (Hare, 1996).According to Covey (2002), servant leadership warrants meekness of character and core capability built upon latest skills. Winston (2002)inserts that humility refers to the fact that a single person may not know everything and a substantial scope exists for the input from others. Bell(2001), however, maintains that humility may not be taken as an act of apology or submissiveness. eing humble implies that one is egoless and balanced, acting with true spirit without exaggerating anything. While illustrating humility, Dennis and Bocarnea (2005) affirmed Crom's (1998) declaration that good leadership exercises humility by respecting their followers

Vision: Vision may serve as a hypothetical basis for undertaking empirical research into servant leadership (Farling et al., 1999). Vision refers to that extent in which leaders prepare and look forward to upcoming needs, develop definite task and vision statements, keeping in view situations and problems (Reinke, 2004). According to Bennett(2001), team performance could be augmented by linking personal values with servant leadership attribute of vision. Russell and Stone (2002) reported vision as a key component of servant leadership on the basis of their empirical findings.

Trust: Agarwal and Shankar (2003) submit that an individual's behaviour is principally determined by his morals and more visible than his personality. Problematic behaviours like meanness and exploitation could also be improved by changing one's unbecoming conduct of greed and egoism. According to Wright andTenny(2004), integrity refers to the alignment of our words and actions, the consistency of our deliberate and open character and intending to become

what we dream to be. Trust builds up when leaders demonstrate honesty, sincerity and reflect values through their actions (Kouzes and Posner, 2003)

Problem Statement:

Multiple leadership loom use for creating team work environment in the organization for the productivity enhancement .For the team work follower and leader both collective collaboration is require (Marks et al., 2001). Servant leadership is considered to be fairly new in the field of leadership study and has relatively less empirical research to support its philosophy (Farling et al., 1999; Laub, 2003; Russell, 2001).**"To what extent servant leadership style influence on employee Motivation"**

2. Research Question

- How's servant leadership style influence on employee motivation?
- How's servant leadership style shows moral love to their employee motivation?
- How's servant leadership give empowerment to their employee's motivation?
- How's servant leader vision will enhance their employees motivation?
- How's servant leadership Humility influence on their motivation?
- How's Servant leadership style of Trust relationship on employee motivation?

3. Research Objectives

- To evaluate servant leadership style on employee motivation.
- To analyze servant leadership moral love style influence on employee motivation.
- To determine servant leadership empowerment effect on employee motivation.
- To examine servant leadership vision enhance employee motivation.
- To studied servant leadership Humility effect on employee motivation.
- To evaluate servant leadership trust relationship with their employee effect on employee motivation.

The Scope of Study

The aim of paper is to empirically investigate the relationship between servant leadership style and on employee motivation. Particular servant leadership has five dimensions that are moral love, humility, vision, trust, empowerment. These dimension were measure in the private public sector universities employees to identified the employee motivation.

4.Hypothseis

Hypothesis 1:

Servant leadership has significant relationship with Employee Motivation.

Hypothesis 2:
Servant leadership dimension "love" (agapao) has significant relationship with
Employee Motivation.
Hypothesis 3:
Servant leadership dimension "empowerment" has significant relationship with
Employee Motivation.
Hypothesis 4:
Servant leadership dimension "vision "has significant relationship with Employee Motivation.
Hypothesis 5 :
Servant leadership dimension "humility "has significant relationship with Employee Motivation
Hypothesis 6 :
Servant leadership dimension "Trust "has significant relationship with Employee Motivation.

2.Literature Review

Servant leadership and Employee motivation:
Servant Leadership: The leadership theory is using in the current developed and developing organizations for effectively and efficiently management of employees and their performance. The servant leader's desires to motivate spiritually and lead effectively the followers or employees, create hope & love, and offer more helpful experience in the course of set up the honorable associations (Spears & Greenleaf, 2002). The main responsibility of the servant leaders is doing work for the provision of basic necessities and desires to the employees by taking the personal interests (Whetstone, 2002).

He described some necessary and important attributes for servant leadership style like Persuasion, Listening, Awareness, Stewardship, Empathy, Commitment to the people for growing, Conceptualization, Healing, Foresight, and Community building. Stone and Russell (2002) establish more items or attributes for servant leadership, actually he divided these attributes into main characteristics Functional characteristics (Honesty, Pioneering, Vision, Trust, Modeling, Empowerment, Services, Integrity, and Appreciation) these characteristics defined as intrinsic attributes of servant leadership style while and Accompanying characteristics (Credibility, Stewardship, Communication, Delegation, Competence, Visibility, Persuasion, Encouragement, Influence, Teaching, and Listening) complement and enhance the functional characteristics. More recently Ehrhart (2004) anticipated the two main elements or attributes of servant leadership are Ethical Behavior, and Concern for subordinates. Liden, Wayen, Zaho, and Henderson's (2005) described the seven dimensions for the servant leadership are Conceptual skills, Emotional Healings, Empowering, Behaving Ethically, Valuing the Community, Helping the subordinates growing toward succeed, and Concern for subordinates first. In this studied I used two dimensions (Behaving ethically and Concern for subordinates) for the servant leadership which used Ehrhart in 2004 because these dimensions contributing the precisely detail about the attributes of servant leadership. Ehrhart did explain very precisely about some important characteristics of this leadership because he emphasized on behaving ethically and concern for subordinates which are much important features for explain the servant leadership comprehensively whereas other authors did use some element again and again which may appear overlapping of elements in the scale for the measurement of servant leadership. The positive prediction about the servant leadership in which that style would be much effective and appropriate than the other styles like transformational and transactional leadership style in non profit and other volunteer organizations and the motivated leaders require much effort to keep the motivate their unpaid followers or employees because it is difficult to motivate the employees without compensating the any tangible reward for getting traditional outcomes in the organization from employees (Spears, 1998).

The servant leadership explains the principles and guidelines for effective leaders. The principles and guidelines are fundamental motivators for an effective leadership and servant leaders effectively do effort for fulfilling the needs and achievements of their employees by performing their responsibilities willingly for serving their employees (Yukl, 2002).

The employees' motivation is main tool to achieve their task through support of their servant leaders because the core purpose of leaders to improve their employees' performance for their own growth, development, and establish their personal goals aligns with the organization's goals (Ehrhart, 2004).

The Patterson' Servant leadership model explained that impact of leadership services on love, commitment, self efficacy, and intrinsic motivation of employees or subordinates that may change the employees' attitude and as well as change the leaders' attitude, the Agapao (love) of leaders with the employees that may establish a positive circle (Winston, 2003).

Leadership Moral Love and Employee Motivation

Moral love concept stated that leader care follower needs want and desire so the moral love idea is come that are also create motivation to the employees(Patterson ,2003) and (p. 8). still Moral love influence on subordinate (Williams ,2004) servant leadership have also show moral love to their subordinate (Gomez ,2004)Researcher analyzed that Moral love, Humble and empowerment influence on the employee motivation, but vision, trust dimension of servant leadership style have no relationship seen in the insurance company employees, humility is show in binomial test humility have highest relationship on the employee motivation. (Mehrmanesh. H & Tirabadi. M.S.2015)

Servant leadership Empowerment and Employee Motivation

Empowerment: Increased competition has seen many organizations come up with strategies and schemes aimed at increasing employee involvement in the organizational process. One of the schemes is empowerment which is seen as an advanced manifestation of employee involvement

with its advocates arguing that it is the answer to gaining increased organizational commitment (Walton, 1985). Empowerment is the process of giving power to others and for the servant leader it involves effective listening, making people feel significant, emphasizing teamwork and valuing love and equality and it is a major factor in servant leadership and should be one of its primary focus(Russell & Stone, 2002). Bass (1990) posits that empowerment is power sharing with followers in planning and decision making. According to Winston (2003), empowerment provides the follower with the power, authority, accountability, responsibility, and resources to achieve what the follower wants to achieve relative to his/her vision within the organization. Mittal and Dorfman (2012) concur by stating that empowerment aims at fostering an environment where followers develop a proactive and self-confident attitude which facilitates their personal growth. The notion of empowerment therefore involves the workforce being provided with a greater degree of flexibility and more freedom to make decisions relating to work which increases organizational commitment. Followers who are empowered display more commitment; they portray a greater level of self-confidence and have a greater sense of being able to influence their work environment in a positive way (Zhu, May & Avolio, 2004 as cited in Mahembe & Engelbrecht, 2013). Several empirical studies have studied and supported this attribute (Page & Wong, 2000; Earnhardt, 2008).

Servant leadership vision and Employee Motivation

Vision refers to the degree to which leaders plan and anticipate for future needs, develop concrete mission statements and keep situations and problems in perspective. The central role of the servant leader is establishing a strategic vision for the organization (Covey, 1996; De Pree, 1997).

People need a glimpse of the big picture in order to understand how they can fit in the same. Lubin (2001) maintained that the leaders job is to encourage people to share their good ideas to eventually create a shared vision that everyone cares about

Taylor (2002) concurs by stating that the mark of a leader and the attribute that puts him or her in a position to attract followers is when the leader demonstrates the ability to see more clearly the best destination for the organization.

Greenleaf (1977) said that the servant leader needs to have a sense for the unknowable and be able to see the unforeseeable. Consequently, the central role of the servant leader is establishing a strategic vision for the organization (Bennis & Nanus, 1997; Covey, 1996; Depree, 1997). A number of empirical studies have supported this variable (Russell & Stone, 2002; Dennis & Winston, 2003; Hales & Fields, 2007; Budwest & Bocarnea, 2008).

Servant leadership Humility and Employee Motivation

The construct of humility has received increasing attention in organizational scholarship in recent years. In the wake of recent corporate scandals that have been attributed to the unbridled ego, hubris, sense of entitlement, and self-importance of the corporate executives involved (Boje et al. 2004),

Virtues such as humility have been viewed with greater interest and are seen as more essential to the character of those who lead and work within organizations. Humility has been included as one of the core "organizational virtues" that are proposed to provide the moral foundation of organizational environments (Cameron et al. 2003).

Theorists have proposed that humility is becoming more critical for leaders who direct their organizations in increasingly dynamic and turbulent environments (Morris et al. 2005, Vera and

Rodriguez-Lopez 2004). Weick (2001, p. 93)

Humility is one of the core individual virtues and is derived from the Latin term "humilitas", referring to "earth" and "on the ground", and provides the foundation for moral action in the workplace (Owens & Hekman, 2012).

Hale and Fields (2007) state that humility is about placing the success of followers ahead of a leaders personalgain. Button (2005) says that it is about lowering one's status in relation to another and is related to one's own self – awareness. It is not about someone who lacks self-esteem but rather someone who recognizes their own standing and is unassuming and humble (Bower, 1997). According to Patterson (2003), humility is the no overestimation of one's merits. She says that it is not to be equated with poor self-esteem. She further states that a servant leader holds himself or herself neither too high nor too low and that a servant leader with humility has good communication skills such as a willing listener. Servant leaders have no problem admitting that they can benefit from the knowledge and expertise that is held by others (Dierendonck, 2011). Effective leaders maintain their humility by showing respect for employees and acknowledging their contributions to the team (Dennis &Bocarnea, 2005). Servant leader acknowledge the contribution of others not only towards achieving organizational goals but for their development and this humility is demonstrated by the extent to which a leader puts the interests of others first (Mittal &Dorfman, (2012). All these can go a long way in enhancing the organizational commitment of the employees. There are several studies that have supported this servant leadership construct (Page& Wong, 2000; Dennis &Bocarnea, 2005;Wong&Davey, 2007; Patterson, 2003).

Servant leadership trust and employee motivation

the trust is major component of the leadership and follower.in the trust the worker and leader have willingness to work (Roger, Mayer, Davis & Schoorman, 1995; Whitener, Brodt, Korsgaard & Werner, 1998)

Servant leader have specifies the work behavior .in the servant leader have strong anticipation regarding their self management team work . (Rousseau, Sitkin, Burt & Camerer,1998).

In general, trust has been conceived as the extent to which people are willing to rely upon others and make themselves vulnerable to them (Frost, Stimpson & Maughan, 1978; Tschannen-Moran & Hoy, 2000). Based on this general definition, this study define an employee's trust in his or her leader as a psychological state involving positive

opportunity about the leader's purpose or behaviors with respect to oneself in situations entailing risk (Boon & Holmes,1991; Premeaux & Bedeian, 2003). The empirical literature indicate that trust is strengthened or weakened due to the experiences, interactions, and context within which the relationship exists, trust is likely to develop differently in relation to team members, team leaders, and toward the organization as a whole (Burke, Sims, Lazzara & Salas, 2007).Trustworthiness attributions have a strong, widespread influence upon people's reactions to leaders (Yang & Mossholder,2010). While acknowledging the importance of trust in leadership across levels and forms the current article will primarily focus on the trust that exists between a team member and his/her team leader. This study proposes that a leader who displays higher levels of positivity (represented by hope, efficacy, optimism, and resiliency), would be seen by others as being more competent and in turn trustworthy because these components have been demonstrated to be connected to higher levels of performance (Luthans, Avolio, Avey & Norman, 2007). When a leader is transparent, "followers come to know what the leader values and stands for, and that the leader understands who they are as well. Furthermore, if such\insights reveal high levels of congruence between the attributes, values, and aspirations of both parties, the level of trust will deepen" (Avolio, Gardner, Walumbwa, Luthans & May, 2004).

 The results indicate that servant leadership positively influences employee trust in the leader and employee commitment to the organization in a significant way. Servant leadership implications of the findings are discussed and limitations and future research directions are indicated (Chinomona.R, Mashiloane. M & Pooe D ,2013)

Servant Leadership Theory

Servant leadership, first proposed by Greenleaf (1970) is a theoretical framework that advocates that a leader's primary motivation and role is service to others. Greenleaf first coined this modern term servant-leadership in1970 in the essay entitled, *The Servant as Leader* (Spears, 1996). Servant leadership is a type of leadership which comes under the democratic style. This theory advocates that a leader's primary motivation and role is to serve and meet the needs of others, which optimally should be the prime motivation for leadership. Servant leaders develop people, helping them to strive and flourish (Russell & Stone, 2002; McMinn, 2001).Servant leadership is a belief that organizational goals will be achieved on a long term basis only by first facilitating the growth, development and general well being of the individuals who comprise the organization(Stone *et al*, 2003). It is therefore a leadership style that emphasizes that leaders should be attentive to the concerns of their followers and empathize with them and at the same time they should take care of them and nurture them (Northouse, 2007). The best test of the leader is whether those served grow as persons and whether while being served they become healthier, wiser and more able themselves to become servant leaders (Wheeler,2011).

Leader – Member Exchange Theory

Liden & Maslyn (1998), (LMX) is the relationship between worker and leadership.in this theory based leader behavior with their worker.in this theory different relationship types with their follower(Dansereau, Graen & Haga, 1975; Liden & Maslyn, 1998).The LMX give employee intelligence concept means leader understand the feeling of workers.in this theory focus on interpersonal skill that are necessary for both employee and leadership relationship .interpersonal skill help the employee to attain the objective of the organization.
(Manz & Sims, 1987; Liden & Maslyn, 1998)

Theoretical Frame work
The conceptual framework for this study is based on two variables that is servant leadership which is characterized by moral love, empowerment, vision, humility and Trust. The dependent variable is employee motivation the conceptual framework of research and has been derived Patterson (2003) and Jamaludin (2008) models also based on dennis (2004) model in figure 1.

Independent Variable   **Dependent Variable**
Servant Leadership

| Moral Love |

| Empowerment |

| Humility |

| Vission |

| Trust |

Employee Motivation
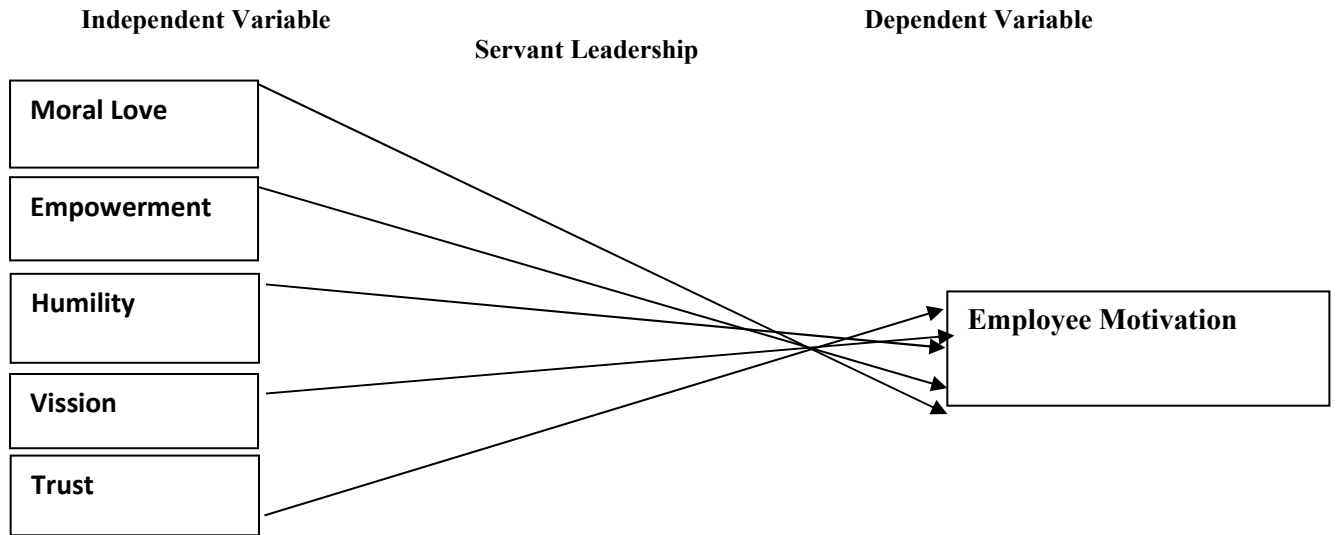
Source by dennis (2004)

3METHODOLOGY

3.1Research Design: It was an explanatory or casual research study because it focuses on studying the impact of one variable (servant leadership) on the other variable (employee Motivation). It explains the relationship between variables, whether they were positively related or negatively related or even no relationship exists between variables. This research involves testing of the hypotheses.
3.2Participants: Population :(N=200) The Current study was conducted in public and private sector universities and targeted employees of universities. The population of current study comprises of managers working in the Pakistani private and public sector universities located in Khyber pakthukhawa.
3.3Sample (N=150) This study focuses on the servant leadership style, Employee motivation. three private banks and three public banks were selected through non probability convenient random sampling. Target was private and public sector universities located in kohat namely, Kust and preston university
3.4Sampling Technique: The aim of this study to used connivance non random probability sampling technique. Research on university employees of kohat
3.5Instrumentation: In this study, the researcher utilized Two instruments. A valid questionnaire used to collect the data for recent study. The questionnaire was adopted to achieve the objectives of the study. There was one independent variable servant leadership style was measure through five facets; love, empowerment, vision, Humility, Trust. The first section of the questionnaire collects demographic information from universities employees.
Part1: servant Leadership style Dennis (2004)
Part2: Motivation Kuvaas in 2006 and 2007

3.6Servent leadership style: A valid servant leadership questionnaire Dennis (2004) was used to check the servant leadership style. There were five facet of servant leadership style. That was moral love, empowerment, vision, humility, trust. A total of 22 questions in the questionnaires contain 5 questions of measuring Moral Love, 5questions of measuring empowerment, and 5questions of measuring vision ,5 questions of measuring humility 2 question of measuring trust. The work family conflict was also based on 5 points like scale ranging from strongly disagree (1) to strongly agree (5).

3.7 Employee Motivation: A valid job satisfaction questionnaire: Kuvaas in 2006 and 2007to measure the level of the employees motivation. The employee motivation was also based on 5 point like scale ranging from strongly disagree (1) to strongly agree (5).

3.8Demographic variables: In the questionnaire was also contained demographic variables (Gender, Status. age, level of education, work schedule , duty hours per day, year with this organization, children age). Five points like scales was used, points 1 from strongly disagree and 5 strongly agree.

3.9Unit Of Analysis: Our study related to behavioral sciences and in behavioral sciences the unit of analysis was individual i.e..

3.10Data Collection: The researcher herself visited to all the banks during the survey and administered the instrument containing servant leadership style, employee's motivation . Questionnaires were given to 200 university employees.

4. RESULT & INTERPRETATION

Table4.1Reliability Analysis

Variable Name	items	Cronbach Alapha
Moral Love	5	0.68
Empowerment	5	0.55
Vision	5	0.54
Humility	5	0.72
Trust	2	0.86
Employee Motivation	5	0.60

The above table 4.1 shows reliabilities of the six variables that is 5 item of ML (Moral Love), 5 item of Emp(Empowerment), 5 items of vsn (Vision), 5item of Hm (Humility),2 item of Tst (Trust) and 5 item of Emp Mot (Employee Motivation), and their reliability was 5 item ML value was 0.68,5item Emp value was 0.55,5 items of vision value was 0.54,5 item Humility value was 0.72,2items of Trust is 0.86 and 5 items of employee motivation is 0.60. These values are in acceptable range indicating that internal consistency reliability for the measure used are consider to be good. According to Uma Sekaran, reliability less than .60 are consider to be poor, those in .70 range acceptable, and those over .80 good.

4.2Descriptive Analysis

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
ML	200	3.00	4.80	3.9020	.37883
Emp	200	3.00	4.40	3.7540	.34595
VN	200	2.80	4.60	3.9800	.36588
Humility	200	3.20	4.60	4.1100	.36574
Trust	200	2.00	5.00	3.7850	.83050
EmpM	200	2.80	5.00	3.8660	.45638
Valid N (listwise)	200				

In the above table4.2 descriptive statistic is quantitively described the main feature of a collection of data. Mean value how center tendency of variables. From output of the above show that independent variable Moral love, Empowerment, vision, Humility, trust, Employee motivation mean values are respectively 3.90, 3.75, 3.98, 4.11, 3.78, 3.86 with standard deviation values are.378, .345, .365, .365, .830, .456 in the sample giving a total 200 respondent.

Correlations		ML	Emp	VN	Humility	Trust	EmpM	ServantL
ML	Pearson Correlation	1				.		.
	Sig. (2-tailed)							
	N	200						
Emp	Pearson Correlation	-.124	1					
	Sig. (2-tailed)	.081						
	N	200	200					
VN	Pearson Correlation	-.119	.501**	1				
	Sig. (2-tailed)	.094	.000					
	N	200	200	200				
Humility	Pearson Correlation	-.151*	.091	.077	1			
	Sig. (2-tailed)	.033	.200	.281				
	N	200	200	200	200			
Trust	Pearson Correlation	.198**	-.192**	-.170*	-.491**	1		.
	Sig. (2-tailed)	.005	.006	.016	.000			
	N	200	200	200	200	200		
EmpM	Pearson Correlation	-.090	-.307**	-.264**	-.285**	.332**	1	
	Sig. (2-tailed)	.204	.000	.000	.000	.000		
	N	200	200	200	200	200	200	
ServantL	Pearson Correlation	.424**	.376**	.403**	-.042	.631**	-.069	1
	Sig. (2-tailed)	.000	.000	.000	.557	.000	.332	
	N	200	200	200	200	200	200	200
*. Correlation is significant at the 0.05 level (2-tailed).								
**. Correlation is significant at the 0.01 level (2-tailed).								

in the above table all the variables are positively and negatively associated with each other at the level of(p<0.05 and p< 0.01)

4.4 Regression Analysis
H1: Servant leader has significant impact on employee motivation

Model Summary[b]										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.069[a]	.005	.000	.45645	.005	.946	1	198	.332	1.316
a. Predictors: (Constant), ServantL										
b. Dependent Variable: EmpM										

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.197	1	.197	.946	.332[b]
	Residual	41.252	198	.208		
	Total	41.449	199			
a. Dependent Variable: EmpM						
b. Predictors: (Constant), ServantL						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.515	.668		6.757	.000
	ServantL	-.166	.171	-.069	-.972	.332
a. Dependent Variable: EmpM						

As table shows that (R=.69) show the relationship servant leadership style associate with employee motivation. R square is shows that it is coefficient of determination that acceptable range is 50% but R square values is .005 that are not acceptable range is the model fit value is F=0.946. The results is also insignificant (p=332) so we can say that overall servant leadership impact on employee motivation is statistical insignificant. Hypotesis H1 is rejected.

Regression Analysis:
H2: Servant Leadership dimension Moral Love has significant impact on employee motivation

					Change Statistics					
Model Summaryᵇ										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.090ᵃ	.008	.003	.45567	.008	1.627	1	198	.204	1.331
a. Predictors: (Constant), ML										
b. Dependent Variable: EmpM										

ANOVAᵃ					
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.338	1	.338	1.627	.204ᵇ
	Residual	41.111	198	.208		
	Total	41.449	199			
a. Dependent Variable: EmpM						
b. Predictors: (Constant), ML						

Coefficientsᵃ						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.290	.334		12.836	.000
	ML	-.109	.085	-.090	-1.276	.204
a. Dependent Variable: EmpM						

As table shows that(R=.090) show the relationship servant leadership Dimension Moral love associate with employee motivation. R square is shows that it is coefficient of determination that acceptable range is 50% but R square values is .008 that are not acceptable range is the model fit value is (F=1.627). The results is also insignificant (p=.204) so we can say that servant leadership moral love dimension impact on employee motivation is statistical insignificant. Hypothesis H2 is rejected.

Regression Analysis:
H3:Servant Leadership style Dimension Empowerment has Significant impact on Motivation

					Change Statistics					
Model Summaryᵇ										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.307ᵃ	.094	.089	.43550	.094	20.542	1	198	.000	1.273
a. Predictors: (Constant), Emp										
b. Dependent Variable: EmpM										

ANOVAᵃ					
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.896	1	3.896	20.542	.000ᵇ
	Residual	37.553	198	.190		
	Total	41.449	199			
a. Dependent Variable: EmpM						
b. Predictors: (Constant), Emp						

Coefficientsᵃ						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.384	.336		16.005	.000
	Emp	-.404	.089	-.307	-4.532	.000
a. Dependent Variable: EmpM						

As table shows that(R=.307) show the relationship servant leadership Dimension Empowerment associate with employee motivation.   R square is shows that it is coefficient of determination that acceptable range is 50% but R square values is .94 that are acceptable range. The model fitness value is (F=20.542). The results is also significant (p=.000) so we can say that servant leadership Empowerment dimension impact on employee motivation is statistical significant. Hypothesis H3 is accepted.

Regression Analysis:
H4: Servant Leadership style dimension vision has significant impact on employee motivation.

Model Summary[b]										
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**Change Statistics**					**Durbin-Watson**
					R Square Change	**F Change**	**df1**	**df2**	**Sig. F Change**	
1	.264[a]	.70	.065	.44129	.070	14.846	1	198	.000	1.422
a. Predictors: (Constant), VN										
b. Dependent Variable: EmpM										

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	2.891	1	2.891	14.846	.000[b]
	Residual	38.558	198	.195		
	Total	41.449	199			
a. Dependent Variable: EmpM						
b. Predictors: (Constant), VN						

Coefficients[a]						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	Std. Error	Beta		
1	(Constant)	5.177	.342		15.151	.000
	VN	-.329	.085	-.264	-3.853	.000
a. Dependent Variable: EmpM						

As table shows that (R=.264) show the relationship servant leadership Dimension Vision associate with employee motivation.   R square is shows that it is coefficient of determination that acceptable range is 50% but R square values is .70 that are   acceptable range. The model fitness value is (F=14.846). The results is also significant (p=.000) so we can say that servant leadership vision dimension impact on employee motivation is statistical significant. Hypothesis H4 is accepted.

H5: Servant Leadership style Dimension Humility has Significant impact on Motivation

Model Summary[b]										
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**Change Statistics**					**Durbin-Watson**
					R Square Change	**F Change**	**df1**	**df2**	**Sig. F Change**	
1	.285[a]	.81	.076	.43862	.081	17.445	1	198	.000	1.494
a. Predictors: (Constant), Humility										
b. Dependent Variable: EmpM										

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	3.356	1	3.356	17.445	.000[b]
	Residual	38.093	198	.192		
	Total	41.449	199			
a. Dependent Variable: EmpM						
b. Predictors: (Constant), Humility						

Coefficients[a]					
Model		**Unstandardized Coefficients**	**Standardized Coefficients**	**t**	**Sig.**

		B	Std. Error	Beta		
1	(Constant)	5.325	.351		15.182	.000
	Humility	-.355	.085	-.285	-4.177	.000
a. Dependent Variable: EmpM						

As table shows that(R=.285) show the relationship servant leadership Dimension Humility associate with employee motivation.   R square is shows that it is coefficient of determination that acceptable range is 50% but R square values is .81 that are   acceptable range. The model fitness value is (F=17.445). The results is also significant (p=.000) so we can say that servant leadership Humility dimension impact on employee motivation is statistical significant. Hypothesis H5 is accepted

H6: Servant Leadership style Dimension Trust has Significant impact on Motivation

Model Summary^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.332^a	.110	.106	.43159	.110	24.520	1	198	.000	1.460
a. Predictors: (Constant), Trust										
b. Dependent Variable: EmpM										

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.567	1	4.567	24.520	.000^b
	Residual	36.881	198	.186		
	Total	41.449	199			
a. Dependent Variable: EmpM						
b. Predictors: (Constant), Trust						

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.176	.143		22.248	.000
	Trust	.182	.037	.332	4.952	.000
a. Dependent Variable: EmpM						

As table shows that (R=.332) show the relationship servant leadership Dimension trust associate with employee motivation.   R square is shows that it is coefficient of determination that acceptable range is 50% but R square values is .110 that are   acceptable range. The model fitness value is (F=24.520). The results is also significant (p=.000) so we can say that servant leadership trust dimension impact on employee motivation is statistical significant. Hypothesis H6 is accepted.

Hypothsis Summary

Hypothesis		RESULTS
H1	Servant leadership has significant relationship with Employee Motivation.	Rejected
H2	Servant leadership dimension "love" (agapao) has significant relationship with Employee Motivation.	Rejected
H3	Servant leadership dimension "empowerment" has significant relationship with Employee Motivation.	Accepted
H4	Servant leadership dimension "vision "has significant relationship with Employee Motivation.	Accepted
H5	Servant leadership dimension "humility "has significant relationship with Employee Motivation	Accepted
H6	Servant leadership dimension "Trust "has significant relationship with Employee Motivation	Accepted

The basic aim of this study was to develop conceptual framework that examines servant leadership style impact on employee motivation. This study provides the significant insight into employee motivation of the lecturer private public sector universities of Pakistan. This study show that overall impact of servant leadership is statistical insignificant so the hypothesis first is rejected. Servant leadership dimension moral love is not statistical significant concept in private and public sector universities employee motivation .so the Hypothesis H2 is also rejected .in the private and public sectors universities empowerment, vision ,humility, trust servant leadership dimension is use for motivating the employee so when the employee's were motivated with combination of servant leadership all dimension they performance will enhanced and also organization quality , commitment and satisfaction of the employee will improved .

Limitation: The data were collected from selected one private and one public sector universities of Khyber pakthunakhawa region kohat and target only the lecturers of these selected private & public sector universities employee's. Therefore the results may not be generalized to overall private and public sector universities lecturers of pakistan.

There was a temporal limitation for conducting this study; owing to short time span the researcher conducted the present study. May be the result of the present study will not match with actual phenomena from the real life.

Suggestion for Future Research: The present study used 5 dimension of servant leadership style, Moral love, Empowerment, vision, humility, trust with relationship with employees motivation in the future research researcher will use servant leadership style linking with organization citizenship behavior, culture etc.

In the future researcher will increased the sample size and used the structure equation model to measure the result so may be result will be coming more correctly.

The instrument of the study presented only in English language. The mother language of Pakistani are urdu, may be invalid data collected from urdu speaking employee's due to misunderstanding

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Appendixes A

Questionnaire

Dear Participant,

I am a lecturer of at Preston University, kohat campus. I am conducting a research on **"Effects Of Servant leadership style on employees Motivation (Empirical study on private and public sector Bank) "** . Kindly fill up this information and return. Any informationr obtained for this purpose will be kept strictly confidential and will only be used for academic purpose. Your cooperation will be highly appreciated in this regard

Please tick the appropriate check box below

Status:	Age Group:	Level of education:
☐ Unmarried	☐ 22-30	☐ MBA
☐ Married	☐ 31-38	☐ BBA
	☐ 39-40	FA/FSC

Gender: **Year with this organization**

Male   ☐ 1-5year   ☐

Female   ☐ 6-10 year

☐   ☐ 11-15year

☐   ☐ 20 year to above

Please use following scale for your kind response:

Strongly Disagree=SD (1), Disagree=D (2), Neutral=N (3), Agree=A (4), strongly Agree=SA (5)

Servant Leadership style:

Dennis (2004)

Moral Love:	SD(1)	D(2)	N(3)	A(4)	SA(5)
1.My leader is genuinely interested(actually concern) in me as a person					
2. My leader creates a culture that fosters high standards of ethics.					
3. My leader has shown his or her care for me by encouraging me					
4.My leader has show compassion(care) in his or her actions toward me					
5.My leader shows concern(worry) for me .					
2.Empowerment					
6.My leader lets me make decisions with increasing responsibility .					
7.My leader gives me the authority I need to do my job.					
8.My leader turns over some control to me so that I may accept more responsibility .					
9.My leader empowers me with opportunities so that I develop skills .					
10.My leader entrusts me to make decisions .					

Servant Leadership Style
Dennis(2004)

3.Vision	SD(1)	D(2)	N(3)	A(4)	SA(5)
11.My leader has sought my vision regarding the organization's vision .					
12.My leader and I have written a clear and concise vision statement for our company/organization .					
13.My leader has asked me what I think the future direction of our company should be .					
14. My leader has shown that he or she wants to include employees' vision into the firm's goals and objectives.					
15.My leader seeks my commitment concerning the shared vision of our company .					
4.Humility					
16.My leader does not overestimate his or her merits .					
17.My leader is not interested in self-glorification .					
18.My leader is humble enough to consult others in the organization when he or she may not have all the					

answers .				
19.My leader does not center attention on his or her own accomplishments .				
20. My leader's demeanor(Behavior) is one of humility .				
5.Trust				
21.My leader trusts me to keep a secret .				
22 .My leader knows I am above corruption				
Employees Motivation Source: Kuvaas in 2006 and 2007				
24. My job is very exciting				
25. My job is so interesting that it is a motivation in itself				
26. The tasks that I do at work are enjoyable				
27. My job is meaningful				
28. The tasks that I do at work are themselves representing a driving power in my job				
29. Sometimes I become so inspired by my job that I almost forget everything else around me				