HAIGAZIAN UNIVERSITY

The Impact of Servant Leadership on Employees' Satisfaction, Motivation and Performance in For-Profit and Not-For-Profit Organizations in Lebanon

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AN ABSTRACT OF THE THESIS

Denize Adnan Rizk for Master of Business Administration

Title: The Impact of Servant Leadership on Employees' Satisfaction, Motivation and Performance in For-Profit and Not-For-Profit Organizations in Lebanon

The purpose of this study is to examine the effectiveness of the servant leader's characteristics on employees' performance, satisfaction and motivation in for-profit and not-for-profit organizations.

An empirical study was performed, using survey research. The data was collected through a questionnaire conducted on more than 200 employees in Lebanon, and the questionnaire was developed based on extensive literature review.

The results of the study indicated that applying servant leadership Characteristics which are servant factors, leader factors and other factors are positively related to employees' satisfaction, performance and motivation. It also indicated that these practices differ between for-profit and not-for-profit organizations, but do not differ across the levels of the organization and regardless of the gender of the supervisor.

Contents

CHAPTER ONE: INTRODUCTION: SIGNIFICANCE OF THIS THESIS 7
CHAPTER TWO: LITERATURE REVIEW 9
CHAPTER THREE: RESEARCH FRAMEWORK AND METHODOLOGY 28
HYPOTHESES 29
Approach and methods: 42
CHAPTER FOUR: STATISTICAL ANALYSIS 45
DESCRIPTIVE STATISTICS 45
RELIABILITY TEST 50
FACTOR ANALYSIS 56
STEPWISE MULTIPLE REGRESSION ANALYSIS 63
INDEPENDENT T-SAMPLES T TEST 152
CHAPTER FIVE: SUMMARY OF FINDINGS AND RECOMMENDATIONS 165
FINDINGS 165
Limitations: 176
Recommendations: 176
APPENDIX 177
Questionnaire Exploring 178
References 181

CHAPTER ONE: INTRODUCTION: SIGNIFICANCE OF THIS THESIS

Leadership is a very important factor in the improvement, progress and success of any organization, and employees play a big role in reaching those achievements. It is one of the pillars of organizational success and progress and the styles of leadership have varied across the years. Servant Leadership is one of the many styles of leadership that is applied in organizations today which combines both effective leadership and the care for employees' well-being and happiness. Recently, servant leadership has been discussed broadly among researchers due to its effectiveness on organizations' improvement. This type of leadership has several characteristics that were found to positively affect employees' motivation, satisfaction and performance.

The leadership topic has always gained my attention since my undergraduate studies and this interest has increased as I got to know more about the topic. Servant Leadership specifically has aroused my curiosity since it combines two of my interests: leadership and spirituality.

My interest in Servant Leadership specifically comes from my personal experience as a leader in a youth group for several years. Through the years I have learned several characteristics that a good leader should have in order to keep the followers satisfied and motivated and many of these characteristics are found in a servant leader.

Moreover, I believe that a successful organization is one that cares about its employees because they are the ones who can raise it up to the highest levels of success or bring it down to the lowest points of failure.

Servant Leadership has been and continues to be the focus of studies across the world for years, but here in Lebanon very few are the researchers that have addressed this style of leadership.

My primary concern is to check the effectiveness of this style of leadership in Lebanese organizations and the employees' satisfaction, motivation and performance specifically in both for-profit and not-for-profit organizations.

In my Literature review I have compared Servant Leadership to other well known styles of leadership and I have discussed the different servant and leader characteristics of a servant leader and their effectiveness on employees and organizational performance and progress.

CHAPTER TWO: LITERATURE REVIEW

Leadership has been studied broadly by many researchers and experts across the years due to its importance not only in the organizational progress and improvement but also in life in general.

A leader has been defined for years as a person who is able to make the right decisions and who uses his/her position and authority in order to guide employees to fulfill the organizational vision and reach the desired goals (Barrick &Mount, 1991).

Goleman has focused in his research on the importance of emotional intelligence defining a good leader as the one who has a high degree of emotional intelligence which includes: self-awareness, self-regulation, motivation, empathy and social skill (Daniel Goleman 2004).

Many writers have discussed different qualities for leaders, Kouzes and Posner in their book "The Truth about leadership" discuss ten fundamental principles that show what a true leader really is (Kouzes & Posner 2010). They believe that these ten truths are the basis of a successful leadership. The First Truth is that a true leader should make a difference and have an impact on people around. Second, credibility is the foundation of leadership whereby a leader should be authentic and doing what he/she says he would do. Third, values drive commitment because a person can only be committed if he/she fits with the values of the organization. The Fourth truth says that focusing on the future sets leaders apart because a successful leader should look beyond what is in the near future. Another Truth is the belief that the leader cannot do it alone but needs the help and

support of the team. The sixth truth is that trust always rules in everything and in the relationship with the employees. As to the seventh truth it says that the challenge is the crucible for greatness and that leaders should accept the difficulties but at the same time believe that hard work and determination can overcome these challenges. The Eighth truth says that a leader should lead by example or not lead at all that is he should walk the talk and not only talk the talk. As to the ninth truth, it assures that the best leaders are the best learners meaning that to be a good leader a person should be ready to learn. Finally the last truth is that leadership is an affair of the heart and care about others own benefits. Kouzes & Posner believe that a person can become an ideal leader by understanding these ten truths and attending to them in the workplace and everyday life.

Moreover, studies have also showed the importance of caring and listening to employees because they are the most significant factors which can lead to organizational success or failure.

Recently, researches have redirected the definition of a great leader to a person who "combines humility and professional will" which is the level 5 leader, the only one who is able to move the company from good to great according to Jim Collins (Collins, 2001). In addition, Fortune's yearly "100 Best Companies to Work For" list shows that these companies focus on employees first and foremost in order to reach great performance. Different kinds of leadership have emerged across history but the most recent one that focuses on serving employees first is Servant Leadership which is becoming more popular among organizations recently.

Servant Leadership Definition:

Theoretical Background:

Robert Greenleaf the father of Servant Leadership has said "The great leader is seen as a servant first" and added that "it all begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead" (Greenleaf, 1977 P.7). Greenleaf started the whole concept of servant leadership after reading the book "Journey to the East" where the story talks about a servant called Leo who becomes the leader to his own masters (Hesse 1956). Moreover, Other researchers like Daft and Lengel have found out that a servant leader doesn't really care about the position but his/her basic wish is to serve others around (Daft & Lengel 2000).

We should not forget that the idea of a Servant Leader started in the Bible where 'Jesus' was the first servant leader who was teaching his disciples to serve others saying "whoever wishes to become great among you shall be your servant" (Matthew 20:26). Servant Leadership has always been linked to Christianity due to the fact that many of the researches done on servant leadership were related to the Christian faith, but this style of leadership is advocated by all kinds of religions (Hicks 2002).

Servant Leadership is not only about serving others it is more like being a real servant in all the roles, characteristics and actions and this is revealed in the behaviours of a servant leader (Jaworski, 1997).

A Servant Leader is a person who puts serving others before everything else even before the self and the personal interests. They are known to have voluntary subordination which is revealed in their desire to take the lowest positions in order to serve others regardless

of the time or the kind of the service. They are ethical in their behaviour and have high morals and that's why they don't focus on the goal only but also on the means that enable them to reach that goal.

Blanchard, who is an expert in management and leadership, in his book "The Heart of a leader" said that Servant Leadership is more about character than style saying that natural servants would assume leadership only if they see it as a way to serve. They welcome feedback and see it as a useful source of information for how to improve and provide a better service unlike the self-serving leaders who have a fear of losing the position (Blanchard 1999).

Blanchard and Miller say that the secret for a great leader is the readiness and willingness to serve others. A leader is like an iceberg, the big part below the water is constituted of the character and the willingness to serve and the part above reflects the skills resulting from that character which include serving people around and engagement in developing them (Blanchard & Miller, 2004).

John C. Maxwell focuses on Servant-hood as being one of the indispensable qualities of a leader assuring that a person should love the followers more than the position and he agrees with the idea that the best leaders are those who desire to serve others, not themselves. He says that a great leader sees the need in others, seizes the opportunity to serve without expecting anything in return. Moreover, Maxwell believes that security and servant-hood are related whereby only secure leaders can exhibit servant-hood whereas the unsecure people would avoid that. (Maxwell 1999)

There are eight main factors that define a servant leader and they are divided into two groups servant factors and leader factors (Nuijten 2009).

I. **servant factors:**

a. **humility**: whereby servant leaders know themselves well and do not exaggerate or focus on their accomplishments but on the contrary they prefer to stay behind the scenes.

In this matter Blanchard believes that "People with humility don't think less of themselves, they think of themselves less" assuring that the best leaders are those with humility who would never use control or power to lead (Blanchard, 1999 P.160).

b. **standing back** that is putting others' needs and priorities before their own and showing care and support to others. As Simon Sinek says in his book "Leaders Eat Last" that leadership is like parenting. It is about putting the well-being of others first. (Sinek, 2014). It is working for the success and benefit of others more than the benefits of oneself.

Maxwell also supports this saying that servant-hood is putting others ahead of the leaders own agenda and being aware of the followers' needs and available to help them (Maxwell, 1999)

c. **Forgive followers and accept them** wherever they come from or whatever they did in the past. It is understanding and feeling with others and being able to forgive them for their mistakes.

d. **Authenticity** whereby they stay true to themselves and say whatever they have in their minds and hearts without any compromising, and this is revealed in their humbleness and integrity (Saik, 2015). It is expressing oneself in consistence with the inner thoughts and feelings.

Blanchard says that the first step of a good leader is to find out who he is and act accordingly, and he encourages leaders to be themselves even though this is not easy because people will not accept them easily (Blanchard 1999).

II. The leader factors :

a. **Empowerment**, that is, the act of empowering employees and giving them the power and control to take decisions.

Empowerment is giving a person the complete power, responsibility and freedom to do their work, take decisions, initiatives and actions and be innovative and risk takers. It is allowing them to focus on their goals and achieve their dreams. It is believed that the power of servant leadership comes from their ability to set the followers' strengths and capabilities free. Stephen R. Covey, in his book "The 7 Habits of Highly Effective People", emphasizes that the only way to improve productivity is by empowering employees and this empowerment can only be achieved by a culture of trust and confidence (Covey S. R. 1989).

It is well known all over the world that servant leaders are characterized for their focus on improving and empowering the follower. This empowerment

occurs when the leaders remove their ego and consider themselves equal or even less than their followers (Buchen 1998).

Russell (2001) says , “Leaders enable others to act not by hoarding the power they have but by giving it away” that is by sharing this power and decision making with their followers which create a better performing community and therefore a more successful organization.

Covey believes that Companies who support and encourage empowering employees will be leaders in the market (Covey S. R. 1989).

There are two types of empowerment: the structural and the psychological empowerment. Even before Robert Greenleaf started talking about servant leadership several people like Kanter (1977) was discussing that limiting the power within the organization to very few people is reflected negatively on the productivity and improvement, and he insists on the need to share that power with the employees by giving them more access to the resources needed to develop knowledge and take decisions.

Moreover, There is a big need for psychological empowerment to back up the structural empowerment by motivating the employees and providing them with support and encouragement to make use of this power they have.

Thomas and Velthouse have identified psychological empowerment by four meanings that enhance motivation which are (Thomas & Velthouse 1990):

1. Meaning: the purpose of work
2. Competence: ability to do the job

3. Self-determination
4. The ability to affect outcomes

The goal of empowerment is to create many leaders at all levels of the organization and thus widen the range of decision making.

b. **Accountability** which is holding employees responsible for the decisions they take and actions they make. A servant leader gives the followers the responsibility for their performance to others around them. It shows confidence and trust in the followers and hold them responsible for their actions and behaviours.

c. **Stewardship** which is focusing on service rather than power and authority. Peter Block has defined that stewardship is "holding something in trust for another" (Block, 1993). Moreover, Spears defines stewardship as a commitment to serving the followers and highlights the use for persuasion rather than coercion in relationships with people (Spears, 2010).

d. **Courage:** Having power and being proactive and creative in decision making. According to Russel it is creating new solutions to existing problems and depending on the values that drive one's activities (Russel, 2002). Moreover, courage means being the first to take risky decisions and even if a person fails he would be able to admit the failure. It can also be found in the power and trust given by the leaders to their followers (Waal and Sivro , 2012).

There are six additional habits that characterize servant leaders and help develop a servant workforce.

1. **First, a person should be an active listener** by practicing listening to others with respect and this listening helps the leader to grow and progress and allows the followers to feel valued and understood (Saik, 2015). As Covey says, a person should first try to understand then to be understood (Covey, 1989).

   Moreover, Listening combined with some reflection is very important and helps in the progress of leaders (Spears, 2010)

   Furthermore, As Maxwell says a good leader should tell the followers to tell them what they want to say and not what he prefers to hear, and he believes that 60% of all management problems are a result of faulty communication showing the importance of real communication and listening (Maxwell, 1999).
2. **Second comes empathy** and feeling with others situations and conditions not only within the frame of work but also personal problems that would reflect on work.

   Empathy means walking in other's shoes and knowing the real value of each follower and understanding their circumstances and problems (Saik, 2015).
3. **Third, a servant leader gains credibility and trust** in the eyes of their followers as a reflection to their integrity, openness and honesty. Trust can be gained as a result of the credibility of the leader and the confidence that he builds across the years with his followers (Kouzes & Posner, 1993).

4. **Fourth, the leaders have self-awareness** and know well their strengths and weaknesses which enable them to interact more with followers, helping them achieve self-awareness as well (Saik. 2015).

   According to Spears, Awareness helps the leader to understand different aspects including ethics, power and values (Spears, 2010).

   Moreover, It enables the leader to take several circumstances from a holistic point of view.

5. **Another habit is persuasion** whereby servant leaders have an ability to convince others and prefer this way to coercion or using power to force their ideas on the followers. It is believed that using persuasion is very effective in the leadership process.

   Moreover, It is well known that servant leaders do not attempt to rule over people but on the contrary they prefer to share the authority and decision making with others and they discuss ideas and try to convince the followers in their point of view.

6. **Finally the last habit is being community minded** and working on supporting the employees because they know that those employees are of great value to the organization (Saik, 2015).

   Servant Leaders are committed to the personal and professional growth of all people in the organization and to building the community (Spears, 2010)

Other kinds of leadership:

There are several kinds of leadership that have proved to be successful and beneficial in organizations.

The two major styles that are competing with servant leadership nowadays are transformational leadership and authentic Leadership.

Transformational Leadership

Transformational and Servant Leadership are believed to be similar in many ways and complementary to each other and none of them is superior to the other. Both kinds of leadership create high levels of trust, hand over responsibilities, empower and influence employees, and serve as a role model.

Starting with the similarities, both styles push leaders and followers to motivate and encourage each other (Graham, 1991; Farling et al., 1999). Moreover, They both lead followers to the latters own benefit, but here there is a difference because Transformational Leadership's main focus is to motivate employees to reach organizational goals unlike Servant Leadership that focuses on employees' needs first which in turn lead to fulfilling organizational goals.

Moreover, unlike Transformational Leadership that develops and empowers employees as a way to reach the goals, Servant Leadership has this empowerment as a goal in itself. Servant Leaders place more importance on employees rather than production contrary to Transformational Leaders (Patterson, 2003).

There is a higher prominence to serving followers in Servant Leadership, so while both are effective and successful, Servant Leadership is characterized by servant-hood and by

the degree of freedom and trust they give to the followers to do whatever they want. Servant Leaders believe that the company's goals will be attained on the long run when the employees are satisfied and happy in their work; on the contrary Transformational Leaders try to line up peoples' interests with the goals of the organization.

There is a possibility of failure in these two kinds of leadership. For example in Transformational Leadership followers have commitment to their leaders because of their charisma and this influence can lead to overlooking some of the limitations found in the leader.

Also, Servant Leaders who plant the willingness to serve in their followers may have wrong motives and expect a service in return taking advantage of those followers to reach certain personal goals.

Authentic Leadership:

Another kind of successful leadership is Authentic Leadership which has both similarities and differences to Servant Leadership.

Authentic Leadership's core values cause them to do what is fair for employees and focus on the good for their development and progress. This would lead those followers to trust their leaders which create an atmosphere of honesty and integrity (Yukl 2010).

Ronald E. Riggio defined Authentic Leadership as a style that deals with the followers in a straightforward way and it is made up of four components which are (Riggio, 2014):

First Component is Self-Awareness which means knowing one's self and personal strengths, values and limitations.

Second Component is Relational Transparency that is being genuine and honest in communication with others.

Third Component is balanced processing whereby an authentic leader takes all plans into consideration and balance all actions before taking the right decision.

Last Component is internalized moral perspective that is being ethical and doing what is right.

Both Servant and Authentic Leadership focus on followers' improvement and development of self-awareness as a way to be successful as leaders. They care about others' needs and values, and they have a great focus on the morals and ethics. But servant leadership has more of a spiritual orientation which is not found in authentic leadership. This spiritual orientation is revealed in the emphasis on the service as being a calling rather than a duty.

Importance of Servant Leadership:

As discussed earlier Servant Leadership is one of the best and most effective kinds of leadership that is getting into practice more and more in recent years because of its proven importance and role in the success of all kinds of organizations whether small or big profit or non-profit due to the several impacts that it has on businesses that include: employee satisfaction, loyalty, motivation and performance.

Employee Loyalty:

Servant Leadership through its caring and truthfulness creates a very suitable and attractive work atmosphere full of trust and commitment. Servant Leaders are known to

care a lot about their followers and put them first even before their own good and benefits. When employees are treated well and cared for by their leaders, they would feel more attached to their job as if they are a part of the organization and they would even take it personal if any one says anything bad about the company. This sense of connection and belonging enhances the loyalty toward the organization.

It was found that caring for the employees would enhance their loyalty and commitment (Ding 2014).

In addition, Liden has also found that two aspects of Servant Leadership highly affect employees' loyalty. The first one is building a positive environment which improves employee's connectivity and devotion to the company. Second is supporting the followers to improve and progress which will positively affect their loyalty (Liden et al, 2014).

Another study by Fernando Jaramillo has showed that Servant Leadership helps the employees to get used to the organization and as a result improves the latter's commitment and decreases the risk of turnover (Ding D. 2014).

Furthermore, a Servant Leader who is authentic and true to his followers and company would create an environment of mutual trust and integrity and thus increases the willingness of employees to stay.

When employees are loyal to the company then this would reflect on their interaction with the customers and would hence create and increase customer loyalty.

Employee Satisfaction

All employees' main wish and desire is to be satisfied in their jobs on the personal and financial level. Researchers have found out that a good relationship between the leaders and their followers and a high level of support would increase employees' satisfaction and contentment in their job. Moreover, Liden, Wayne and Sparrow have shown in their studies that employees at companies that use Servant Leadership are better satisfied, committed and performing (Liden et al, 2014).

Furthermore, Researches by B. Mac and Mohamed has shown that employee satisfaction plays a major role on improving performance.

Servant Leadership focuses on the improvement and progress of employees. In addition, they treat their followers fairly and provide for all their needs. They feel with their personal and work problems and try their best to solve them because they believe that serving employees come first. They care about both the physical and mental growth of the employees which increases their satisfaction. All of this care and attention create employee satisfaction which reflects positively on their performance and productivity. When Employees are satisfied the rate of turnover also decreases. Mulki found out in the researches that employees prefer working in a trusted and satisfying environment.

Performance

Definition of High Performing Companies:

A high performing Company is one that attains both financial and non-financial gains that are better than competing companies in the market. Five factors have showed to have

direct effect on high performance in organizations. These five factors are (Waal & Sivro, 2012):

Management Quality: Managers at a high performance company work with integrity and they are a role model for their followers through all the traits they combine which include commitment, respect, enthusiasm, credibility, consistency, vulnerability and other traits. Moreover, high performing managers guide and support their followers to reach high standards of performance and productivity.

Openness and Action Oriented: Mangers are open to listening to the employees opinions and always ready to take these ideas into consideration. They also encourage employees to take risks by seeing mistakes as an opportunity rather than failure or a drawback. In addition, they are always looking for new opportunities and always work hard to reach and improve the work.

Long-Term Orientation: Successful and high performing companies look more on the long-term profitability than the short-term one. They work hard on maintaining good long-term relationship with all parties which include customers, stakeholders and employees.

Continuous Improvement and Renewal: They always work to improve and maintain all the processes and procedures in order to be able to maintain the ability to progress in its productivity and goal fulfillment.

Workforce Quality: They also focus on the quality of the employees and always try to choose the right people for the right position. They prefer employees that are flexible and

creative and to ensure these traits they always provide training for those employees to improve their productivity.

Servant Leadership and Performance

It is agreed upon that leadership style affects employees' performance and companies' outcomes. Research by Walumbwa, Ryan and Deci has shown that when leaders behave in an authentic way and encourage their followers to do similarly, the employees will be more satisfied which will reflect positively on performance (Walumbwa et al. 2008; Ryan & Deci 2001). Servant Leaders care for the wellbeing of their employees which also impacts the performance.

A study by John Politis, has shown that Servant Leadership has a greater impact on team performance then several other kinds of leadership styles including the Authentic one (Politis J. 2010).

Moreover, as employees are empowered and supported to achieve the best given all the resources and support needed, they would try hard to reach the best result which would improve the unit performance as a whole (Peterson, 2012), and thus this would encourage employees to put customer's needs first which improves customer service.

Servant Leadership creates an atmosphere of service and encourages followers to imitate them and serve others as a reflection to the services received, so in sales business for example employees would show this service by supporting the customers and provide a customer service orientation affecting organizational performance.

Furthermore, justice and fair treatment among employees foster a climate of satisfaction which improves employees' behaviours including performance whereby when leaders put

employees' interests first, those employees will work harder and thus make more money for the company (Sinek S., 2014).

Finally when employees identify with the organization or the company they would try their best to achieve the highest levels of success and productivity and they would be dedicated to better performance to reach these goals.

Employee Motivation:

Blanchard has said that what motivates one employee might not motivate the other, but at the same time he assures that for the employees to be responsive the leader needs to be responsive to their needs and thus they will be motivated to get the job done as a reflection to the good treatment they receive (Blanchard, 1999).

As mentioned above empowerment plays a big role in the motivation of the employees because when employees are empowered and given the freedom to take decisions they will feel motivated to take decisions and hold responsibility (Winkle et al, 2014).

In his study John Politis has found out that a combination of servant-hood and authenticity increases employees' motivation to do their job and leads to higher performance (Politis, 2013)

Servant Leadership has proved to have certain motivating factors that affect the followers in the workplace. These factors include assisting in creating a united workplace where people work together with one purpose and direction (Sendjaya, Sarros and Santora, 2008).

Servant Leadership and Volunteer work:

Spears has shown that Servant Leadership is the most suitable and efficient style for non-profit organizations (Spears LC. 2010). Volunteers are not concerned with monetary rewards but with spiritual and emotional ones, those where they feel that their work and contributions are valued and important to the community. Moreover, non-profit organizations do not basically care about money and rewards but about serving the community and that is why they care about the means as well as the end at the same time. For people to be attracted to volunteer work the organization should provide a suitable atmosphere where a person feels appreciated. All of these conditions and facilities are found in servant leadership styles where the followers come first and the satisfaction and happiness of the followers come even before the leaders' needs.

Servant Leadership and For-Profit Organizations:

Contrary to what is believed and expected Servant Leadership is applicable in for-profit organizations just like it is applied in not for profit organizations and there are many examples for successful companies that apply servant leadership style like Southwest Airlines and Starbucks which are well known for their success and productivity.

CHAPTER THREE: RESEARCH FRAMEWORK AND METHODOLOGY

RESEARCH QUESTIONS

Based on the previous literature review, below are the research questions:

1. Whether there is a relationship between Servant Leadership and employees' satisfaction.
2. Whether there is a relationship between Servant Leadership and employees' performance
3. Whether there is a relationship between Servant Leadership and employees' motivation
4. Whether there is a difference in applying Servant Leadership in for profit and not for profit organizations.
5. Whether there is a difference in applying Servant Leadership by male and female supervisors
6. Whether there is a difference in applying Servant Leadership between employees' levels in the organizations.
7. Whether there is a relationship between number of years with current supervisor and employees' satisfaction, performance and motivation
8. Whether there is a relationship between number of years of experience and employees' satisfaction, performance and motivation

HYPOTHESES

Hypothesis 1

H1: Servant Leadership Characteristics are positively related to Employees Satisfaction on personal level

Hypothesis 1.1

Servant Leaders support to followers has a positive influence on the employees' satisfaction on personal level

Hypothesis 1.2

Stewardship has a positive influence on the employees' satisfaction on personal level

Hypothesis 1.3

Listening has a positive influence on the employees' satisfaction on personal level

Hypothesis 1.4

Humility has a positive influence on the employees' satisfaction on personal level

Hypothesis 1.5

Standing-Back has a positive influence on the employees' satisfaction on personal level

Hypothesis 1.6

Forgiving mistakes has a positive influence on the employees' satisfaction on personal level

Hypothesis 1.7

Authenticity has a positive influence on the employees' satisfaction on personal level

Hypothesis 1.8

Empowerment has a positive influence on the employees' satisfaction on personal level

Hypothesis 1.9

Being accountable has a positive influence on the employees' satisfaction on personal level

Hypothesis 1.10

Trust has a positive influence on the employees' satisfaction on personal level

Hypothesis 1.11

Courage has a positive influence on the employees' satisfaction on personal level

Hypothesis 1.12

Empathy has a positive influence on the employees' satisfaction on personal level

Hypothesis 1.13

Self-Awareness has a positive influence on the employees' satisfaction on personal level

Hypothesis 1.14

Using persuasion has a positive influence on the employees' satisfaction on personal level

Hypothesis 1.15

Being Community minded has a positive influence on the employees' satisfaction on personal level

Hypothesis 2

H2: Servant Leadership Characteristics are positively related to Satisfaction due to fair treatment of employees

Hypothesis 2.1

Servant Leaders support to followers has a positive influence on the employees' satisfaction due to fair treatment of employees

Hypothesis 2.2

Stewardship has a positive influence on the employees' satisfaction due to fair treatment of employees

Hypothesis 2.3

Listening has a positive influence on the employees' satisfaction due to fair treatment of employees

Hypothesis 2.4

Humility has a positive influence on the employees' satisfaction due to fair treatment of employees

Hypothesis 2.5

Standing-Back has a positive influence on the employees' satisfaction due to fair treatment of employees

Hypothesis 2.6

Forgiving mistakes has a positive influence on the employees' satisfaction due to fair treatment of employees

Hypothesis 2.7

Authenticity has a positive influence on the employees' satisfaction due to fair treatment of employees

Hypothesis 2.8

Empowerment has a positive influence on the employees' satisfaction due to fair treatment of employees

Hypothesis 2.9

Being accountable has a positive influence on the employees' satisfaction due to fair treatment of employees

Hypothesis 2.10

Trust has a positive influence on the employees' satisfaction due to fair treatment of employees

Hypothesis 2.11

Courage has a positive influence on the employees' satisfaction due to fair treatment of employees

Hypothesis 2.12

Empathy has a positive influence on the employees' satisfaction due to fair treatment of employees

Hypothesis 2.13

Self-Awareness has a positive influence on the employees' satisfaction due to fair treatment of employees

Hypothesis 2.14

Using persuasion has a positive influence on the employees' satisfaction due to fair treatment of employees

Hypothesis 2.15

Being Community minded has a positive influence on the employees' satisfaction due to fair treatment of employees

Hypothesis 3

H3: Servant Leadership Characteristics are positively related to Employees willingness to stay

Hypothesis 3.1

Servant Leaders support to followers has a positive influence on the Employees willingness to stay

Hypothesis 3.2

Stewardship has a positive influence on the Employees willingness to stay

Hypothesis 3.3

Listening has a positive influence on the Employees willingness to stay

Hypothesis 3.4

Humility has a positive influence on the Employees willingness to stay

Hypothesis 3.5

Standing-Back has a positive influence on the Employees willingness to stay

Hypothesis 3.6

Forgiving mistakes has a positive influence on the Employees willingness to stay

Hypothesis 3.7

Authenticity has a positive influence on the Employees willingness to stay

Hypothesis 3.8

Empowerment has a positive influence on the Employees willingness to stay

Hypothesis 3.9

Being accountable has a positive influence on the Employees willingness to stay

Hypothesis 3.10

Trust has a positive influence on the Employees willingness to stay

Hypothesis 3.11

Courage has a positive influence on the Employees willingness to stay

Hypothesis 3.12

Empathy has a positive influence on the Employees willingness to stay

Hypothesis 3.13

Self-Awareness has a positive influence on the Employees willingness to stay

Hypothesis 3.14

Using persuasion has a positive influence on the Employees willingness to stay

Hypothesis 3.15

Being Community minded has a positive influence on the Employees willingness to stay

Hypothesis 4

H4: Servant Leadership Characteristics are positively related to Employees Performance

Hypothesis 4.1

Servant Leaders support to followers has a positive influence on the employees' Performance

Hypothesis 4.2

Stewardship has a positive influence on the employees' Performance

Hypothesis 4.3

Listening has a positive influence on the employees' Performance

Hypothesis 4.4

Humility has a positive influence on the employees' Performance

Hypothesis 4.5

Standing-Back has a positive influence on the employees' Performance

Hypothesis 4.6

Forgiving mistakes has a positive influence on the employees' Performance

Hypothesis 4.7

Authenticity has a positive influence on the employees' Performance

Hypothesis 4.8

Empowerment has a positive influence on the employees' Performance

Hypothesis 4.9

Being accountable has a positive influence on the employees' Performance

Hypothesis 4.10

Trust has a positive influence on the employees' Performance

Hypothesis 4.11

Courage has a positive influence on the employees' Performance

Hypothesis 4.12

Empathy has a positive influence on the employees' Performance

Hypothesis 4.13

Self-Awareness has a positive influence on the employees' Performance

Hypothesis 4.14

Using persuasion has a positive influence on the employees' Performance

Hypothesis 4.15

Being Community minded has a positive influence on the employees' Performance

Hypothesis 5

H5: Servant Leadership Characteristics are positively related to Employees Motivation to perform better

Hypothesis 5.1

Servant Leaders support to followers has a positive influence on the employees' Motivation to perform better

Hypothesis 5.2

Stewardship has a positive influence on the employees' Motivation to perform better

Hypothesis 5.3

Listening has a positive influence on the employees' Motivation to perform better

Hypothesis 5.4

Humility has a positive influence on the employees' Motivation to perform better

Hypothesis 5.5

Standing-Back has a positive influence on the employees' Motivation to perform better

Hypothesis 5.6

Forgiving mistakes has a positive influence on the employees' Motivation to perform better

Hypothesis 5.7

Authenticity has a positive influence on the employees' Motivation to perform better

Hypothesis 5.8

Empowerment has a positive influence on the employees' Motivation to perform better

Hypothesis 5.9

Being accountable has a positive influence on the employees' Motivation to perform better

Hypothesis 5.10

Trust has a positive influence on the employees' Motivation to perform better

Hypothesis 5.11

Courage has a positive influence on the employees' Motivation to perform better

Hypothesis 5.12

Empathy has a positive influence on the employees' Motivation to perform better

Hypothesis 5.13

Self-Awareness has a positive influence on the employees' Motivation to perform better

Hypothesis 5.14

Using persuasion has a positive influence on the employees' Motivation to perform better

Hypothesis 5.15

Being Community minded has a positive influence on the employees' Motivation to perform better

Hypothesis 6

H6: Servant Leadership Characteristics are positively related to Employees Motivation to increase productivity

Hypothesis 6.1

Servant Leaders support to followers has a positive influence on the employees' Motivation to increase productivity

Hypothesis 6.2

Stewardship has a positive influence on the employees' Motivation to increase productivity

Hypothesis 6.3

Listening has a positive influence on the employees' Motivation to increase productivity

Hypothesis 6.4

Humility has a positive influence on the employees' Motivation to increase productivity

Hypothesis 6.5

Standing-Back has a positive influence on the employees' Motivation to increase productivity

Hypothesis 6.6

Forgiving mistakes has a positive influence on the employees' Motivation to increase productivity

Hypothesis 6.7

Authenticity has a positive influence on the employees' Motivation to increase productivity

Hypothesis 6.8

Empowerment has a positive influence on the employees' Motivation to increase productivity

Hypothesis 6.9

Being accountable has a positive influence on the employees' Motivation to increase productivity

Hypothesis 6.10

Trust has a positive influence on the employees' Motivation to increase productivity

Hypothesis 6.11

Courage has a positive influence on the employees' Motivation to increase productivity

Hypothesis 6.12

Empathy has a positive influence on the employees' Motivation to increase productivity

Hypothesis 6.13

Self-Awareness has a positive influence on the employees' Motivation to increase productivity

Hypothesis 6.14

Using persuasion has a positive influence on the employees' Motivation to increase productivity

Hypothesis 6.15

Being Community minded has a positive influence on the employees' Motivation to increase productivity

Hypothesis 7

H7: Servant Leadership is effective in both for profit and not for profit organization

Hypothesis 8

H8: Servant Leadership is applied among both middle and first level of employees

Hypothesis 9

H9: Servant Leadership is applied be both genders similarly.

Hypothesis 10

H10: There is a relationship between number of years with current supervisor and employees' satisfaction, performance and motivation

Hypothesis 11

H11: There is a relationship between number of years of employment by current organization and employees' satisfaction, performance and motivation

Approach and methods:

The instrument used in this study is a survey questionnaire composed of 31 questions developed based on related literature. Data have been collected from first-line and middle-level employees. The questionnaire has been administered through a pilot study to a random sample of 10 participants to check the clarity of the questions and the required changes have been applied.

Respondents first identified the type of the organization they are working for whether it is for-profit or not-for-profit, and then the answers on the rest of the questionnaire were measured based on a five-point Likert type scale ranging from "Strongly Disagree" to "Strongly Agree" as follows:

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
1	2	3	4	5

Respondents had to choose the best answer that best shows their level of agreement and applicability of the questions to their situation.

Moreover, some demographic questions were added like the gender of the supervisor, the level of the employee and others to check if this affects our study.

The organizations to which the questionnaires were distributed were selected from both for-profit and not-for-profit sectors all over Lebanon.

The sample size included 235 respondents from 150 from for-profit organizations and 80 from not-for-profit organizations which include churches, NGO's and charity associations.

The method used to collect the data was convenient sampling and the employees that filled the surveys were contacted from different industries including Accounting, Advertising, Banking, Computer, Education, Engineering, Software, Manufacturing, Insurance, Technology, telecommunication.

The hypotheses were tested using Regression Analysis, Factor Analysis, and Independent T-test and the answers were analyzed using the Statistical Package for the Social Sciences (SPSS). Factor Analysis was used to identify the relationships among the variables and to understand the group of the variables used in the survey. Regression Analysis was used to identify which among the independent variables do affect the dependent variables. Independent T-Samples test was used to check if there is a significant difference between the groups on which the study was applied. Moreover, Descriptive Statistics was used.

The survey administration period was three weeks during which the questionnaires were sent through emails and distributed personally. Moreover, the survey was distributed online to targeted employees by sharing the link.

During the administration of the survey, certain ethical issues were taken into consideration. Among these were the respondents' right to anonymity and the right to confidentiality of shared information. As addressed in the face sheet of the survey questionnaire, the respondents were not required to disclose any personal information, to identify themselves or their organizations. Moreover, the data collected from the surveys was promised to remain strictly confidential and to be reported in the thesis

anonymously. Finally, the right to informed and voluntary consent was addressed by clarifying the purpose of the survey questionnaire which was explained to the organizations surveyed.

CHAPTER FOUR: STATISTICAL ANALYSIS

DESCRIPTIVE STATISTICS

To facilitate the display and interpretation of data descriptive statistics were computed from the responses obtained.

for-profit/ not-for-profit

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	For-Profit-Organization	153	65.1	65.1	65.1
	Not-For-Profit-Organization	82	34.9	34.9	100.0
	Total	235	100.0	100.0	

As seen from the table above around 65% of the population were from for-profit organizations from different businesses and 35% were from Not-For-Profit Organizations which included Ngo's, Charity Organizations, Churches etc…

level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	First	37	15.7	15.7	15.7
	Middle	198	84.3	84.3	100.0
	Total	235	100.0	100.0	

As for the level of the employees in the organizations 84% of them were from the middle line employees whereas only 16% from the first line.

Employees' Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	89	37.9	37.9	37.9
	Female	146	62.1	62.1	100.0
	Total	235	100.0	100.0	

The respondents were both males and females whereby 38% were males and 62% females.

Supervisor's gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	165	70.2	70.2	70.2
	Female	70	29.8	29.8	100.0
	Total	235	100.0	100.0	

As for the Gender of the Supervisor, 70% of them were males and only 30% were females.

years with current supervisor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5	190	80.9	80.9	80.9
	6-10	30	12.8	12.8	93.6
	11-15	10	4.3	4.3	97.9
	16-20	5	2.1	2.1	100.0
	Total	235	100.0	100.0	

Years with current supervisor: the largest group of participants had been working with their supervisors from one to five years (80.9%), While 12.8% participants had been working from six to ten years with the current supervisor, 4.3% from 11 to 15 years, and 2.1% from 16 to 20 years.

years of employment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5	127	54.0	54.0	54.0
	6-10	56	23.8	23.8	77.9
	11-15	31	13.2	13.2	91.1

	16-20	14	6.0	6.0	97.0
	>21	7	3.0	3.0	100.0
	Total	235	100.0	100.0	

Years of employment: the largest group of participants had been working for their organizations from one to five years (54%), While 23.8% participants had been working from six to ten years, 13.2% from 11 to 15 years, 6% from 16 to 20 years, and 3% had been working for their organizations greater than 21 years.

Descriptive Statistics for Servant Factors

	N	Minimum	Maximum	Mean	Std. Deviation
Authenticity	235	1.00	5.00	3.7149	.92888
Forgiving for mistakes	235	1.00	5.00	3.6851	1.00999
standing back in personal wellbeing	235	1.00	5.00	3.6766	1.04477
standing back in personal problems	235	1.00	5.00	3.3702	1.26219
Humility	235	1.00	5.00	2.9872	1.18567
standing back-employee before employer	235	1.00	5.00	2.8298	1.08445
Valid N (listwise)	235				

Descriptive Statistics of Leader Factors

	N	Minimum	Maximum	Mean	Std. Deviation
Empowerment in access to information	235	1.00	5.00	3.9234	.92131
Courage in facing problems	235	1.00	5.00	3.8936	.86316
Trust	235	1.00	5.00	3.8681	.93120
Empowerment to take responsibility	235	1.00	5.00	3.8170	.98087
No empowerment	235	1.00	5.00	3.7532	1.04531
Courage in risk taking	235	1.00	5.00	3.7191	.89506
Accountable	235	1.00	5.00	3.6894	.75199
Empowerment in difficult situations	235	1.00	5.00	3.6383	.96134

Stewardship	235	1.00	5.00	3.5489	1.05041
Empowerment in decision taking	235	1.00	5.00	2.5489	1.02987
Valid N (listwise)	235				

Descriptive Statistics of Other Factors

	N	Minimum	Maximum	Mean	Std. Deviation
Listen to understand	235	1.00	5.00	3.9787	.91729
Listen and take into consideration	235	1.00	5.00	3.8553	.88935
Empathy	235	1.00	5.00	3.7277	.98833
Community minded-Care about all employees	235	1.00	5.00	3.6936	.96507
Persuasion	235	1.00	5.00	3.6894	.88753
Community minded-helping others	235	1.00	5.00	3.6723	.98660
Community minded-Giving back to community	235	1.00	5.00	3.5660	.93764
Self-awareness	235	1.00	5.00	3.5447	.95246
Listen on personal level	235	1.00	5.00	3.3915	1.10937
Valid N (listwise)	235				

Descriptive Statistics of Dependent Variables

	N	Minimum	Maximum	Mean	Std. Deviation
motivation to perform better	235	2.00	5.00	4.3447	.63744
motivation to increase productivity	235	2.00	5.00	4.1830	.73709
satisfaction on personal level	235	1.00	5.00	3.6468	.95561
Performance	235	1.00	5.00	3.6043	.96564
willingness to stay reflecting satisfaction	235	1.00	5.00	3.5234	1.07541
satisfaction due to fair treatment of employees	235	1.00	5.00	3.4723	1.05525
Valid N (listwise)	235				

Among the Servant Factors in the first set, Authenticity has the highest mean 3.7149 with the lowest standard deviation .92888 while “Standing Back and putting employees’ needs before employer has the lowest mean of 2.8298.

Among the Leader Factors Empowerment in giving access to information has the highest mean of 3.9234 whereas empowerment in decision making has the lowest mean of 2.5489.

Moving to the Other Factors, Listening to understand and to take into consideration both has the highest means 3.9787 and 3.8553 respectively, while listening on personal level has the lowest mean of 3.3915.

Finally, Among the dependent variables motivation to perform better and to increase productivity has the highest means of 4.3447 and 4.1830 respectively with the lowest standard deviations as well 0.63744 and 0.73709 respectively. On the other hand, Satisfaction with fair treatment has the lowest mean of 3.4723.

RELIABILITY TEST

Cronbach's alpha (α) also known as the coefficient of reliability was used to estimate the internal consistency of the scale since it is most commonly used when we have multiple Likert questions in a questionnaire that form a scale and we wish to determine if the scale is reliable. Cronbach's alpha measures the extent to which a set of items are related to each other. Hence, Cronbach's alpha increases as the inter-correlations among the items increases. The generally agreed upon lower limit for Cronbach's alpha is 0.70.

The Cronbach's alphas for all the variables of this study were computed using SPSS. The Case Processing Summary and Reliability statistics of the 24 variables are shown respectively in the table below:

Case Processing Summary

		N	%
Cases	Valid	235	100.0
	Excluded[a]	0	.0
	Total	235	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.937	.928	24

The Cronbach's alpha is 0.937, which indicates a high level of internal consistency for our scale.

Since the questionnaire included 3 sets of independent variables which are servant factors, leader factors and other factors, there was a chance that Crobanch's alpha would not be able to distinguish between them.

Thus, Reliability test was performed on each set of Factors separately.

1. Reliability test for Servant Factors:

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.812	.816	6

The Cronbach's alpha for Servant Factors is 0.812, which indicates a high level of internal consistency for the Servant Factors Scale.

The "Corrected Item-Total Correlation" shows the correlation between a given item and the sum score of other items assessing how well one item's score is internally consistent with composite scores from all other items. De Vaus (2004) suggests that any item-total correlation less than 0.3 is weak for item-analysis and thus should be removed from the study.

The "Cronbach's Alpha if item Deleted" shows the new Cronbach's Alpha that would result if the item was deleted. It determines which item among a set of

items contribute to the total alpha. As long as the "Cronbach's alpha if item deleted" is less than the initial one, there is no need to remove the item.

Item-Total Statistics

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
humility	.443	.813
standing back in personal problems	.613	.774
standing back-employee before employer	.569	.783
standing back in personal wellbeing	.740	.746
Forgiving for mistakes	.585	.780
Authenticity	.523	.794

Removal of any item except for "Humility" results in a lower Cronbach's Alpha, but since the removal of this item will result in a very minor improvement (0.813 instead of 0.812) and since all the corrected Item-Total of Servant Factors is greater than 0.3, none of the items is removed from the study.

2. Reliability test for Leader Factors:

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.846	.845	9

The Cronbach's alpha for Leader Factors is 0.846 which indicates a high level of internal consistency for the Leader Factors Scale.

The Item-Total Statistics for the Leader Factors is shown below

Item-Total Statistics

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
LF1 Empowerment to take responsibility	.656	.820
LF2 Empowerment in access to information	.698	.816
LF3 Empowerment in difficult situations	.605	.826
LF4 Empowerment in decision taking	.348	.854
LF5 Accountable	.329	.850
LF6 Trust	.699	.816
LF7 Stewardship	.642	.821
LF8 Courage in risk taking	.527	.834
LF9 Courage in facing problems	.568	.830

Removal of any item except for "empowerment in decision making" and "Accountable" results in a lower Cronbach's Alpha, but since the removal of these item will result in a very minor improvement (0.854 and 0.850 instead of 0.846 respectively) and since all the corrected Item-Total of Leader Factors is greater than 0.3, none of the items is removed from the study.

3. Reliability test for Other Factors

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.884	.886	9

The Cronbach's alpha for Other Factors is 0.884 which indicates a high level of internal consistency for the Other Factors Scale.

The Item-Total statistics of Other Factors is shown below:

Item-Total Statistics

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Listen to understand	.728	.863
Listen and take into consideration	.462	.884
Listen on personal level	.432	.891
Empathy	.723	.863
Self-awareness	.612	.873
Persuasion	.670	.868
Community minded-helping others	.713	.864
Community minded-Care about all employees	.726	.863
Community minded-Giving back to community	.665	.868

Removal of any item except for "listen on personal level" results in a lower Cronbach's Alpha, but since the removal of this item will result in a very minor improvement (0.891 instead of 0.884) and since all the corrected Item-Total of the Other Factors is greater than 0.3, none of the items is removed from the study.

4. Reliability test on Dependent variables

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.871	.874	6

The Cronbach's alpha is 0.871 which indicates a high level of internal consistency for our scale.

The Item-Total Statistics for the dependent variables, which represent employees` performance, satisfaction and motivation, are shown below:

Item-Total Statistics

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
satisfaction on personal level	.750	.834
satisfaction due to fair treatment of employees	.701	.844
willingness to stay reflecting satisfaction	.716	.842
performance	.740	.836
motivation to perform better	.597	.864
motivation to increase productivity	.570	.865

All corrected item-total of the dependent variables are above 0.3 and the removal of anyone of the items results in a lower Cronbach's alpha. Therefore, none of the items is removed from the study

FACTOR ANALYSIS

Hair et al (2006) define factor analysis as "an independence technique whose primary purpose is to define the underlying structure among the variables in the analysis". Factor analysis, specifically explanatory factor analysis is concerned with whether the correlations or covariances between a set of observed variables can be explained in terms of a smaller number of unobservable constructs which are known either as latent variables or common factors. Factors analysis has three main uses according to Field (2009):

1. To understand the structure of a set of variables

2. To construct a questionnaire to measure an underlying variable

3. To reduce a data set to a more manageable size while retaining as much of original information as possible.

To determine the aptness of factor analysis, the entire correlation matrix was examined using the Bartlett test of Sphericity and Kaiser-Mayer-Olkin Measure of Sampling Adequacy (KMO MSA).

According to Field (2009), KMO represents the ratio of the squared correlation between variables to the squared partial correlation between variables that is the degree of inter-correlations among the variables. The KMO statistics varies between 0 and 1, and a value close to 1 means that each variable is perfectly predicted without error by the other variables. Kaiser (1974) recommends accepting values greater than 0.5 as barely

acceptable. While closer the value gets to 1, it would be better, as values between 0.8 and 0.9 are considered great and values above 0.9 are superb.

In addition, the Bartlett Test of Sphericity checks the overall significance of all correlations within a correlation matrix. As Field (2009) explains Bartlett's test shows whether our correlation matrix is significantly different from an identity matrix, meaning that "the correlation between variables are (overall) significantly different from zero". Thus, if the Bartlett's Test of Spherecity is significant, that is if it is less than alpha (0.05), then the null hypothesis that the correlation matrix is an identity matrix will be rejected and factor analysis can be continued.

Factor Analysis on the independent variables was performed.

First, Factor Analysis was performed on Servant Factors , and as shown in the table below, the KMO Measure of Sampling Adequacy is 0.840 which is higher than 0.5 and the Bartlett's Test of Sphericity is 0.000 which is less than 0.05 thus it is significant. Based on this, we can proceed with the Factor Analysis for Servant Factors.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.840
Bartlett's Test of Sphericity	Approx. Chi-Square	442.697
	Df	15
	Sig.	.000

The latent root criterion was used to define the number of factors extracted. The rationale is that any individual factor should account for the variance of at least one variable and since with component analysis each variable contributes a value of 1 to the total eigenvalue only the factors having latent roots or eigenvalue greater than 1 are considered significant.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.158	52.627	52.627	3.158	52.627	52.627
2	.821	13.691	66.318			
3	.631	10.509	76.827			
4	.568	9.461	86.288			
5	.514	8.566	94.854			
6	.309	5.146	100.000			

Extraction Method: Principal Component Analysis.

Referring to the above "Total Variance explained" table and based on the latent root criterion, only 1 factor is extracted from the Servant Factors accounting for 52.627% of the total variance.

The rotated component matrix makes the interpretation of the factor analysis easier showing the factor loadings of the variables on the extracted components. The factor loadings represent the correlation of each variable and the factor. Loadings indicate the degree of correspondence between the variable and the factor, with higher loadings making the variable representative of the factor. Factor loadings of 0.5 and above are necessary for practical significance.

Since in the Servant Factors only one component was extracted, the solution cannot be rotated meaning that it is a single construct.

Second, Factor analysis was performed on the Leader Factors:

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.841
Bartlett's Test of Sphericity	Approx. Chi-Square	869.771
	df	36
	Sig.	.000

The KMO for the Leader factors is 0.841 which is greater than 0.5 and the Barlett's Test of sphericity is 0.000 which is less than 0.05 so it is significant. Based on the Test it is satisfactory to proceed with the factor analysis on Leader Factors.

Referring to the "Total Variance Table" displayed below and based on the latent root criterion, 2 factors are extracted accounting to 61.656% of the total variance.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.158	46.199	46.199	4.158	46.199	46.199	3.108	34.536	34.536
2	1.391	15.457	61.656	1.391	15.457	61.656	2.441	27.121	61.656
3	.841	9.339	70.996						
4	.690	7.663	78.658						
5	.594	6.602	85.261						
6	.387	4.299	89.560						
7	.373	4.140	93.701						
8	.312	3.469	97.169						
9	.255	2.831	100.000						

Extraction Method: Principal Component Analysis.

The table below shows the 2 factors structure of Leader Factors based on the rotated component.

Rotated Component Matrix[a]

	Component	
	1	2
LF1 Empowerment to take responsibility	.365	**.743**
LF2 Empowerment in access to information	**.630**	.499
LF3 Empowerment in difficult situations	.319	**.717**
LF4 Empowerment in decision taking	.055	**.624**
LF5 Accountable	-.019	**.689**
LF6 Trust	**.726**	.379
LF7 Stewardship	**.684**	.341
LF8 Courage in risk taking	**.847**	-.018
LF9 Courage in facing problems	**.872**	.016

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 3 iterations.

Looking at the Rotated Component Matrix, we can group the following variables to explain the first factor as follows: Empowerment in access to information, trust, Stewardship, Courage in risk taking, and Courage in facing problems.

Factor 1: Courageous and interactive.

The second factor can be explained as follows: Empowerment to take responsibility, Empowerment in difficult situations, Empowerment in decision making, as well as Accountable.

Factor 2: Empowering employees in action and hold them accountable for their decisions.

Factor Analysis on the Other Factors

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.883
Bartlett's Test of Sphericity	Approx. Chi-Square	1083.039
	df	36
	Sig.	.000

The KMO for other factors is 0.883 which is greater than 0.5 and the Barlett's Test of Sphericity is 0.000 which is less than 0.05 so it is significant. Based on the tests' results it is satisfactory to proceed with the factor analysis on the other factors.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.789	53.214	53.214	4.789	53.214	53.214	3.349	37.213	37.213
2	1.129	12.543	65.756	1.129	12.543	65.756	2.569	28.543	65.756
3	.729	8.099	73.855						
4	.662	7.358	81.213						
5	.474	5.266	86.480						
6	.432	4.797	91.276						
7	.313	3.479	94.755						
8	.276	3.067	97.822						
9	.196	2.178	100.000						

Extraction Method: Principal Component Analysis.

As shown in the "Total Variance Explained" table above and based on the latent root criterion, 2 factors are extracted accounting for 65.756% of the total variance.

The table below shows the two factor structure of the Other Factors based on rotated component matrix.

Rotated Component Matrix[a]

	Component	
	1	2
Listen to understand	.477	**.682**
Listen and take into consideration	.144	**.692**
Listen on personal level	.049	**.762**
Empathy	.464	**.682**
Self-awareness	**.663**	.312
Persuasion	.488	**.593**
Community minded-helping others	**.859**	.213
Community minded-Care about all employees	**.836**	.262
Community minded-Giving back to community	**.876**	.126

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Factor 1 can be explained as: Being Community minded with self-awareness.

Factor 2 can be summarized as: Listening communicating and having empathy.

STEPWISE MULTIPLE REGRESSION ANALYSIS

Multiple regression analysis with stepwise method will be used because of the large number of independent variables in order to find the best set of predictors that are most effective in predicting the dependent variable. Stepwise is the method of selecting variables for inclusion in the regression model that starts by selecting the best predictor of the dependent variable. The independent variable with the greatest contribution to the regression model is added first. Additional independent variables are selected in terms of the incremental explanatory power they can add to the regression model. The independent variables will be added as long as their partial correlation coefficients are statistically significant. Independent variables may also be dropped if their predictive power drops to a non-significant level when another independent variable is added to the model.

Variables are added to the regression equation one at a time, using the statistical criterion of maximizing the R-squared of the included variables. When none of the possible addition can make a statistically significant improvement in R-squared, the analysis stops.

Before performing the regression analyses, we test the assumption of Normality of Error Term Distribution. The Histogram of standardized residuals allows visual check for a distribution approximating normal distribution and the Normal P-P Plot of Regression Standardized Residual compares the observed standardized residuals against expected

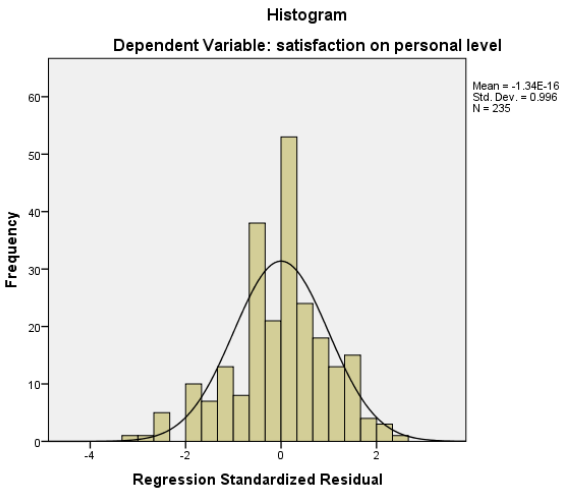
standardized residuals from a normal distribution. For a normal distribution, the residual line closely follows the straight diagonal line of normal distribution.

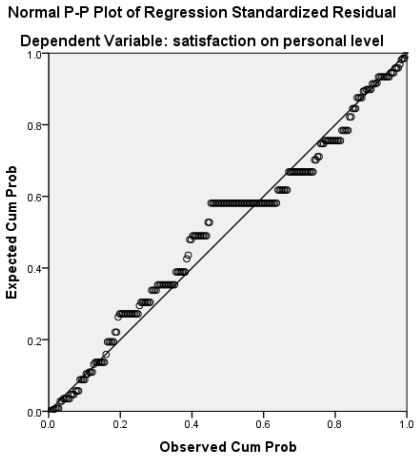
The ANOVA table shows the goodness of fit of the model, that is, how significantly the regression model predicts the output variable.

The coefficients for the independent variable show how much the dependent variable changes when the independent variable changes by one unit.

1. Regression analysis Servant Factors:

Servant Factors variables regressed against Satisfaction on personal level.





The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	**SF4** standing back in personal wellbeing	
2	**SF6** Authenticity	

a. Dependent Variable: satisfaction on personal level

Method: Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.579[a]	.335	.332	.78112	.335	117.215	1	233	.000
2	.597[b]	.356	.351	.76988	.022	7.855	1	232	.005

a. Predictors: (Constant), SF4 standing back in personal wellbeing

b. Predictors: (Constant), SF4 standing back in personal wellbeing, SF6 Authenticity

c. Dependent Variable: DV1 satisfaction on personal level

In regression model 1, 33.5% of the total variance in Satisfaction on personal level is explained by standing back on personal level. In model 2, Authenticity is added leading to 2.2% increase in total variance explained from 33.5% to 35.6%.

Regression model 2 includes the best subset of independent variables (SF4 , SF6) explaining 35.6% of the total variance in satisfaction on personal level (DV1).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	76.175	2	38.087	64.259	.000[c]
	Residual	137.510	232	.593		
	Total	213.685	234			

a. Dependent Variable: DV1 satisfaction on personal level

b. Predictors: (Constant), SF4 standing back in personal wellbeing

c. Predictors: (Constant), SF4 standing back in personal wellbeing, SF6 Authenticity

The probability of the F statistic (64.259) for the regression Model 2 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables and the

dependent variable, that is, the regression model 2 is statistically significant in predicting the dependent variable.

Coefficients[a]

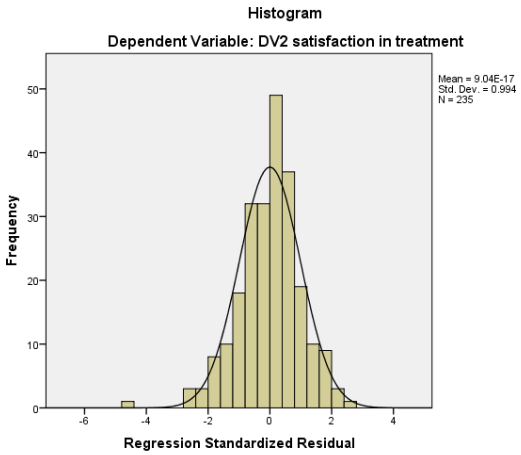
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	1.342	.224		5.982	.000
	SF4 standing back in personal wellbeing	.448	.056	.489	7.957	.000
	SF6 Authenticity	.177	.063	.172	2.803	.005

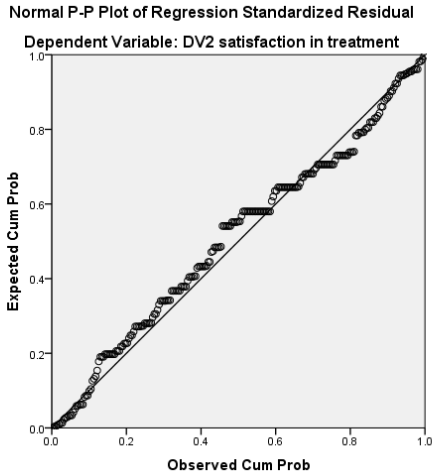
a. Dependent Variable: DV1 satisfaction on personal level

DV1 = 1.342 + 0.448(SF4) + 0.177(SF6)

Where DV1 represents Satisfaction on personal level, SF4 represents the servant factor standing back on the personal level and SF6 represents the servant factor authenticity. Since the significance of the t-values for all the variables are 0.000 that is lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between SF4 and DV1 and SF6 and DV1.

Servant Factors variables regressed against Satisfaction due to fair treatment of employees.





The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	SF4 standing back in personal wellbeing	
2	SF6 Authenticity	
3	SF3 standing back-employee before employer	

a. Dependent Variable: DV2 Satisfaction due to fair treatment of employees

Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[d]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.604[a]	.365	.362	.84258	.365	134.029	1	233	.000
2	.626[b]	.392	.387	.82651	.027	10.149	1	232	.002
3	.637[c]	.406	.399	.81834	.015	5.655	1	231	.018

a. Predictors: (Constant), SF4 standing back in personal wellbeing

b. Predictors: (Constant), SF4 standing back in personal wellbeing, SF6 Authenticity

c. Predictors: (Constant), SF4 standing back in personal wellbeing, SF6 Authenticity, SF3 standing back-employee before employer

d. Dependent Variable: DV2 Satisfaction due to fair treatment of employees

In regression model 1, 36.5% of the total variance in Satisfaction due to fair treatment of employees (DV2) is explained by the servant factor standing back on personal level (SF4).

In model 2, Authenticity is added leading to 2.7% increase in total variance explained from 36.5% to 39.2%.

In model 3, Standing back and putting employee before employer (SF3) is added leading to a 1.5% increase in total variance explained from 39.2% to 40.6%.

Regression model 3 includes the best subset of independent variables (SF4 , SF6 , SF3) explaining 40.6% of the total variance in Satisfaction due to fair treatment of employees (DV2).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	105.874	3	35.291	52.698	.000[d]
	Residual	154.697	231	.670		
	Total	260.570	234			

a. Dependent Variable: DV2 Satisfaction due to fair treatment of employees

b. Predictors: (Constant), SF4 standing back in personal wellbeing

c. Predictors: (Constant), SF4 standing back in personal wellbeing, SF6 Authenticity

d. Predictors: (Constant), SF4 standing back in personal wellbeing, SF6 Authenticity, SF3 standing back-employee before employer

The probability of the F statistic (52.698) for the regression Model 3 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables and the dependent variable, that is, the regression model 3 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	.713	.241		2.965	.003
	SF4 standing back in personal wellbeing	.443	.066	.439	6.684	.000
	SF6 Authenticity	.198	.068	.175	2.930	.004
	SF3 standing back-employee before employer	.139	.058	.143	2.378	.018

a. Dependent Variable: DV2 Satisfaction due to fair treatment of employees

We can represent the regression equation as:

DV2 = 0.713 + 0.443(SF4) + 0.198(SF6) + 0.139(SF3)

Where DV2 represents Satisfaction due to fair treatment of employees

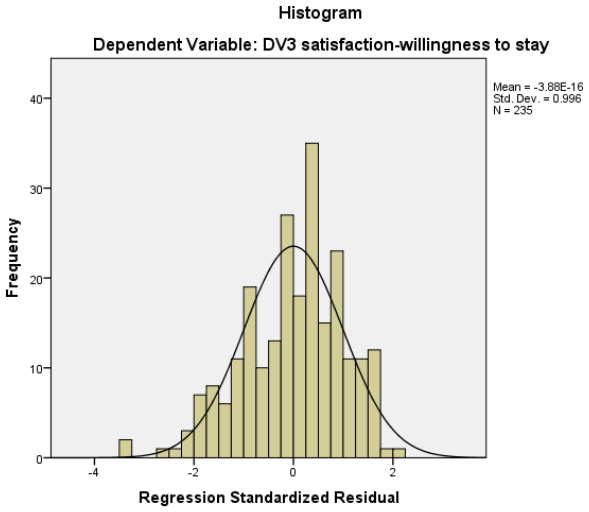
SF4 represents standing back in personal well-being

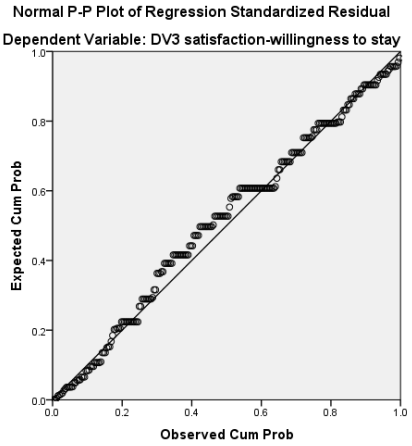
SF6 represents authenticity

SF3 represents standing back and setting employee before employer

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between SF4 and DV2, SF3 and DV2, and SF6 and DV2.

Servant Factors variables regressed against satisfaction and willingness to stay reflecting satisfaction.





The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	SF4 standing back in personal wellbeing	
2	SF2 standing back in personal problems	

a. Dependent Variable: DV3 willingness to stay reflecting satisfaction

Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.399[a]	.159	.155	.98843	.159	43.994	1	233	.000
2	.441[b]	.195	.188	.96921	.036	10.333	1	232	.001

a. Predictors: (Constant), SF4 standing back in personal wellbeing

b. Predictors: (Constant), SF4 standing back in personal wellbeing, SF2 standing back in personal problems

c. Dependent Variable: DV3 willingness to stay reflecting satisfaction

In regression model 1, 15.9% of the total variance in willingness to stay reflecting satisfaction (DV3) is explained by the servant factor standing back on personal level (SF4).

In model 2, Standing back in personal problems is added leading to 3.6% increase in total variance explained from 15.9% to 19.5%.

Regression model 2 includes the best subset of independent variables (SF4 , SF2) explaining 19.5% of the total variance in willingness to stay (DV3).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	52.688	2	26.344	28.045	.000[c]
	Residual	217.933	232	.939		
	Total	270.621	234			

a. Dependent Variable: DV3 willingness to stay reflecting satisfaction

b. Predictors: (Constant), SF4 standing back in personal wellbeing

c. Predictors: (Constant), SF4 standing back in personal wellbeing, SF2 standing back in personal problems

The probability of the F statistic (28.045) for the regression Model 2 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables (servant factors)

and the dependent variable, that is, the regression model 2 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	1.858	.237		7.846	.000
	SF4 standing back in personal wellbeing	.271	.074	.264	3.642	.000
	SF2 standing back in personal problems	.198	.062	.233	3.214	.001

a. Dependent Variable: DV3 willingness to stay reflecting satisfaction

We can represent the regression equation as:

DV3 = 1.858 + 0.271(SF4) + 0.198(SF2)

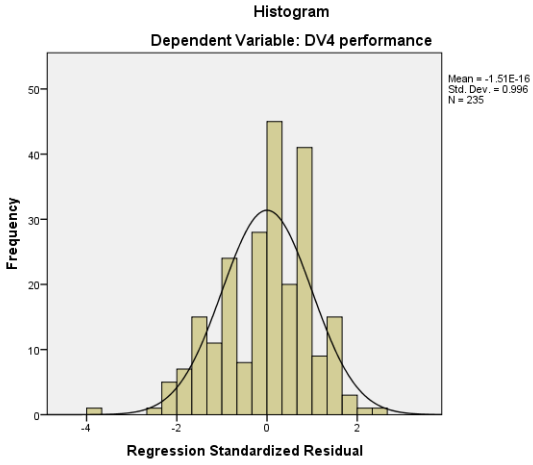
Where DV3 represents willingness to stay reflecting satisfaction

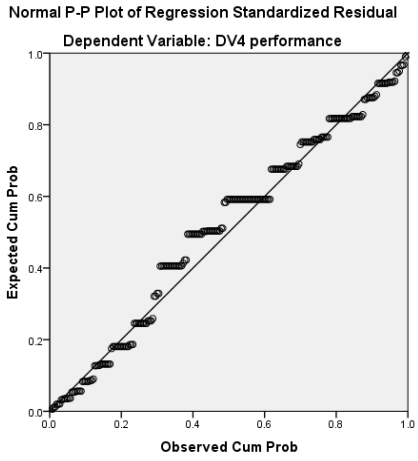
SF4 represents standing back in personal well-being

SF2 represents standing back in personal problems

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between SF4 and DV3, and SF2 and DV3.

Servant Factors variables regressed against performance.





The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	SF2 standing back in personal problems	
2	SF4 standing back in personal wellbeing	

a. Dependent Variable: DV4 performance

Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.391[a]	.153	.149	.89079	.153	41.974	1	233	.000
2	.434[b]	.188	.181	.87364	.036	10.239	1	232	.002

a. Predictors: (Constant), SF2 standing back in personal problems

b. Predictors: (Constant), SF2 standing back in personal problems, SF4 standing back in personal wellbeing

c. Dependent Variable: DV4 performance

In regression model 1, 15.3% of the total variance in performance (DV4) is explained by the servant factor standing back in personal problems (SF2).

In model 2, Standing back in personal wellbeing is added leading to 3.6% increase in total variance explained from 15.3% to 18.8%.

Regression model 2 includes the best subset of independent variables (SF4 , SF2) explaining 18.8% of the total variance in performance (DV4).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	41.122	2	20.561	26.939	.000[c]
	Residual	177.074	232	.763		
	Total	218.196	234			

a. Dependent Variable: DV4 performance

b. Predictors: (Constant), SF2 standing back in personal problems

c. Predictors: (Constant), SF2 standing back in personal problems, SF4 standing back in personal wellbeing

The probability of the F statistic (26.939) for the regression Model 2 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables (servant factors) and the dependent variable, that is, the regression model 2 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
2	(Constant)	2.155	.213		10.094	.000
	SF2 standing back in personal problems	.196	.056	.256	3.521	.001
	SF4 standing back in personal wellbeing	.215	.067	.232	3.200	.002

a. Dependent Variable: DV4 performance

We can represent the regression equation as:

DV4 = 2.155 + 0.196(SF2) + 0.215(SF4)

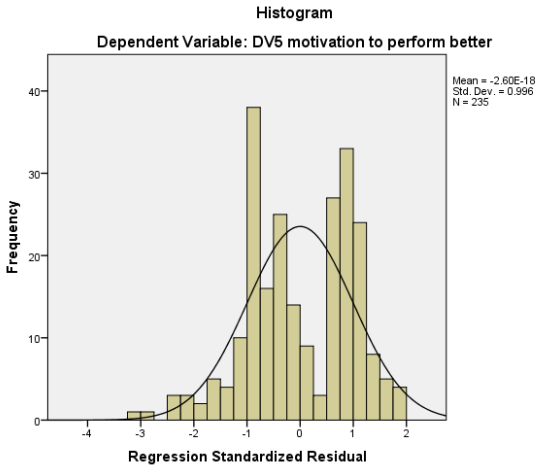
Where DV4 represents performance

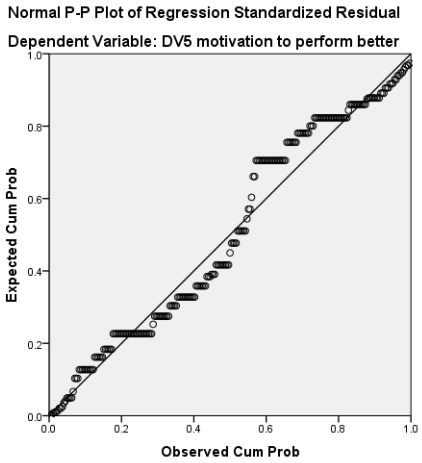
SF4 represents standing back in personal well-being

SF2 represents standing back in personal problems

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between SF4 and DV4, and SF2 and DV4.

Servant Factors variables regressed against motivation to perform better.





The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	SF4 standing back in personal wellbeing	
2	SF2 standing back in personal problems	

a. Dependent Variable: DV5 motivation to perform better

Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.335[a]	.112	.108	.60191	.112	29.441	1	233	.000
2	.365[b]	.134	.126	.59590	.021	5.720	1	232	.018

a. Predictors: (Constant), SF4 standing back in personal wellbeing

b. Predictors: (Constant), SF4 standing back in personal wellbeing, SF2 standing back in personal problems

c. Dependent Variable: DV5 motivation to perform better

In regression model 1, 11.2% of the total variance in motivation to perform better (DV5) is explained by the servant factor standing back in personal wellbeing (SF4).

In model 2, Standing back in personal problems is added leading to 2.1% increase in total variance explained from 11.2% to 13.4%.

Regression model 2 includes the best subset of independent variables (SF4 , SF2) explaining 13.4% of the total variance in motivation to perform better (DV5).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	12.698	2	6.349	17.879	.000[c]
	Residual	82.383	232	.355		
	Total	95.081	234			

a. Dependent Variable: DV5 motivation to perform better

b. Predictors: (Constant), SF4 standing back in personal wellbeing

c. Predictors: (Constant), SF4 standing back in personal wellbeing, SF2 standing back in personal problems

The probability of the F statistic (17.879) for the regression Model 2 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables (servant factors) and the dependent variable, that is, the regression model 2 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	3.522	.146		24.184	.000
	SF4 standing back in personal wellbeing	.141	.046	.231	3.074	.002
	SF2 standing back in personal problems	.091	.038	.180	2.392	.018

a. Dependent Variable: DV5 motivation to perform better

We can represent the regression equation as:

DV5 = 3.522 + 0.141(SF4) + 0.091(SF2)

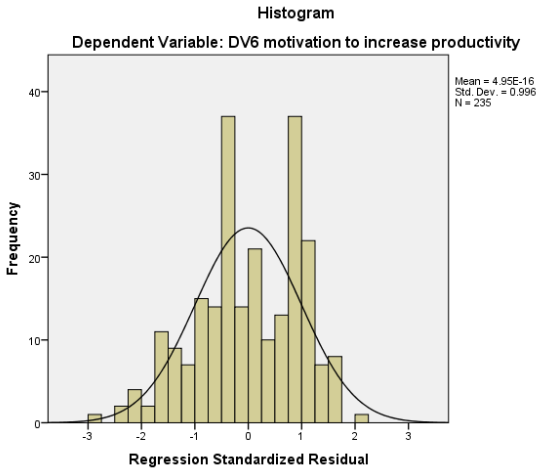
Where DV5 represents motivation to perform better

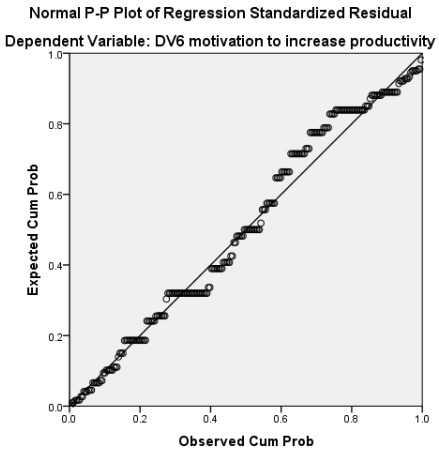
SF4 represents standing back in personal well-being

SF2 represents standing back in personal problems

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between SF4 and DV5, and SF2 and DV5.

Servant Factors variables regressed against motivation to increase productivity





The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	SF2 standing back in personal problems	
2	SF6 Authenticity	

a. Dependent Variable: DV6 motivation to increase productivity

Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.349[a]	.122	.118	.69209	.122	32.416	1	233	.000
2	.378[b]	.143	.136	.68527	.021	5.659	1	232	.018

a. Predictors: (Constant), SF2 standing back in personal problems

b. Predictors: (Constant), SF2 standing back in personal problems, SF6 Authenticity

c. Dependent Variable: DV6 motivation to increase productivity

In regression model 1, 12.2% of the total variance in motivation to increase productivity (DV6) is explained by the servant factor standing back in personal problems (SF2).

In model 2, Authenticity is added leading to 2.1% increase in total variance explained from 12.2% to 14.3%.

Regression model 2 includes the best subset of independent variables (SF2 , SF6) explaining 14.3% of the total variance in motivation to increase productivity (DV6).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	18.185	2	9.092	19.362	.000[c]
	Residual	108.947	232	.470		
	Total	127.132	234			

a. Dependent Variable: DV6 motivation to increase productivity

b. Predictors: (Constant), SF2 standing back in personal problems

c. Predictors: (Constant), SF2 standing back in personal problems, SF6 Authenticity

The probability of the F statistic (19.362) for the regression Model 2 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables (servant factors) and the dependent variable, that is, the regression model 2 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	3.162	.189		16.697	.000
	SF2 standing back in personal problems	.161	.040	.275	4.019	.000
	SF6 Authenticity	.129	.054	.163	2.379	.018

a. Dependent Variable: DV6 motivation to increase productivity

We can represent the regression equation as:

DV6 = 3.162 + 0.161(SF2) + 0.129(SF6)

Where DV6 represents motivation to increase performance

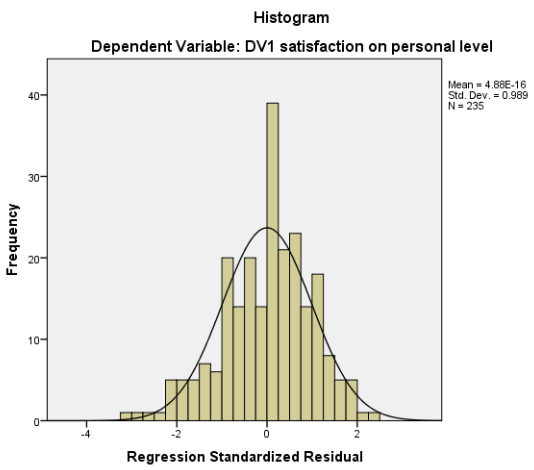
SF2 represents standing back in personal problems

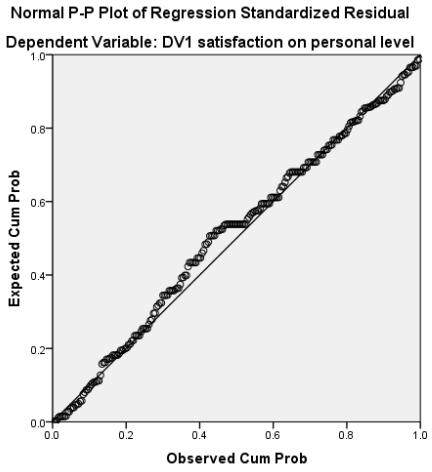
SF6 represents authenticity

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between SF2 and DV6, and SF6 and DV6.

2. <u>Regression analysis Leader Factors:</u>

Leader Factors variables regressed against Satisfaction on personal level.





The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	LF6 Trust	
2	LF7 Stewardship	
3	LF2 Empowerment in access to information	
4	LF4 Empowerment in decision taking	
5	LF5 Accountable	

a. Dependent Variable: DV1 satisfaction on personal level

Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[f]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.639[a]	.408	.406	.73666	.408	160.767	1	233	.000
2	.671[b]	.451	.446	.71127	.042	17.930	1	232	.000
3	.684[c]	.468	.461	.70171	.017	7.368	1	231	.007
4	.693[d]	.480	.471	.69492	.013	5.534	1	230	.019
5	.703[e]	.494	.483	.68709	.014	6.276	1	229	.013

a. Predictors: (Constant), LF6 Trust

b. Predictors: (Constant), LF6 Trust, LF7 Stewardship

c. Predictors: (Constant), LF6 Trust, LF7 Stewardship, LF2 Empowerment in access to information

d. Predictors: (Constant), LF6 Trust, LF7 Stewardship, LF2 Empowerment in access to information, LF4 Empowerment in decision taking

e. Predictors: (Constant), LF6 Trust, LF7 Stewardship, LF2 Empowerment in access to information, LF4 Empowerment in decision taking, LF5 Accountable

f. Dependent Variable: DV1 satisfaction on personal level

In regression model 1, 40.8% of the total variance in Satisfaction on personal level is explained by trust.

In model 2, Stewardship is added leading to 4.2% increase in total variance explained from 40.8% to 45.1%.

In model 3, Empowerment in access to information is added leading to 1.7% increase in total variance explained from 45.1% to 46.8%.

In model 4, Empowerment in decision making is added leading to 1.3% increase in total variance explained from 46.8% to 48.0%.

In model 5, Accountability is added leading to 1.4% increase in total variance explained from 48.0% to 49.4%.

Regression model 5 includes the best subset of independent variables (LF6, LF7, LF2, LF4 & LF5) explaining 49.4% of the total variance in satisfaction on personal level (DV1).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
5	Regression	105.577	5	21.115	44.728	.000[f]
	Residual	108.108	229	.472		
	Total	213.685	234			

a. Dependent Variable: DV1 satisfaction on personal level

b. Predictors: (Constant), LF6 Trust

c. Predictors: (Constant), LF6 Trust, LF7 Stewardship

d. Predictors: (Constant), LF6 Trust, LF7 Stewardship, LF2 Empowerment in access to information

e. Predictors: (Constant), LF6 Trust, LF7 Stewardship, LF2 Empowerment in access to information, LF4 Empowerment in decision taking

f. Predictors: (Constant), LF6 Trust, LF7 Stewardship, LF2 Empowerment in access to information, LF4 Empowerment in decision taking, LF5 Accountable

The probability of the F statistic (44.728) for the regression Model 5 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables and the dependent variable, that is, the regression model 5 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
5	(Constant)	.942	.275		3.422	.001
	LF6 Trust	.415	.071	.404	5.810	.000
	LF7 Stewardship	.181	.057	.199	3.177	.002
	LF2 Empowerment in access to information	.182	.066	.175	2.763	.006
	LF4 Empowerment in decision taking	.128	.047	.138	2.752	.006
	LF5 Accountable	-.158	.063	-.124	-2.505	.013

a. Dependent Variable: DV1 satisfaction on personal level

DV1 = 0.942 + 0.415(LF6) + 0.181(SF7) + 0.182(LF2) + 0.128(LF4) – 0.158(LF5)

Where DV1 represents Satisfaction on personal level.

LF6 represents Trust

LF7 represents Stewardship

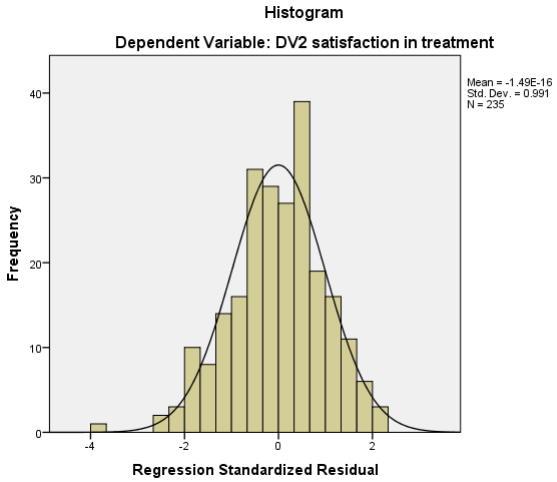
LF2 represents Empowerment in access to information

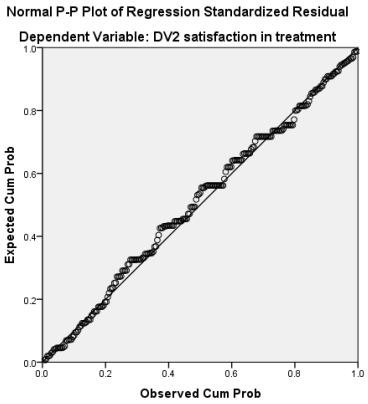
LF4 represents Empowerment in decision making

LF5 represents Accountability

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients have a positive value except for accountability, we conclude that there is a statistically significant positive linear relationship between LF6 and DV1, LF7 and DV1, LF2 and DV1, and LF4 and DV1 while there is a significant negative linear relationship between LF5 and DV1.

Leader Factors variables regressed against Satisfaction due to fair treatment of employees





The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	LF6 Trust	
2	LF7 Stewardship	
3	LF4 Empowerment in decision taking	
4	LF2 Empowerment in access to information	

a. Dependent Variable: DV2 Satisfaction due to fair treatment of employees

Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[e]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.603[a]	.364	.361	.84366	.364	133.093	1	233	.000
2	.654[b]	.428	.423	.80163	.064	26.071	1	232	.000
3	.674[c]	.454	.447	.78465	.026	11.149	1	231	.001
4	.687[d]	.472	.463	.77313	.018	7.935	1	230	.005

a. Predictors: (Constant), LF6 Trust

b. Predictors: (Constant), LF6 Trust, LF7 Stewardship

c. Predictors: (Constant), LF6 Trust, LF7 Stewardship, LF4 Empowerment in decision taking

d. Predictors: (Constant), LF6 Trust, LF7 Stewardship, LF4 Empowerment in decision taking, LF2 Empowerment in access to information

e. Dependent Variable: DV2 Satisfaction due to fair treatment of employees

In regression model 1, 36.4% of the total variance in Satisfaction due to fair treatment of employees (DV2) is explained by the Leader factor Trust (LF6).

In model 2, Stewardship is added leading to 5.4% increase in total variance explained from 36.4% to 42.8%.

In model 3, empowerment in decision making (LF4) is added leading to a 2.6% increase in total variance explained from 42.8% to 45.4%.

In model 4, empowerment in access to information (LF2) is added leading to a 1.8% increase in total variance explained from 45.4% to 47.2%.

Regression model 4 includes the best subset of independent variables (LF6, LF7, LF4 , LF2) explaining 47.2% of the total variance in Satisfaction due to fair treatment of employees (DV2).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
4	Regression	123.091	4	30.773	51.482	.000[e]
	Residual	137.479	230	.598		
	Total	260.570	234			

a. Dependent Variable: DV2 Satisfaction due to fair treatment of employees
b. Predictors: (Constant), LF6 Trust
c. Predictors: (Constant), LF6 Trust, LF7 Stewardship
d. Predictors: (Constant), LF6 Trust, LF7 Stewardship, LF4 Empowerment in decision taking
e. Predictors: (Constant), LF6 Trust, LF7 Stewardship, LF4 Empowerment in decision taking, LF2 Empowerment in access to information

The probability of the F statistic (51.482) for the regression Model 4 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables and the dependent variable, that is, the regression model 4 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
4 (Constant)	.056	.251		.224	.823
LF6 Trust	.338	.080	.298	4.231	.000
LF7 Stewardship	.248	.064	.247	3.875	.000
LF4 Empowerment in decision taking	.162	.052	.158	3.138	.002
LF2 Empowerment in access to information	.208	.074	.181	2.817	.005

a. Dependent Variable: DV2 Satisfaction due to fair treatment of employees

We can represent the regression equation as:

DV2 = 0.056 + 0.338(LF6) + 0.248(LF7) + 0.162(LF4) + 0.208(LF2)

Where DV2 represents Satisfaction due to fair treatment of employees

LF6 represents Trust

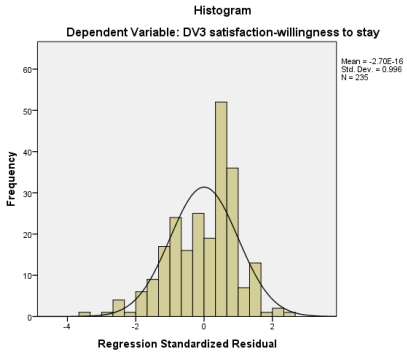
LF7 represents Stewardship

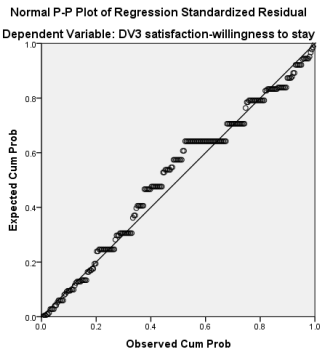
LF4 represents Empowerment in decision making.

LF2 represents Empowerment in access to information

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between LF6 and DV2, LF7 and DV2, LF4 and DV2, and LF2 and DV2

Leader Factors variables regressed against willingness to stay reflecting satisfaction





The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	LF6 Trust	
2	LF7 Stewardship	

a. Dependent Variable: DV3 willingness to stay reflecting satisfaction

Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.453[a]	.205	.202	.96062	.205	60.263	1	233	.000
2	.471[b]	.222	.215	.95256	.017	4.958	1	232	.027

a. Predictors: (Constant), LF6 Trust

b. Predictors: (Constant), LF6 Trust, LF7 Stewardship

c. Dependent Variable: DV3 willingness to stay reflecting satisfaction

In regression model 1, 20.5% of the total variance in willingness to stay reflecting satisfaction (DV3) is explained by the Leader factor Trust (LF6).

In model 2, Stewardship is added leading to 1.7% increase in total variance explained from 20.5% to 22.2%.

Regression model 2 includes the best subset of independent variables (LF6 & LF7) explaining 22.2% of the total variance in willingness to stay reflecting satisfaction (DV3).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	60.109	2	30.055	33.122	.000[c]
	Residual	210.512	232	.907		
	Total	270.621	234			

a. Dependent Variable: DV3 willingness to stay reflecting satisfaction

b. Predictors: (Constant), LF6 Trust

c. Predictors: (Constant), LF6 Trust, LF7 Stewardship

The probability of the F statistic (33.122) for the regression Model 2 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables (Leader factors) and the dependent variable, that is, the regression model 2 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	1.359	.273		4.975	.000
	LF6 Trust	.404	.086	.350	4.721	.000
	LF7 Stewardship	.169	.076	.165	2.227	.027

a. Dependent Variable: DV3 willingness to stay reflecting satisfaction

We can represent the regression equation as:

DV3 = 1.359 + 0.404(LF6) + 0.169(LF7)

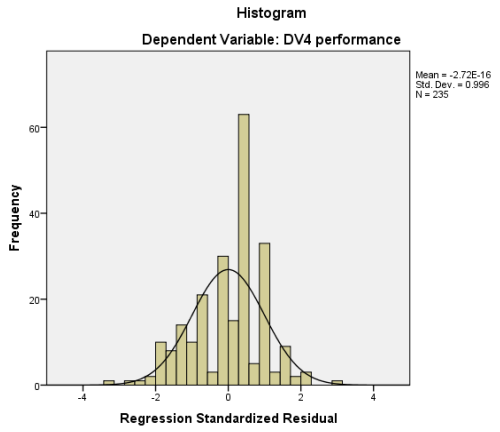
Where DV3 represents willingness to stay reflecting satisfaction

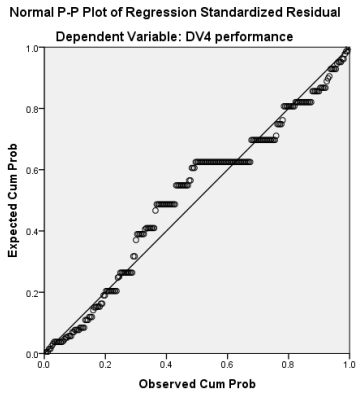
LF6 represents trust

LF7 represents Stewardship

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between LF6 and DV3, and LF7 and DV3.

Leader Factors variables regressed against performance.





The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	LF6 Trust	
2	LF7 Stewardship	

a. Dependent Variable: DV4 performance

Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.412[a]	.170	.166	.88168	.170	47.691	1	233	.000
2	.437[b]	.191	.184	.87227	.021	6.052	1	232	.015

a. Predictors: (Constant), LF6 Trust

b. Predictors: (Constant), LF6 Trust, LF7 Stewardship

c. Dependent Variable: DV4 performance

In regression model 1, 17% of the total variance in performance (DV4) is explained by the Leader factor trust (LF6)

In model 2, Stewardship is added leading to 2.1% increase in total variance explained from 17% to 19.1%.

Regression model 2 includes the best subset of independent variables (LF6 and LF7) explaining 19.1% of the total variance in performance (DV4).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	41.677	2	20.839	27.388	.000[c]
	Residual	176.519	232	.761		
	Total	218.196	234			

a. Dependent Variable: DV4 performance

b. Predictors: (Constant), LF6 Trust

c. Predictors: (Constant), LF6 Trust, LF7 Stewardship

The probability of the F statistic (27.388) for the regression Model 2 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables (Leader factors) and the dependent variable, that is, the regression model 2 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	1.810	.250		7.234	.000
	LF6 Trust	.307	.078	.296	3.913	.000
	LF7 Stewardship	.171	.070	.186	2.460	.015

a. Dependent Variable: DV4 performance

We can represent the regression equation as:

DV4 = 1.81 + 0.307(LF6) + 0.171(LF7)

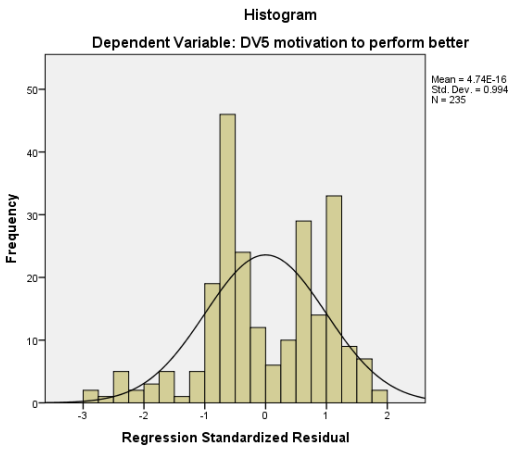
Where DV4 represents performance

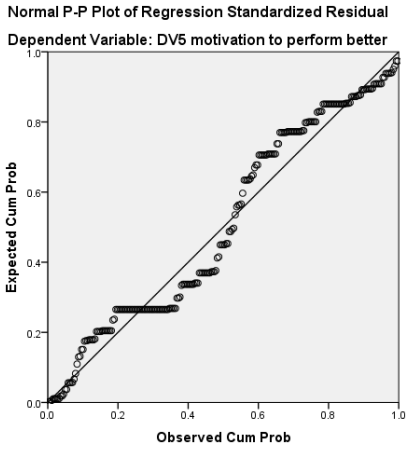
LF6 represents Trust

LF7 represents Stewardship

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between LF6 and DV4, and LF7 and DV4.

Leader Factors variables regressed against motivation to perform better.





The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	LF6 Trust	
2	LF3 Empowerment in difficult situations	
3	LF5 Accountable	

a. Dependent Variable: DV5 motivation to perform better

Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[d]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.300[a]	.090	.086	.60936	.090	23.063	1	233	.000
2	.331[b]	.109	.102	.60415	.019	5.036	1	232	.026
3	.356[c]	.127	.115	.59953	.017	4.587	1	231	.033

a. Predictors: (Constant), LF6 Trust

b. Predictors: (Constant), LF6 Trust, LF3 Empowerment in difficult situations

c. Predictors: (Constant), LF6 Trust, LF3 Empowerment in difficult situations, LF5 Accountable

d. Dependent Variable: DV5 motivation to perform better

In regression model 1, 9% of the total variance in motivation to perform better (DV5) is explained by the Leader factor Trust (LF6)

In model 2, Empowerment in difficult situations is added leading to 1.9% increase in total variance explained from 9% to 10.9%.

In model 3, Accountability is added leading to 1.7% increase in total variance explained from 10.9% to 12.7%.

Regression model 3 includes the best subset of independent variables (LF6, LF3, LF5) explaining 12.7% of the total variance in motivation to perform better (DV5).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	12.050	3	4.017	11.175	.000[d]
	Residual	83.031	231	.359		
	Total	95.081	234			

a. Dependent Variable: DV5 motivation to perform better

b. Predictors: (Constant), LF6 Trust

c. Predictors: (Constant), LF6 Trust, LF3 Empowerment in difficult situations

d. Predictors: (Constant), LF6 Trust, LF3 Empowerment in difficult situations, LF5 Accountable

The probability of the F statistic (11.175) for the regression Model 3 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables (Leader factors) and the dependent variable, that is, the regression model 3 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
3	(Constant)	3.651	.235		15.545	.000
	LF6 Trust	.176	.047	.257	3.744	.000
	LF3 Empowerment in difficult situations	.124	.046	.187	2.683	.008
	LF5 Accountable	-.119	.055	-.140	-2.142	.033

a. Dependent Variable: DV5 motivation to perform better

We can represent the regression equation as:

DV5 = 3.651 + 0.176(LF6) + 0.124(LF3) – 0.119(LF5)

Where DV5 represents motivation to perform better

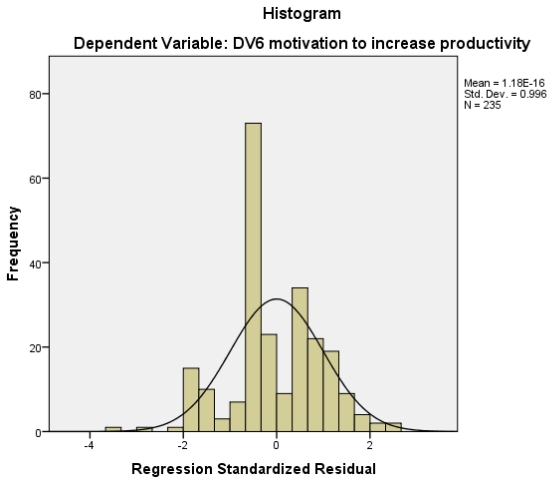
LF6 represents Trust

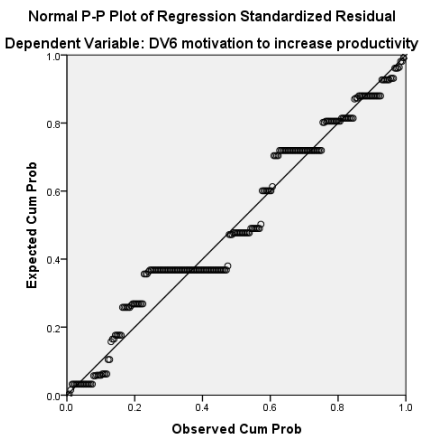
LF3 represents Empowerment in difficult situations

LF5 represents Accountability

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients except for Accountability have a positive value, we conclude that there is a statistically significant positive linear relationship between LF6 and DV5, and LF3 and DV5 while there is a significant negative relationship between LF5 and DV5.

Leader Factors variables regressed against motivation to increase productivity





The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	LF2 Empowerment in access to information	
2	LF6 Trust	

a. Dependent Variable: DV6 motivation to increase productivity

Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.411[a]	.169	.165	.67343	.169	47.329	1	233	.000
2	.448[b]	.201	.194	.66187	.032	9.214	1	232	.003

a. Predictors: (Constant), LF2 Empowerment in access to information

b. Predictors: (Constant), LF2 Empowerment in access to information, LF6 Trust

c. Dependent Variable: DV6 motivation to increase productivity

In regression model 1, 16.9% of the total variance in motivation to increase productivity (DV6) is explained by the Empowerment in access to information (LF2).

In model 2, Trust is added leading to 3.2% increase in total variance explained from 16.9% to 20.1%.

Regression model 2 includes the best subset of independent variables (LF2, LF6) explaining 20.1% of the total variance in motivation to increase productivity (DV6).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	25.500	2	12.750	29.106	.000[c]
	Residual	101.631	232	.438		
	Total	127.132	234			

a. Dependent Variable: DV6 motivation to increase productivity

b. Predictors: (Constant), LF2 Empowerment in access to information

c. Predictors: (Constant), LF2 Empowerment in access to information, LF6 Trust

The probability of the F statistic (29.106) for the regression Model 2 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables (Leader factors) and the dependent variable, that is, the regression model 2 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
2	(Constant)	2.654	.205		12.947	.000
	LF2 Empowerment in access to information	.207	.062	.258	3.340	.001
	LF6 Trust	.186	.061	.235	3.035	.003

a. Dependent Variable: DV6 motivation to increase productivity

We can represent the regression equation as:

DV6 = 2.654 + 0.207(LF2) + 0.186(LF6)

Where DV6 represents motivation to increase performance

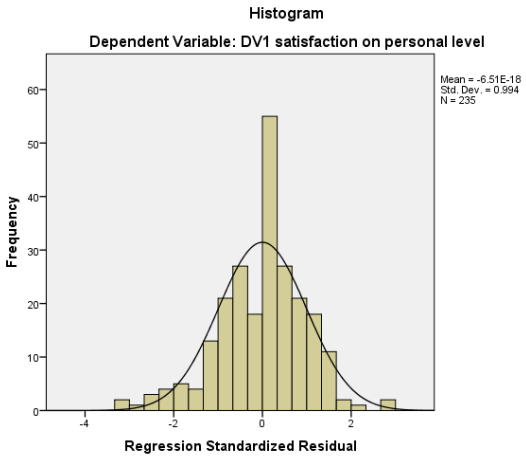
LF2 represents Empowerment in access to information

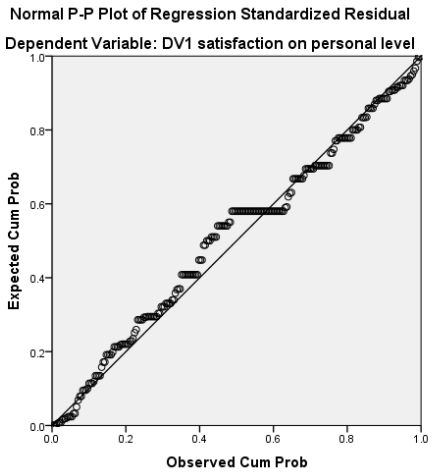
LF6 represents Trust

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between LF2 and DV6, and LF6 and DV6.

3. Regression analysis Other Factors:

Other Factors variables regressed against Satisfaction on personal level.





The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	OF1 Listen to understand	
2	OF9 Community minded-Giving back to community	
3	OF5 Self-awareness	

a. Dependent Variable: DV1 satisfaction on personal level

Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[d]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.518[a]	.268	.265	.81921	.268	85.410	1	233	.000
2	.588[b]	.345	.340	.77649	.077	27.340	1	232	.000
3	.605[c]	.366	.358	.76564	.021	7.620	1	231	.006

a. Predictors: (Constant), OF1 Listen to understand

b. Predictors: (Constant), OF1 Listen to understand, OF9 Community minded-Giving back to community

c. Predictors: (Constant), OF1 Listen to understand, OF9 Community minded-Giving back to community, OF5 Self-awareness

d. Dependent Variable: DV1 satisfaction on personal level

In regression model 1, 26.8% of the total variance in Satisfaction on personal level is explained by Listening to understand.

In model 2, Giving to community is added leading to 7.7% increase in total variance explained from 26.8% to 34.5%.

In model 3, Self-Awareness is added leading to 2.1% increase in total variance explained from 34.5% to 36.6%.

Regression model 3 includes the best subset of independent variables (OF1, OF9, OF5) explaining 36.6% of the total variance in satisfaction on personal level (DV1).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	78.270	3	26.090	44.506	.000[d]
	Residual	135.415	231	.586		
	Total	213.685	234			

a. Dependent Variable: DV1 satisfaction on personal level

b. Predictors: (Constant), OF1 Listen to understand

c. Predictors: (Constant), OF1 Listen to understand, OF9 Community minded-Giving back to community

d. Predictors: (Constant), OF1 Listen to understand, OF9 Community minded-Giving back to community, OF5 Self-awareness

The probability of the F statistic (44.506) for the regression Model 3 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables and the dependent variable, that is, the regression model 3 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	.787	.253		3.116	.002
	OF1 Listen to understand	.332	.065	.319	5.105	.000
	OF9 Community minded-Giving back to community	.255	.064	.250	3.984	.000
	OF5 Self-awareness	.178	.064	.177	2.760	.006

a. Dependent Variable: DV1 satisfaction on personal level

DV1 = 0.787 + 0.332(OF1) + 0.255(OF9) + 0.178(OF5)

Where DV1 represents Satisfaction on personal level.

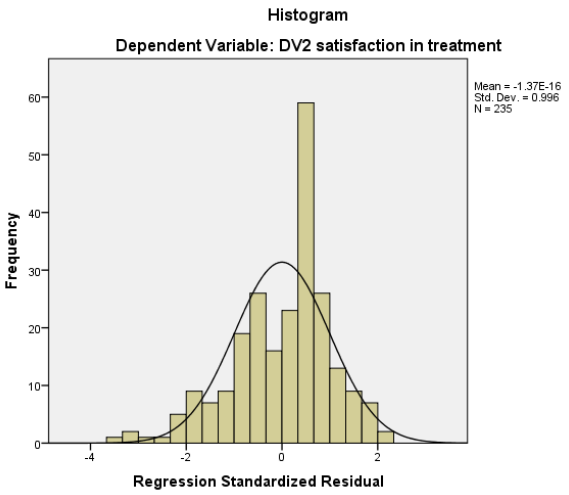
OF1 represents Listening to understand

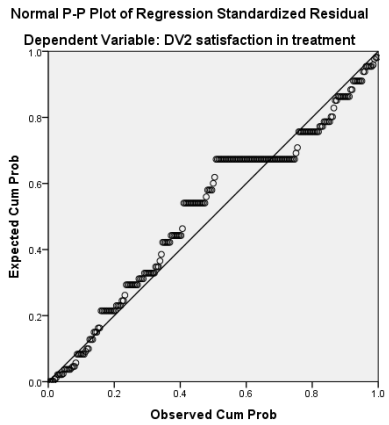
OF9 represents Giving back to community

OF5 represents Self-awareness

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between OF1 and DV1, OF9 and DV1, and OF5 and DV1.

Other Factors variables regressed against Satisfaction due to fair treatment of employees.





The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	OF8 Community minded-Care about all employees	
2	OF1 Listen to understand	

a. Dependent Variable: DV2 Satisfaction due to fair treatment of employees
Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.617[a]	.381	.378	.83231	.381	143.146	1	233	.000
2	.648[b]	.420	.415	.80707	.040	15.802	1	232	.000

a. Predictors: (Constant), OF8 Community minded-Care about all employees

b. Predictors: (Constant), OF8 Community minded-Care about all employees, OF1 Listen to understand

c. Dependent Variable: DV2 Satisfaction due to fair treatment of employees

In regression model 1, 38.1% of the total variance in Satisfaction due to fair treatment of employees (DV2) is explained by the Other factor Care About all employees (OF8).

In model 2, Listening to understand is added leading to 4% increase in total variance explained from 38.1% to 42%.

Regression model 2 includes the best subset of independent variables (OF8, OF1) explaining 42% of the total variance in Satisfaction due to fair treatment of employees (DV2).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	109.455	2	54.727	84.021	.000[c]
	Residual	151.115	232	.651		
	Total	260.570	234			

a. Dependent Variable: DV2 Satisfaction due to fair treatment of employees

b. Predictors: (Constant), OF8 Community minded-Care about all employees

c. Predictors: (Constant), OF8 Community minded-Care about all employees, OF1 Listen to understand

The probability of the F statistic (84.021) for the regression Model 2 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables and the dependent variable, that is, the regression model 2 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	.434	.250		1.736	.084
	OF8 Community minded-Care about all employees	.521	.067	.477	7.787	.000
	OF1 Listen to understand	.280	.070	.243	3.975	.000

a. Dependent Variable: DV2 Satisfaction due to fair treatment of employees

We can represent the regression equation as:

DV2 = 0.434 + 0.521(OF8) + 0.28(OF1)

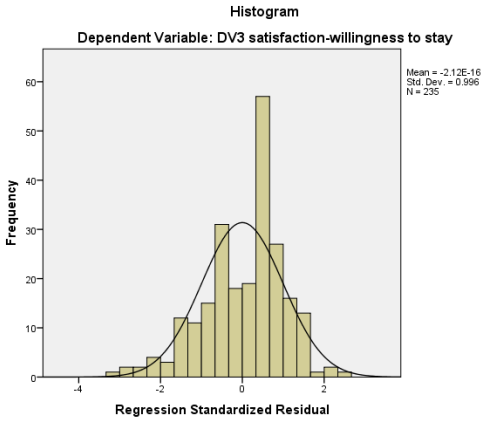
Where DV2 represents Satisfaction due to fair treatment of employees

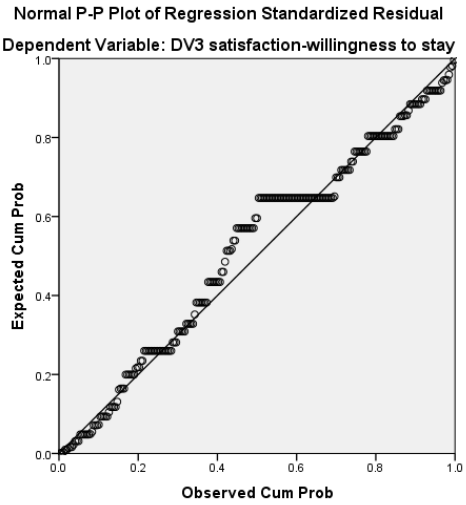
OF8 represents Care about all employees

OF1 represents Listening to understand

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between OF8 and DV2, and OF1 and DV2

Other Factors variables regressed against willingness to stay reflecting satisfaction





The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	OF8 Community minded-Care about all employees	
2	OF1 Listen to understand	

a. Dependent Variable: DV3 willingness to stay reflecting satisfaction

Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.398[a]	.158	.155	.98862	.158	43.885	1	233	.000
2	.421[b]	.177	.170	.97983	.018	5.202	1	232	.023

a. Predictors: (Constant), OF8 Community minded-Care about all employees

b. Predictors: (Constant), OF8 Community minded-Care about all employees, OF1 Listen to understand

c. Dependent Variable: DV3 willingness to stay reflecting satisfaction

In regression model 1, 15.8% of the total variance in willingness to stay reflecting satisfaction (DV3) is explained by the Other factor Care about all employees (OF8). In model 2, Listening to understand is added leading to 1.8% increase in total variance explained from 15.8% to 17.7%.

Regression model 2 includes the best subset of independent variables (OF8 & OF1) explaining 17.7% of the total variance in willingness to stay reflecting satisfaction (DV3).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	47.887	2	23.943	24.939	.000[c]
	Residual	222.735	232	.960		
	Total	270.621	234			

a. Dependent Variable: DV3 willingness to stay reflecting satisfaction

b. Predictors: (Constant), OF8 Community minded-Care about all employees

c. Predictors: (Constant), OF8 Community minded-Care about all employees, OF1 Listen to understand

The probability of the F statistic (24.939) for the regression Model 2 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables (Other Factors) and the dependent variable, that is, the regression model 2 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
2 (Constant)	1.504	.303		4.956	.000
OF8 Community minded-Care about all employees	.337	.081	.302	4.145	.000
OF1 Listen to understand	.195	.085	.166	2.281	.023

a. Dependent Variable: DV3 willingness to stay reflecting satisfaction

We can represent the regression equation as:

DV3 = 1.504 + 0.337(OF8) + 0.195(OF1)

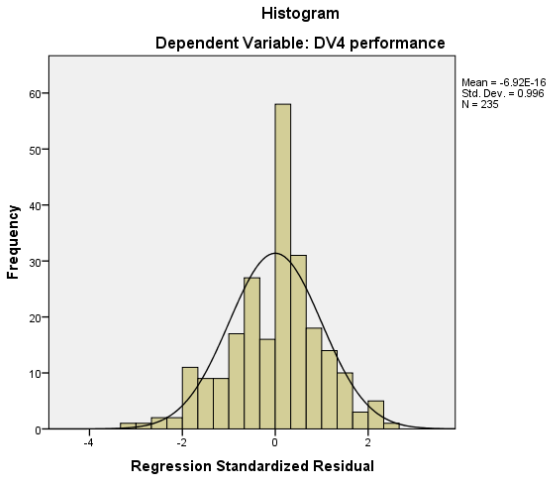
Where DV3 represents willingness to stay reflecting satisfaction

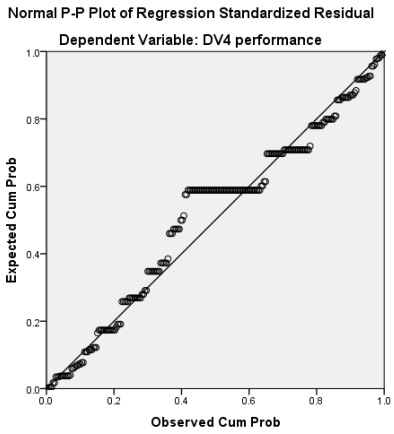
OF8 represents Care about all employees

OF1 represents Listening to understand

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between OF8 and DV3, and OF1 and DV3.

Other Factors variables regressed against performance.





The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	OF5 Self-awareness	
2	OF8 Community minded-Care about all employees	

a. Dependent Variable: DV4 performance

Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.417[a]	.174	.170	.87974	.174	48.925	1	233	.000
2	.465[b]	.216	.209	.85880	.042	12.502	1	232	.000

a. Predictors: (Constant), OF5 Self-awareness

b. Predictors: (Constant), OF5 Self-awareness, OF8 Community minded-Care about all employees

c. Dependent Variable: DV4 performance

In regression model 1, 17.4% of the total variance in performance (DV4) is explained by the Other factor Self-awareness (OF5)

In model 2, Care about all employees is added leading to 4.2% increase in total variance explained from 17.4% to 21.6%.

Regression model 2 includes the best subset of independent variables (OF5 & OF8) explaining 21.6% of the total variance in performance (DV4).

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
2	Regression	47.086	2	23.543	31.921	.000[c]
	Residual	171.110	232	.738		
	Total	218.196	234			

a. Dependent Variable: DV4 performance

b. Predictors: (Constant), OF5 Self-awareness

c. Predictors: (Constant), OF5 Self-awareness, OF8 Community minded-Care about all employees

The probability of the F statistic (31.921) for the regression Model 2 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables (Other Factors) and the dependent variable, that is, the regression model 2 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	1.694	.246		6.890	.000
	OF5 Self-awareness	.278	.072	.275	3.887	.000
	OF8 Community minded-Care about all employees	.250	.071	.250	3.536	.000

a. Dependent Variable: DV4 performance

We can represent the regression equation as:

DV4 = 1.694 + 0.278(OF5) + 0.25(OF8)

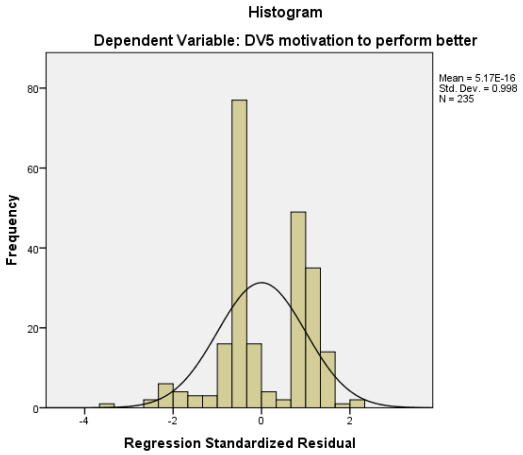
Where DV4 represents performance

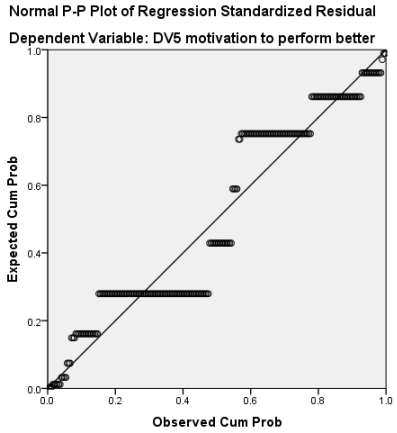
OF5 represents Self-awareness

OF7 represents Care about all employees

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between OF5 and DV4, and OF8 and DV4.

Other Factors variables regressed against motivation to perform better.





The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	OF1 Listen to understand	

a. Dependent Variable: DV5 motivation to perform better

Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.349[a]	.122	.118	.59869	.122	32.272	1	233	.000

a. Predictors: (Constant), OF1 Listen to understand

b. Dependent Variable: DV5 motivation to perform better

In regression model 1, 12.2% of the total variance in motivation to perform better (DV5) is explained by the Other factor Listening to understand (OF1)

Regression model 1 includes the best subset of independent variables (OF1) explaining 12.2% of the total variance in motivation to perform better (DV5).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.567	1	11.567	32.272	.000[b]
	Residual	83.514	233	.358		
	Total	95.081	234			

a. Dependent Variable: DV5 motivation to perform better

b. Predictors: (Constant), OF1 Listen to understand

The probability of the F statistic (32.272) for the regression Model 3 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables (Other Factors) and the dependent variable, that is, the regression model 1 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.380	.174		19.406	.000
	OF1 Listen to understand	.242	.043	.349	5.681	.000

a. Dependent Variable: DV5 motivation to perform better

We can represent the regression equation as:

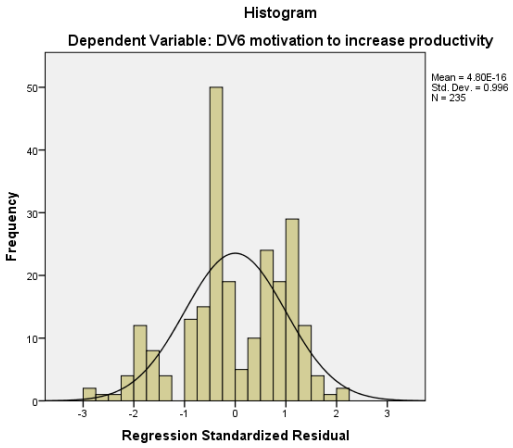
DV5 = 3.38 + 0.242(OF1)

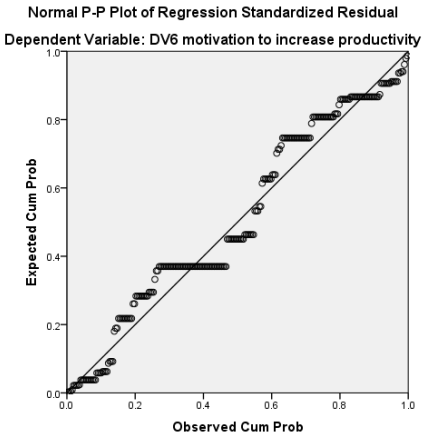
Where DV5 represents motivation to perform better

OF1 represents Listening to understand

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between OF1 and DV5.

Other Factors variables regressed against motivation to increase productivity





The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	OF1 Listen to understand	
2	OF8 Community minded-Care about all employees	

a. Dependent Variable: DV6 motivation to increase productivity

Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.315[a]	.100	.096	.70094	.100	25.755	1	233	.000
2	.351[b]	.123	.116	.69319	.024	6.243	1	232	.013

a. Predictors: (Constant), OF1 Listen to understand

b. Predictors: (Constant), OF1 Listen to understand, OF8 Community minded-Care about all employees

c. Dependent Variable: DV6 motivation to increase productivity

In regression model 1, 10% of the total variance in motivation to increase productivity (DV6) is explained by Listening to understand (OF1).

In model 2, Care about all employees is added leading to 2.4% increase in total variance explained from 10% to 12.3%.

Regression model 2 includes the best subset of independent variables (OF1 & OF8) explaining 12.3% of the total variance in motivation to increase productivity (DV6).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	15.654	2	7.827	16.289	.000[c]
	Residual	111.478	232	.481		
	Total	127.132	234			

a. Dependent Variable: DV6 motivation to increase productivity

b. Predictors: (Constant), OF1 Listen to understand

c. Predictors: (Constant), OF1 Listen to understand, OF8 Community minded-Care about all employees

The probability of the F statistic (16.289) for the regression Model 2 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables (Other Factors) and the dependent variable, that is, the regression model 2 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
2 (Constant)	2.991	.215		13.931	.000
OF1 Listen to understand	.166	.060	.207	2.751	.006
OF8 Community minded-Care about all employees	.144	.057	.188	2.499	.013

a. Dependent Variable: DV6 motivation to increase productivity

We can represent the regression equation as:

DV6 = 2.991 + 0.166(OF1) + 0.144(OF8)

Where DV6 represents motivation to increase performance

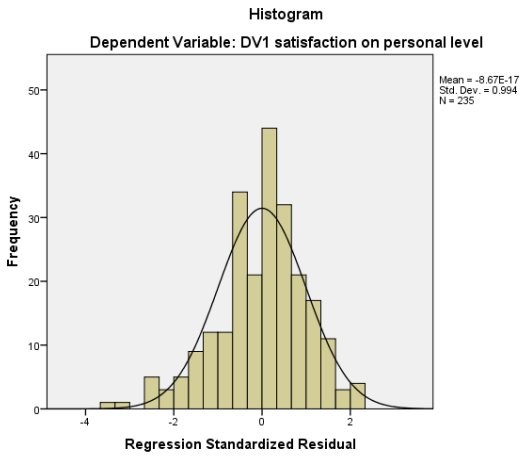
OF1 represents Listening to understand

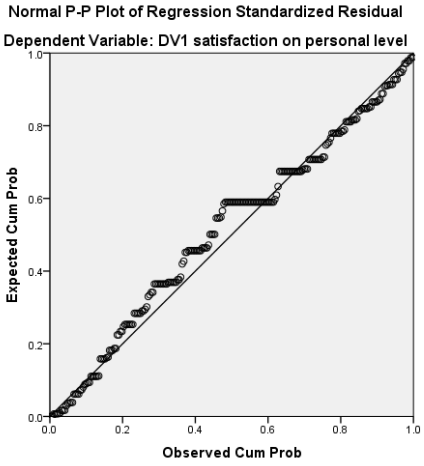
OF8 represents Care about all employees

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between OF1 and DV6, and OF8 and DV6.

4. <u>Regression analysis All Independent variables:</u>

All Independent variables regressed against Satisfaction on personal level.





The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	LF6 Trust	
2	SF4 standing back in personal wellbeing	
3	LF7 Stewardship	

a. Dependent Variable: DV1 satisfaction on personal level

Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[d]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.639[a]	.408	.406	.73666	.408	160.767	1	233	.000
2	.687[b]	.472	.468	.69719	.064	28.126	1	232	.000
3	.698[c]	.488	.481	.68844	.015	6.936	1	231	.009

a. Predictors: (Constant), LF6 Trust

b. Predictors: (Constant), LF6 Trust, SF4 standing back in personal wellbeing

c. Predictors: (Constant), LF6 Trust, SF4 standing back in personal wellbeing, LF7 Stewardship

d. Dependent Variable: DV1 satisfaction on personal level

In regression model 1, 40.8% of the total variance in Satisfaction on personal level is explained by Trust

In model 2, Standing back in personal well-being is added leading to 6.4% increase in total variance explained from 40.8% to 47.2%.

In model 3, Stewardship is added leading to 1.5% increase in total variance explained from 47.2% to 48.8%.

Regression model 3 includes the best subset of independent variables (LF6, SF4, LF7) explaining 48.8% of the total variance in satisfaction on personal level (DV1).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	104.202	3	34.734	73.286	.000[d]
	Residual	109.483	231	.474		
	Total	213.685	234			

a. Dependent Variable: DV1 satisfaction on personal level

b. Predictors: (Constant), LF6 Trust

c. Predictors: (Constant), LF6 Trust, SF4 standing back in personal wellbeing

d. Predictors: (Constant), LF6 Trust, SF4 standing back in personal wellbeing, LF7 Stewardship

The probability of the F statistic (73.286) for the regression Model 3 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables and the dependent variable, that is, the regression model 3 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	.719	.203		3.538	.000
	LF6 Trust	.395	.066	.385	5.996	.000
	SF4 standing back in personal wellbeing	.232	.057	.253	4.080	.000
	LF7 Stewardship	.155	.059	.170	2.634	.009

a. Dependent Variable: DV1 satisfaction on personal level

DV1 = 0.719 + 0.395(LF6) + 0.232(SF4) + 0.155(LF7)

Where DV1 represents Satisfaction on personal level.

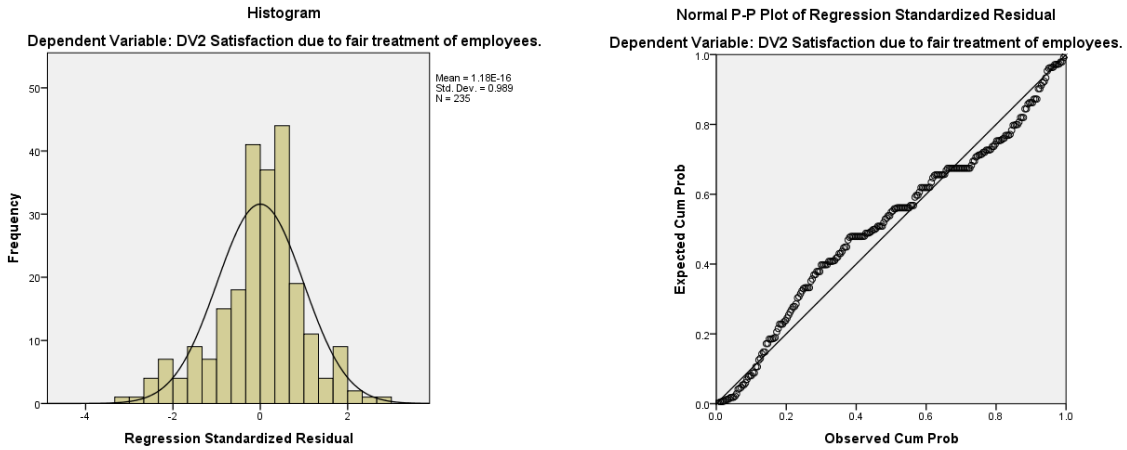
LF6 represents Trust

SF4 represents standing back in personal well-being

LF7 represents Stewardship

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between LF6 and DV1, SF4 and DV1, and LF7 and DV1.

All independent variables regressed against Satisfaction due to fair treatment of employees.



The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	OF8 Community minded-Care about all employees	
2	SF4 standing back in personal wellbeing	
3	LF6 Trust	
4	LF4 Empowerment in decision taking	

a. Dependent Variable: DV2 Satisfaction due to fair treatment of employees

Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[e]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.617[a]	.381	.378	.83231	.381	143.146	1	233	.000
2	.686[b]	.471	.466	.77079	.090	39.676	1	232	.000
3	.709[c]	.503	.496	.74891	.032	14.754	1	231	.000
4	.720[d]	.518	.510	.73878	.015	7.382	1	230	.007

a. Predictors: (Constant), OF8 Community minded-Care about all employees

b. Predictors: (Constant), OF8 Community minded-Care about all employees, SF4 standing back in personal wellbeing

c. Predictors: (Constant), OF8 Community minded-Care about all employees, SF4 standing back in personal wellbeing, LF6 Trust

d. Predictors: (Constant), OF8 Community minded-Care about all employees, SF4 standing back in personal wellbeing, LF6 Trust, LF4 Empowerment in decision taking

e. Dependent Variable: DV2 Satisfaction due to fair treatment of employees

In regression model 1, 38.1% of the total variance in satisfaction due to fair treatment of employees (DV2) is explained by the Other factor Care About all employees (OF8).

In model 2, Standing back in personal wellbeing is added leading to 9% increase in total variance explained from 38.1% to 47.1%.

In model 3, Trust (LF6) is added leading to 3.2% increase in total variance explained from 47.1% to 50.3%.

In model 4, Empowerment in decision taking (LF4) is added leading to 1.5% increase in total variance explained from 50.3% to 51.8%.

Regression model 4 includes the best subset of independent variables (OF8, SF4, LF6, LF4) explaining 51.8% of the total variance in satisfaction due to fair treatment of employees (DV2).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
4	Regression	135.038	4	33.760	61.854	.000[e]
	Residual	125.532	230	.546		
	Total	260.570	234			

a. Dependent Variable: DV2 Satisfaction due to fair treatment of employees

b. Predictors: (Constant), OF8 Community minded-Care about all employees

c. Predictors: (Constant), OF8 Community minded-Care about all employees, SF4 standing back in personal wellbeing

d. Predictors: (Constant), OF8 Community minded-Care about all employees, SF4 standing back in personal wellbeing, LF6 Trust

e. Predictors: (Constant), OF8 Community minded-Care about all employees, SF4 standing back in personal wellbeing, LF6 Trust, LF4 Empowerment in decision taking

The probability of the F statistic (61.854) for the regression Model 4 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically

significant relationship between the best subset of independent variables and the dependent variable, that is, the regression model 4 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
4	(Constant)	-.029	.232		-.126	.900
	OF8 Community minded-Care about all employees	.321	.069	.294	4.623	.000
	SF4 standing back in personal wellbeing	.237	.064	.234	3.688	.000
	LF6 Trust	.282	.072	.249	3.921	.000
	LF4 Empowerment in decision taking	.139	.051	.135	2.717	.007

a. Dependent Variable: DV2 Satisfaction due to fair treatment of employees

We can represent the regression equation as:

DV2 = -0.029 + 0.321(OF8) + 0.237(SF4) + 0.282(LF6) + 0.139(LF4)

Where DV2 represents satisfaction due to fair treatment of employees

OF8 represents Care about all employees

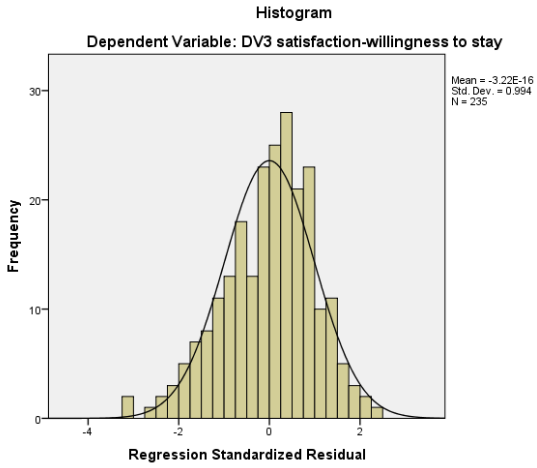
SF4 represents standing back in personal wellbeing

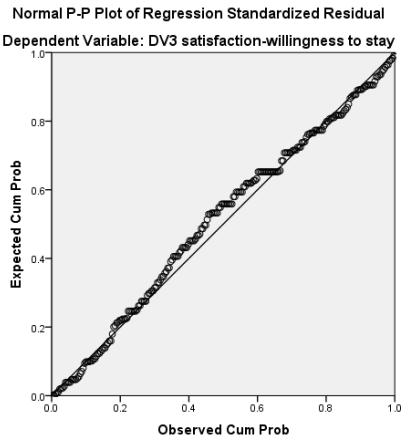
LF6 represents Trust

LF4 represents Empowerment in decision making

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between OF8 and DV2, SF4 and DV2, LF6 and DV2, and LF4 and DV2

All independent variables regressed against willingness to stay reflecting satisfaction





The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	LF6 Trust	
2	SF2 standing back in personal problems	
3	OF3 Listen on personal level	

a. Dependent Variable: DV3 willingness to stay reflecting satisfaction

Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[d]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.453[a]	.205	.202	.96062	.205	60.263	1	233	.000
2	.496[b]	.246	.240	.93757	.041	12.600	1	232	.000
3	.515[c]	.265	.255	.92796	.019	5.828	1	231	.017

a. Predictors: (Constant), LF6 Trust

b. Predictors: (Constant), LF6 Trust, SF2 standing back in personal problems

c. Predictors: (Constant), LF6 Trust, SF2 standing back in personal problems, OF3 Listen on personal level

d. Dependent Variable: DV3 willingness to stay reflecting satisfaction

In regression model 1, 20.5% of the total variance in willingness to stay reflecting satisfaction (DV3) is explained by the Leader factor Trust (LF6).

In model 2, Standing back in personal problems (SF2) is added leading to 4.1% increase in total variance explained from 20.5% to 24.6%.

In model 3, Listening on personal level (OF3) is added leading to 1.9% increase in total variance explained from 24.6% to 26.5%.

Regression model 3 includes the best subset of independent variables (LF6, SF2, OF3) explaining 26.5% of the total variance in willingness to stay reflecting satisfaction (DV3).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	71.704	3	23.901	27.757	.000[d]
	Residual	198.917	231	.861		
	Total	270.621	234			

a. Dependent Variable: DV3 willingness to stay reflecting satisfaction

b. Predictors: (Constant), LF6 Trust

c. Predictors: (Constant), LF6 Trust, SF2 standing back in personal problems

d. Predictors: (Constant), LF6 Trust, SF2 standing back in personal problems, OF3 Listen on personal level

The probability of the F statistic (27.757) for the regression Model 3 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of all independent and the dependent variable, that is, the regression model 3 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	1.544	.282		5.466	.000
	LF6 Trust	.441	.075	.382	5.912	.000
	SF2 standing back in personal problems	.227	.056	.266	4.073	.000
	OF3 Listen on personal level	-.144	.060	-.149	-2.414	.017

a. Dependent Variable: DV3 willingness to stay reflecting satisfaction

We can represent the regression equation as:

DV3 = 1.544 + 0.441(LF6) + 0.227(SF2) - 0.144(OF3)

Where DV3 represents willingness to stay reflecting satisfaction

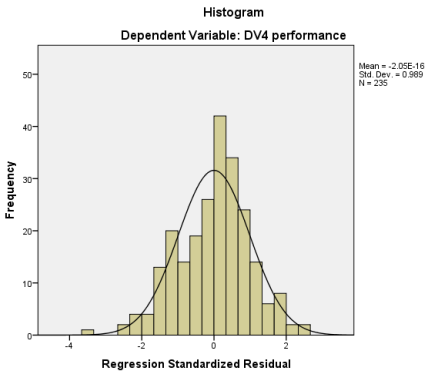
LF6 represents Trust

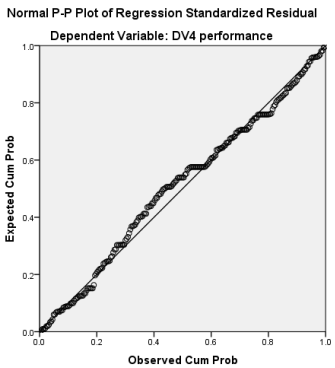
SF2 represents standing back in personal problems

OF3 represents Listening on personal level

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients except Listing on personal level have a positive value, we conclude that there is a statistically significant positive linear relationship between LF6 and DV3, and SF2 and DV3 while there is a significant negative relationship between OF3 and DV3.

All Independent variables regressed against performance.





The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	OF5 Self-awareness	
2	SF2 standing back in personal problems	
3	LF6 Trust	
4	OF4 Empathy	
5	SF4 standing back in personal wellbeing	

a. Dependent Variable: DV4 performance

Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[f]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.417[a]	.174	.170	.87974	.174	48.925	1	233	.000
2	.482[b]	.233	.226	.84951	.059	17.879	1	232	.000
3	.508[c]	.258	.248	.83725	.025	7.848	1	231	.006
4	.525[d]	.276	.264	.82868	.018	5.799	1	230	.017
5	.543[e]	.295	.280	.81940	.019	6.241	1	229	.013

a. Predictors: (Constant), OF5 Self-awareness

b. Predictors: (Constant), OF5 Self-awareness, SF2 standing back in personal problems

c. Predictors: (Constant), OF5 Self-awareness, SF2 standing back in personal problems, LF6 Trust

d. Predictors: (Constant), OF5 Self-awareness, SF2 standing back in personal problems, LF6 Trust, OF4 Empathy

e. Predictors: (Constant), OF5 Self-awareness, SF2 standing back in personal problems, LF6 Trust, OF4 Empathy, SF4 standing back in personal wellbeing

f. Dependent Variable: DV4 performance

In regression model 1, 17.4% of the total variance in performance (DV4) is explained by the Other factor Self-awareness (OF5)

In model 2, Standing back in personal problems (SF2) is added leading to 5.9% increase in total variance explained from 17.4% to 23.3%.

In model 3, Trust (LF6) is added leading to 2.5% increase in total variance explained from 23.3% to 25.8%.

In model 4, Empathy (OF4) is added leading to 1.8% increase in total variance explained from 25.8% to 27.6.

In model 5, Standing back on personal level (SF4) is added leading to 1.9% increase in total variance explained from 27.6% to 29.5%.

Regression model 5 includes the best subset of independent variables (OF8, SF2, LF6, OF4, SF4) explaining 29.5% of the total variance in performance (DV4).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
5	Regression	64.442	5	12.888	19.196	.000[f]
	Residual	153.754	229	.671		
	Total	218.196	234			

a. Dependent Variable: DV4 performance

b. Predictors: (Constant), OF5 Self-awareness

c. Predictors: (Constant), OF5 Self-awareness, SF2 standing back in personal problems

d. Predictors: (Constant), OF5 Self-awareness, SF2 standing back in personal problems, LF6 Trust

e. Predictors: (Constant), OF5 Self-awareness, SF2 standing back in personal problems, LF6 Trust, OF4 Empathy

f. Predictors: (Constant), OF5 Self-awareness, SF2 standing back in personal problems, LF6 Trust, OF4 Empathy, SF4 standing back in personal wellbeing

The probability of the F statistic (19.196) for the regression Model 5 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of all independent variables and the dependent variable, that is, the regression model 5 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
5	(Constant)	1.524	.258		5.910	.000
	OF5 Self-awareness	.280	.070	.276	3.988	.000
	SF2 standing back in personal problems	.144	.054	.188	2.671	.008
	LF6 Trust	.224	.079	.216	2.829	.005
	OF4 Empathy	-.262	.080	-.268	-3.271	.001
	SF4 standing back in personal wellbeing	.195	.078	.211	2.498	.013

a. Dependent Variable: DV4 performance

We can represent the regression equation as:

DV4 = 1.524 + 0.28(OF5) + 0.144(SF2) + 0.224(LF6) -0.262(OF4) + 0.195(SF4)

Where DV4 represents performance

OF5 represents Self-awareness

SF2 represents Standing back in personal problems

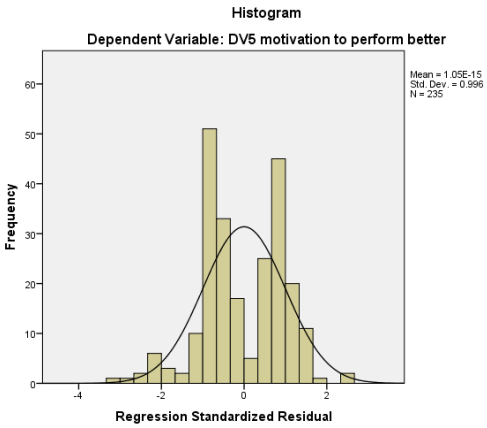
LF6 represents Trust

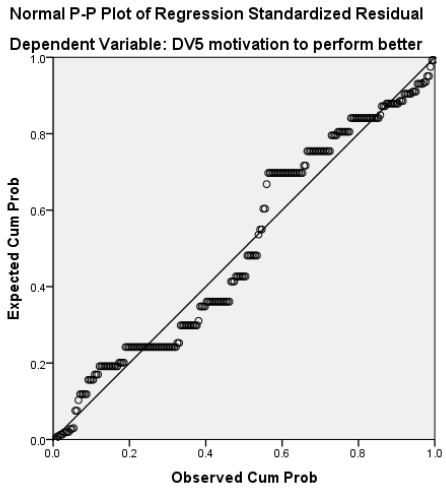
OF4 represents Empathy

SF4 represents standing back in personal wellbeing

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients except for Empathy have a positive value, we conclude that there is a statistically significant positive linear relationship between OF5 and DV4, SF2 and DV4, LF6 and DV4, and SF4 and DV4 while there is a significant negative relationship between OF4 and DV4.

All Independent variables regressed against motivation to perform better.





The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	OF1 Listen to understand	
2	SF2 standing back in personal problems	

a. Dependent Variable: DV5 motivation to perform better

Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.349[a]	.122	.118	.59869	.122	32.272	1	233	.000
2	.393[b]	.154	.147	.58872	.033	8.956	1	232	.003

a. Predictors: (Constant), OF1 Listen to understand

b. Predictors: (Constant), OF1 Listen to understand, SF2 standing back in personal problems

c. Dependent Variable: DV5 motivation to perform better

In regression model 1, 12.2% of the total variance in motivation to perform better (DV5) is explained by the Other factor Listening to understand (OF1)

In model 2, Standing back in personal problems (SF2) is added leading to 3.3% increase in total variance explained from 12.2% to 15.4%.

Regression model 2 includes the best subset of independent variables (OF1 & SF2) explaining 15.4% of the total variance in motivation to perform better (DV5).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	14.671	2	7.336	21.165	.000[c]
	Residual	80.410	232	.347		
	Total	95.081	234			

a. Dependent Variable: DV5 motivation to perform better

b. Predictors: (Constant), OF1 Listen to understand

c. Predictors: (Constant), OF1 Listen to understand, SF2 standing back in personal problems

The probability of the F statistic (21.165) for the regression Model 2 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of all independent variables and the dependent variable, that is, the regression model 2 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	3.278	.175		18.770	.000
	OF1 Listen to understand	.182	.047	.262	3.921	.000
	SF2 standing back in personal problems	.101	.034	.200	2.993	.003

a. Dependent Variable: DV5 motivation to perform better

We can represent the regression equation as:

DV5 = 3.278 + 0.182(OF1) + 0.101(SF2)

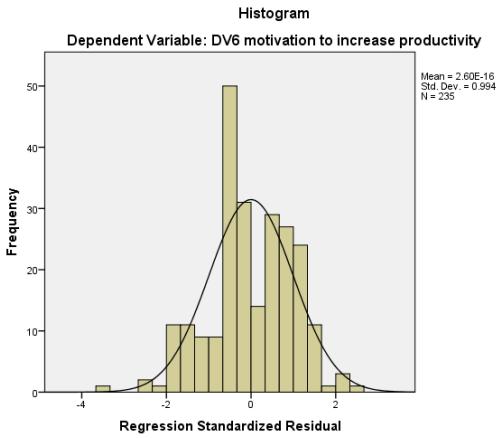
Where DV5 represents motivation to perform better

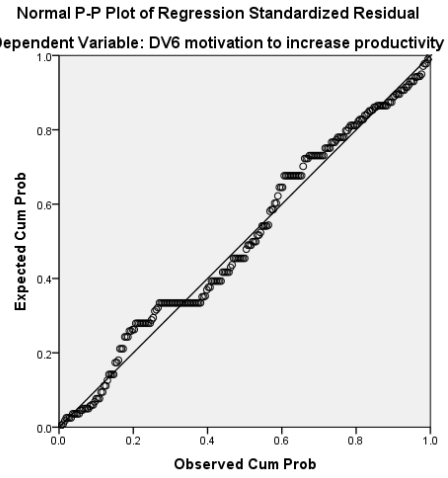
OF1 represents Listening to understand

SF2 represents Standing back in personal problems

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between OF1 and DV5, and SF2 and DV5.

All Independent variables regressed against motivation to increase productivity





The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	LF2 Empowerment in access to information	
2	SF2 standing back in personal problems	
3	LF6 Trust	

a. Dependent Variable: DV6 motivation to increase productivity

Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[d]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.411[a]	.169	.165	.67343	.169	47.329	1	233	.000
2	.455[b]	.207	.200	.65935	.038	11.055	1	232	.001
3	.473[c]	.224	.214	.65345	.018	5.214	1	231	.023

a. Predictors: (Constant), LF2 Empowerment in access to information

b. Predictors: (Constant), LF2 Empowerment in access to information, SF2 standing back in personal problems

c. Predictors: (Constant), LF2 Empowerment in access to information, SF2 standing back in personal problems, LF6 Trust

d. Dependent Variable: DV6 motivation to increase productivity

In regression model 1, 16.9% of the total variance in motivation to increase productivity (DV6) is explained by Empowerment in access to information (LF2)

In model 2, standing back in personal problems (SF2) is added leading to 3.8% increase in total variance explained from 16.9% to 20.7%.

In model 3, Trust (LF6) is added leading to 1.8% increase in total variance explained from 20.7% to 22.4%.

Regression model 3 includes the best subset of independent variables (OF1, SF2, LF6) explaining 22.4% of the total variance in motivation to increase productivity (DV6).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	28.497	3	9.499	22.246	.000[d]
	Residual	98.635	231	.427		
	Total	127.132	234			

a. Dependent Variable: DV6 motivation to increase productivity

b. Predictors: (Constant), LF2 Empowerment in access to information

c. Predictors: (Constant), LF2 Empowerment in access to information, SF2 standing back in personal problems

d. Predictors: (Constant), LF2 Empowerment in access to information, SF2 standing back in personal problems, LF6 Trust

The probability of the F statistic (22.246) for the regression Model 3 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of all independent variables and the dependent variable, that is, the regression model 3 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	2.596	.204		12.754	.000
	LF2 Empowerment in access to information	.176	.062	.220	2.827	.005
	SF2 standing back in personal problems	.102	.039	.175	2.649	.009
	LF6 Trust	.143	.063	.180	2.283	.023

a. Dependent Variable: DV6 motivation to increase productivity

We can represent the regression equation as:

DV6 = 2.596 + 0.176(LF2) + 0.102(SF2) + 0.143(LF6)

Where DV6 represents motivation to increase productivity

LF2 represents Empowerment in access to information

SF2 represents standing back in personal problems

LF6 represents Trust

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between LF2 and DV6, SF2 and DV6, and LF6 and DV6.

5. Regression analysis for Number of years of employment in current organization:

Number of years of employment in current organization regressed against Employees' satisfaction on personal level (DV1)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.032[a]	.001	-.003	.95717	.001	.236	1	233	.628

a. Predictors: (Constant), years of employment

b. Dependent Variable: DV1 satisfaction on personal level

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.216	1	.216	.236	.628[b]
	Residual	213.469	233	.916		
	Total	213.685	234			

a. Dependent Variable: DV1 satisfaction on personal level

b. Predictors: (Constant), years of employment

The probability of the F statistic (0.236) for the regression Model 1 is 0.628 which is more than 0.05 hence we reject the alternative hypothesis that there is a statistically significant relationship between years of employment and the dependent variable, that is, the regression model 1 is not significant in predicting the dependent variable.

Number of years of employment in current organization regressed against Employees' satisfaction due to fair treatment (DV2)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.005[a]	.000	-.004	1.05750	.000	.005	1	233	.945

a. Predictors: (Constant), years of employment

b. Dependent Variable: DV2 Satisfaction due to fair treatment of employees.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.005	1	.005	.005	.945[b]
	Residual	260.565	233	1.118		
	Total	260.570	234			

a. Dependent Variable: DV2 Satisfaction due to fair treatment of employees.

b. Predictors: (Constant), years of employment

The probability of the F statistic (0.005) for the regression Model 1 is 0.945 which is more than 0.05 hence we reject the alternative hypothesis that there is a statistically significant relationship between years of employment and the dependent variable, that is, the regression model 1 is not significant in predicting the dependent variable.

Number of years of employment in current organization regressed against Employees' willingness to stays as a result of satisfaction (DV3)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.121[a]	.015	.010	1.06978	.015	3.470	1	233	.064

a. Predictors: (Constant), years of employment

b. Dependent Variable: DV3 satisfaction-willingness to stay

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.971	1	3.971	3.470	.064[b]
	Residual	266.650	233	1.144		
	Total	270.621	234			

a. Dependent Variable: DV3 satisfaction-willingness to stay

b. Predictors: (Constant), years of employment

The probability of the F statistic (3.470) for the regression Model 1 is 0.064 which is more than 0.05 hence we reject the alternative hypothesis that there is a statistically significant relationship between years of employment and the dependent variable, that is, the regression model 1 is not significant in predicting the dependent variable.

Number of years of employment in current organization regressed against Employees' performance (DV4)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.006[a]	.000	-.004	.96769	.000	.008	1	233	.930

a. Predictors: (Constant), years of employment

b. Dependent Variable: DV4 performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.007	1	.007	.008	.930[b]
	Residual	218.188	233	.936		
	Total	218.196	234			

a. Dependent Variable: DV4 performance

b. Predictors: (Constant), years of employment

The probability of the F statistic (0.008) for the regression Model 1 is 0.93 which is more than 0.05 hence we reject the alternative hypothesis that there is a statistically significant relationship between years of employment and the dependent variable, that is, the regression model 1 is not significant in predicting the dependent variable.

Number of years of employment in current organization regressed against Employees' motivation to perform better (DV5)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.036[a]	.001	-.003	.63838	.001	.308	1	233	.579

a. Predictors: (Constant), years of employment

b. Dependent Variable: DV5 motivation to perform better

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.126	1	.126	.308	.579[b]
	Residual	94.955	233	.408		
	Total	95.081	234			

a. Dependent Variable: DV5 motivation to perform better

b. Predictors: (Constant), years of employment

The probability of the F statistic (0.308) for the regression Model 1 is 0.579 which is more than 0.05 hence we reject the alternative hypothesis that there is a statistically significant relationship between years of employment and the dependent variable, that is, the regression model 1 is not significant in predicting the dependent variable.

Number of years of employment in current organization regressed against Employees' motivation to increase productivity (DV6)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.154[a]	.024	.020	.72986	.024	5.658	1	233	.018

a. Predictors: (Constant), years of employment

b. Dependent Variable: DV6 motivation to increase productivity

In regression model 1, 2.4% of the total variance in motivation to increase productivity (DV6) is explained by years of employment (YE)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.014	1	3.014	5.658	.018[b]
	Residual	124.118	233	.533		
	Total	127.132	234			

a. Dependent Variable: DV6 motivation to increase productivity

b. Predictors: (Constant), years of employment

The probability of the F statistic (5.658) for the regression Model 1 is 0.018 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between years of employment and the dependent variable, that is, the regression model 1 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.268	.060		71.724	.000
	years of employment	-.106	.045	-.154	-2.379	.018

a. Dependent Variable: DV6 motivation to increase productivity

We can represent the regression equation as:

DV6 = 4.268 + 0.106(YE)

Where DV6 represents motivation to increase productivity

YE represents years of employment in current organization

Since the significance of the t-values for all the variables are lower than 0.05 and since the coefficient have a negative value, we conclude that there is a statistically significant negative linear relationship between YE and DV6.

6. Regression analysis for Number of years with current supervisor :

Number of years with current supervisor regressed against Employees' satisfaction on personal level (DV1)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.007[a]	.000	-.004	.95763	.000	.010	1	233	.919

a. Predictors: (Constant), years with current supervisor

b. Dependent Variable: DV1 satisfaction on personal level

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.009	1	.009	.010	.919[b]
	Residual	213.676	233	.917		
	Total	213.685	234			

a. Dependent Variable: DV1 satisfaction on personal level

b. Predictors: (Constant), years with current supervisor

The probability of the F statistic (0.010) for the regression Model 1 is 0.919 which is more than 0.05 hence we reject the alternative hypothesis that there is a statistically significant relationship between years with current supervisor and the dependent variable, that is, the regression model 1 is not significant in predicting the dependent variable.

Number of years with current supervisor regressed against Employees' satisfaction due to fair treatment (DV2)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.008[a]	.000	-.004	1.05747	.000	.016	1	233	.901

a. Predictors: (Constant), years with current supervisor

b. Dependent Variable: DV2 Satisfaction due to fair treatment of employees.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.017	1	.017	.016	.901[b]
	Residual	260.553	233	1.118		
	Total	260.570	234			

a. Dependent Variable: DV2 Satisfaction due to fair treatment of employees.

b. Predictors: (Constant), years with current supervisor

The probability of the F statistic (0.016) for the regression Model 1 is 0.901 which is more than 0.05 hence we reject the alternative hypothesis that there is a statistically significant relationship between years of with current supervisor and the dependent variable, that is, the regression model 1 is not significant in predicting the dependent variable.

Number of years with current supervisor regressed against Employees' willingness to stays as a result of satisfaction (DV3)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.105[a]	.011	.007	1.07178	.011	2.587	1	233	.109

a. Predictors: (Constant), years with current supervisor

b. Dependent Variable: DV3 satisfaction-willingness to stay

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.971	1	2.971	2.587	.109[b]
	Residual	267.650	233	1.149		
	Total	270.621	234			

a. Dependent Variable: DV3 satisfaction-willingness to stay

b. Predictors: (Constant), years with current supervisor

The probability of the F statistic (2.587) for the regression Model 1 is 0.109 which is more than 0.05 hence we reject the alternative hypothesis that there is a statistically significant relationship between years with current supervisor and the dependent variable, that is, the regression model 1 is not significant in predicting the dependent variable.

Number of years with current supervisor regressed against Employees' performance (DV4)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.046[a]	.002	-.002	.96668	.002	.499	1	233	.481

a. Predictors: (Constant), years with current supervisor

b. Dependent Variable: DV4 performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.466	1	.466	.499	.481[b]
	Residual	217.730	233	.934		
	Total	218.196	234			

a. Dependent Variable: DV4 performance

b. Predictors: (Constant), years with current supervisor

The probability of the F statistic (0.499) for the regression Model 1 is 0.481 which is more than 0.05 hence we reject the alternative hypothesis that there is a statistically

significant relationship between years with current supervisor and the dependent variable, that is, the regression model 1 is not significant in predicting the dependent variable. Number of years with current supervisor regressed against Employees' motivation to perform better (DV5)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.027[a]	.001	-.004	.63857	.001	.170	1	233	.680

a. Predictors: (Constant), years with current supervisor

b. Dependent Variable: DV5 motivation to perform better

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.069	1	.069	.170	.680[b]
	Residual	95.011	233	.408		
	Total	95.081	234			

a. Dependent Variable: DV5 motivation to perform better

b. Predictors: (Constant), years with current supervisor

The probability of the F statistic (0.170) for the regression Model 1 is 0.680 which is more than 0.05 hence we reject the alternative hypothesis that there is a statistically significant relationship between years with current supervisor and the dependent variable, that is, the regression model 1 is not significant in predicting the dependent variable. Number of years with current supervisor regressed against Employees' motivation to increase productivity (DV6)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.071[a]	.005	.001	.73680	.005	1.183	1	233	.278

a. Predictors: (Constant), years with current supervisor

b. Dependent Variable: DV6 motivation to increase productivity

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.642	1	.642	1.183	.278[b]
	Residual	126.490	233	.543		
	Total	127.132	234			

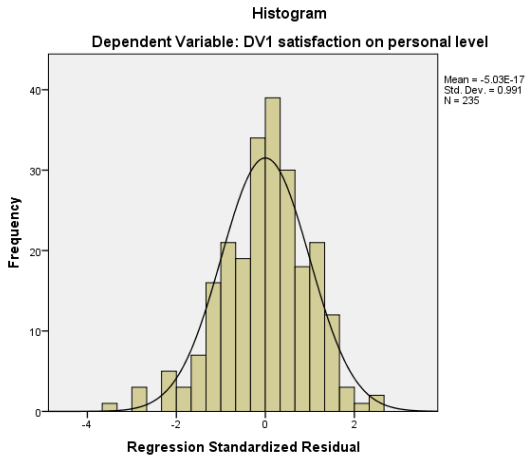
a. Dependent Variable: DV6 motivation to increase productivity

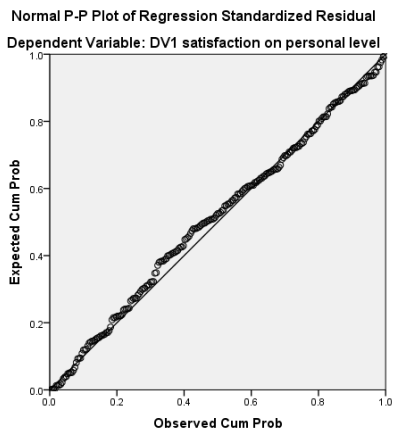
b. Predictors: (Constant), years with current supervisor

The probability of the F statistic (1.183) for the regression Model 1 is 0.278 which is more than 0.05 hence we reject the alternative hypothesis that there is a statistically significant relationship between years with current supervisor and the dependent variable, that is, the regression model 1 is not significant in predicting the dependent variable.

7. <u>Regression analysis for all the factors that resulted from Factor analysis :</u>

All Factors variables regressed against Satisfaction on personal level.





The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	F1 Servant Factors	
2	F2 Being Courageous and Interactive	
3	F3 Empowering employees in action and holding them accountable for their decisions	
4	F4 Being Community minded with self-awareness	

a. Dependent Variable: DV1 satisfaction on personal level

Model Summarye

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.583[a]	.340	.337	.77790	.340	120.121	1	233	.000
2	.617[b]	.381	.375	.75529	.040	15.161	1	232	.000
3	.640[c]	.410	.402	.73897	.029	11.362	1	231	.001
4	.650[d]	.423	.413	.73239	.013	5.167	1	230	.024

a. Predictors: (Constant), F1 Servant Factors

b. Predictors: (Constant), F1 Servant Factors, F2 Being Courageous and Interactive

c. Predictors: (Constant), F1 Servant Factors, F2 Being Courageous and Interactive , F3 Empowering employees in action and holding them accountable for their decisions

d. Predictors: (Constant), F1 Servant Factors, F2 Being Courageous and Interactive , F3 Empowering employees in action and holding them accountable for their decisions , F4 Being Community minded with self-awareness

e. Dependent Variable: DV1 satisfaction on personal level

In regression model 1, 34% of the total variance in Satisfaction on personal level is explained by Servant Factors

In model 2, Being Courageous and Interactive is added leading to 4% increase in total variance explained from 34% to 38.1%.

In model 3, empowering employees in action and holding them accountable for their decisions is added leading to 2.9% increase in total variance explained from 38.1% to 41%.

In model 4, being community minded with self-awareness is added leading to 1.3% increase in total variance explained from 41% to 42.3%.

Regression model 4 includes the best subset of Factors (F1,F2,F3 and F4) explaining 42.3% of the total variance in satisfaction on personal level (DV1).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
4	Regression	90.314	4	22.579	42.093	.000[e]
	Residual	123.371	230	.536		
	Total	213.685	234			

a. Dependent Variable: DV1 satisfaction on personal level

b. Predictors: (Constant), F1 Servant Factors

c. Predictors: (Constant), F1 Servant Factors, F2 Being Courageous and Interactive

d. Predictors: (Constant), F1 Servant Factors, F2 Being Courageous and Interactive , F3 Empowering employees in action and holding them accountable for their decisions

e. Predictors: (Constant), F1 Servant Factors, F2 Being Courageous and Interactive , F3 Empowering employees in action and holding them accountable for their decisions , F4 Being Community minded with self-awareness

The probability of the F statistic (42.093) for the regression Model 4 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of factors and the dependent variable, that is, the regression model 4 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
4	(Constant)	3.647	.048		76.332	.000
	F1 Servant Factors	.231	.074	.242	3.112	.002
	F2 Being Courageous and Interactive	.269	.070	.281	3.849	.000
	F3 Empowering employees in action and holding them accountable for their decisions	.176	.055	.184	3.175	.002
	F4 Being Community minded with self-awareness	.146	.064	.153	2.273	.024

a. Dependent Variable: DV1 satisfaction on personal level

$$DV1 = 3.647 + 0.231(F1) + 0.269(F2) + 0.176(F3) + 0.146(F4)$$

Where DV1 represents Satisfaction on personal level.

F1 represents Servant factors

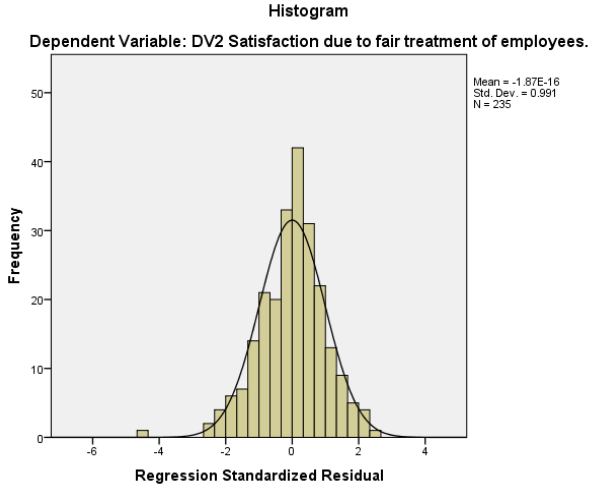
F2 represents being courageous and interactive

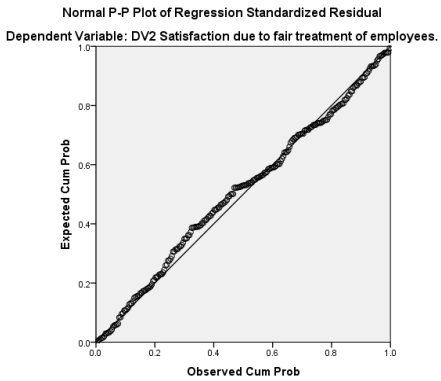
F3 represents empowering employees in action and holding them accountable for their decisions

F4 represents being community minded with self-awareness

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between F1 and DV1, F2 and DV1, F3 and DV1, and F4 and DV1.

All factors regressed against Satisfaction due to fair treatment of employees.





The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	F1 Servant Factors	
2	F4 Being Community minded with self-awareness	
3	F3 Empowering employees in action and holding them accountable for their decisions	
4	F2 Being Courageous and Interactive	

a. Dependent Variable: DV2 Satisfaction due to fair treatment of employees.

Model Summarye

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.615[a]	.379	.376	.83368	.379	141.913	1	233	.000
2	.648[b]	.419	.414	.80751	.041	16.347	1	232	.000
3	.666[c]	.443	.436	.79243	.024	9.913	1	231	.002
4	.681[d]	.464	.455	.77898	.021	9.042	1	230	.003

a. Predictors: (Constant), F1 Servant Factors

b. Predictors: (Constant), F1 Servant Factors, F4 Being Community minded with self-awareness

c. Predictors: (Constant), F1 Servant Factors, F4 Being Community minded with self-awareness, F3 Empowering employees in action and holding them accountable for their decisions

d. Predictors: (Constant), F1 Servant Factors, F4 Being Community minded with self-awareness, F3 Empowering employees in action and holding them accountable for their decisions , F2 Being Courageous and Interactive

e. Dependent Variable: DV2 Satisfaction due to fair treatment of employees.

In regression model 1, 37.9% of the total variance in satisfaction due to fair treatment of employees (DV2) is explained by the servant factors (F1).

In model 2, Being Community minded with self-awareness (F4) is added leading to 4.1% increase in total variance explained from 37.9% to 41.9%.

In model 3, empowering employees in action and holding them accountable for their decisions (F3) is added leading to 2.4% increase in total variance explained from 41.9% to 44.3%.

In model 4, Being Courageous and Interactive (F2) is added leading to 2.1% increase in total variance explained from 44.3% to 46.4%.

Regression model 4 includes the best subset of factors (F1, F2, F3, F4) explaining 46.4% of the total variance in satisfaction due to fair treatment of employees (DV2).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
4	Regression	121.003	4	30.251	49.851	.000[e]
	Residual	139.568	230	.607		
	Total	260.570	234			

a. Dependent Variable: DV2 Satisfaction due to fair treatment of employees.

b. Predictors: (Constant), F1 Servant Factors

c. Predictors: (Constant), F1 Servant Factors, F4 Being Community minded with self-awareness

d. Predictors: (Constant), F1 Servant Factors, F4 Being Community minded with self-awareness, F3 Empowering employees in action and holding them accountable for their decisions

e. Predictors: (Constant), F1 Servant Factors, F4 Being Community minded with self-awareness, F3 Empowering employees in action and holding them accountable for their decisions , F2 Being Courageous and Interactive

The probability of the F statistic (49.851) for the regression Model 4 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically

significant relationship between the best subset of factors and the dependent variable, that is, the regression model 4 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
4 (Constant)	3.472	.051		68.333	.000
F1 Servant Factors	.292	.079	.277	3.697	.000
F4 Being Community minded with self-awareness	.204	.068	.194	2.993	.003
F3 Empowering employees in action and holding them accountable for their decisions	.238	.059	.226	4.050	.000
F2 Being Courageous and Interactive	.223	.074	.212	3.007	.003

a. Dependent Variable: DV2 Satisfaction due to fair treatment of employees.

We can represent the regression equation as:

DV2 = 3.472 + 0.292(F1) + 0.204(F4) + 0.238(F3) + 0.223(F2)

Where DV2 represents satisfaction due to fair treatment of employees

F1 represents Servant factors

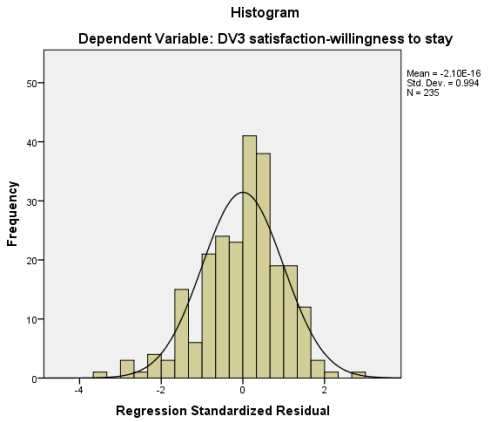
F2 represents being courageous and interactive

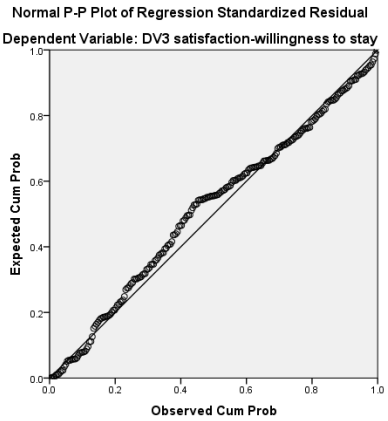
F3 represents empowering employees in action and holding them accountable for their decisions

F4 represents being community minded with self-awareness

Since the significance of the t-values for all the factors is lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between F1 and DV2, F2 and DV2, F3 and DV2, and F4 and DV2

All factors variables regressed against willingness to stay reflecting satisfaction





The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	F1 Servant Factors	
2	F4 Being Community minded with self-awareness	
3	F3 Empowering employees in action and holding them accountable for their decisions	

a. Dependent Variable: DV3 satisfaction-willingness to stay

Model Summaryd

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.411[a]	.169	.165	.98271	.169	47.225	1	233	.000
2	.447[b]	.200	.193	.96610	.031	9.081	1	232	.003
3	.468[c]	.219	.209	.95640	.019	5.733	1	231	.017

a. Predictors: (Constant), F1 Servant Factors

b. Predictors: (Constant), F1 Servant Factors, F4 Being Community minded with self-awareness

c. Predictors: (Constant), F1 Servant Factors, F4 Being Community minded with self-awareness, F3 Empowering employees in action and holding them accountable for their decisions

d. Dependent Variable: DV3 satisfaction-willingness to stay

In regression model 1, 16.9% of the total variance in willingness to stay reflecting satisfaction (DV3) is explained by the Servant factors (F1).

In model 2, Being Community minded with self-awareness (F4) is added leading to3.1% increase in total variance explained from 16.9% to 20%.

In model 3, empowering employees in action and holding them accountable for their decisions (F3) is added leading to 1.9% increase in total variance explained from 20% to 21.9%.

Regression model 3 includes the best subset of factors (F1, F2, F3) explaining 21.9% of the total variance in willingness to stay reflecting satisfaction (DV3).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	59.327	3	19.776	21.620	.000[d]
	Residual	211.295	231	.915		
	Total	270.621	234			

a. Dependent Variable: DV3 satisfaction-willingness to stay

b. Predictors: (Constant), F1 Servant Factors

c. Predictors: (Constant), F1 Servant Factors, F4 Being Community minded with self-awareness

d. Predictors: (Constant), F1 Servant Factors, F4 Being Community minded with self-awareness, F3 Empowering employees in action and holding them accountable for their decisions

The probability of the F statistic (21.620) for the regression Model 3 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of all factors and the dependent variable, that is, the regression model 3 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	3.523	.062		56.475	.000
	F1 Servant Factors	.230	.083	.214	2.761	.006
	F4 Being Community minded with self-awareness	.245	.079	.228	3.116	.002
	F3 Empowering employees in action and holding them accountable for their decisions	.162	.068	.151	2.394	.017

a. Dependent Variable: DV3 satisfaction-willingness to stay

We can represent the regression equation as:

DV3 = 3.523 + 0.23(F1) + 0.245(F4) + 0.162(F3)

Where DV3 represents willingness to stay reflecting satisfaction

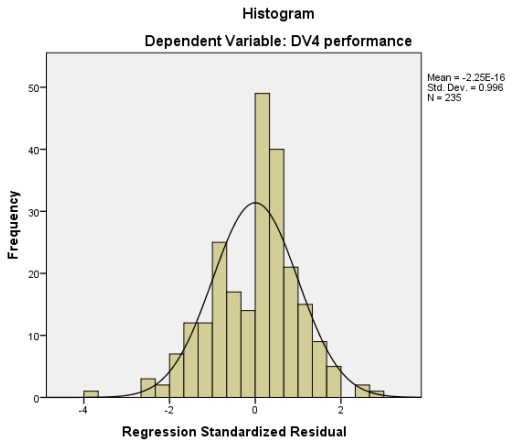
F1 represents Servant factors

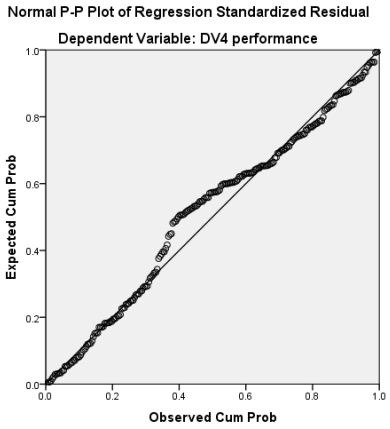
F3 represents empowering employees in action and holding them accountable for their decisions

F4 represents being community minded with self-awareness

Since the significance of the t-values for all the variables are lower than 0.05 and since all the coefficients except have a positive value, we conclude that there is a statistically significant positive linear relationship between F1 and DV3, F3 and DV3, and F4 and DV3.

All factors regressed against performance.





The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	F4 Being Community minded with self-awareness	
2	F1 Servant Factors	

a. Dependent Variable: DV4 performance

Model Summaryc

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.431[a]	.186	.182	.87313	.186	53.210	1	233	.000
2	.474[b]	.224	.218	.85415	.038	11.469	1	232	.001

a. Predictors: (Constant), F4 Being Community minded with self-awareness

b. Predictors: (Constant), F4 Being Community minded with self-awareness, F1 Servant Factors

c. Dependent Variable: DV4 performance

In regression model 1, 18.6% of the total variance in performance (DV4) is explained by the factor being Community minded with self-awareness (F4)

In model 2, Servant factors (F1) is added leading to 3.8% increase in total variance explained from 18.6% to 22.4%.

Regression model 2 includes the best subset of factors (F1,F3) explaining 22.4% of the total variance in performance (DV4).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	48.933	2	24.467	33.535	.000[c]
	Residual	169.262	232	.730		
	Total	218.196	234			

a. Dependent Variable: DV4 performance

b. Predictors: (Constant), F4 Being Community minded with self-awareness

c. Predictors: (Constant), F4 Being Community minded with self-awareness, F1 Servant Factors

The probability of the F statistic (33.535) for the regression Model 2 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of all factors and the dependent variable, that is, the regression model 2 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	3.604	.056		64.686	.000
	F4 Being Community minded with self-awareness	.272	.070	.281	3.867	.000
	F1 Servant Factors	.238	.070	.247	3.387	.001

a. Dependent Variable: DV4 performance

We can represent the regression equation as:

DV4 = 3.604 + 0.272(F4) + 0.238(F1)

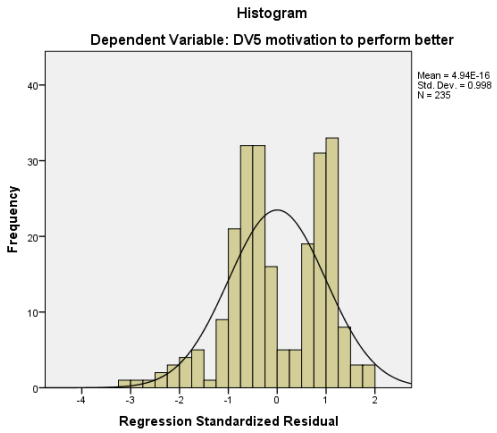
Where DV4 represents performance

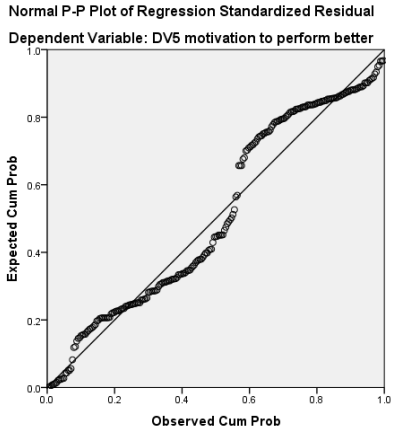
F1 represents Servant factors

F4 represents being community minded with self-awareness

Since the significance of the t-values for all the factors is lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between F1 and DV4, and F4 and DV4.

All factors regressed against motivation to perform better.





The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	F1 Servant Factors	

a. Dependent Variable: DV5 motivation to perform better

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.319[a]	.102	.098	.60533	.102	26.487	1	233	.000

a. Predictors: (Constant), F1 Servant Factors

b. Dependent Variable: DV5 motivation to perform better

In regression model 1, 10.2% of the total variance in motivation to perform better (DV5) is explained by the servant factor (F1)

Regression model 1 includes the best subset of factors (F1) explaining 10.2% of the total variance in motivation to perform better (DV5).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.705	1	9.705	26.487	.000[b]
	Residual	85.376	233	.366		
	Total	95.081	234			

a. Dependent Variable: DV5 motivation to perform better

b. Predictors: (Constant), F1 Servant Factors

The probability of the F statistic (26.487) for the regression Model 1 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of all factors and the dependent variable, that is, the regression model 1 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.345	.039		110.028	.000
	F1 Servant Factors	.204	.040	.319	5.147	.000

a. Dependent Variable: DV5 motivation to perform better

We can represent the regression equation as:

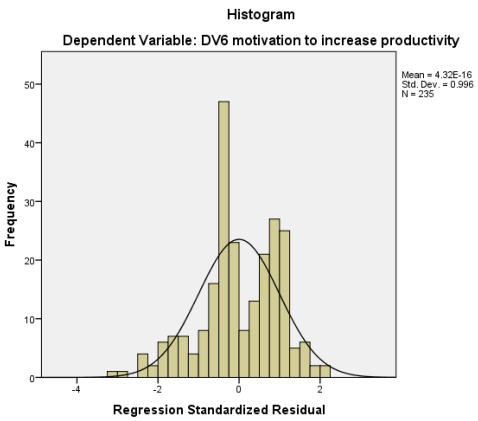
DV5 = 4.345 + 0.204(F1)

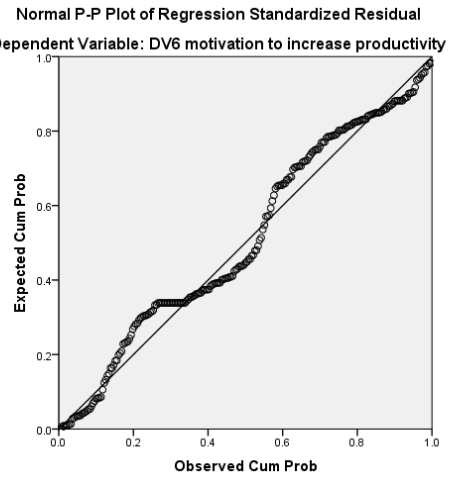
Where DV5 represents motivation to perform better

F1 represents servant factors

Since the significance of the t-values for the factor is lower than 0.05 and since the coefficient have a positive value, we conclude that there is a statistically significant positive linear relationship between F1 and DV5.

All Factors variables regressed against motivation to increase productivity





The histogram shows a bell-shaped curve and the normal plot of residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	F2 Being Courageous and Interactive	
2	F3 Empowering employees in action and holding them accountable for their decisions	

a. Dependent Variable: DV6 motivation to increase productivity

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.412[a]	.169	.166	.67322	.169	47.505	1	233	.000
2	.440[b]	.194	.187	.66473	.024	6.992	1	232	.009

a. Predictors: (Constant), F2 Being Courageous and Interactive

b. Predictors: (Constant), F2 Being Courageous and Interactive , F3 Empowering employees in action and holding them accountable for their decisions

c. Dependent Variable: DV6 motivation to increase productivity

In regression model 1, 16.9% of the total variance in motivation to increase productivity (DV6) is explained by Being Courageous and Interactive (F2)

In model 2, empowering employees in action and holding them accountable for their decisions (F3) is added leading to 2.4% increase in total variance explained from 16.9% to 19.4%.

Regression model 2 includes the best subset of factors (F2, F3) explaining 19.4% of the total variance in motivation to increase productivity (DV6).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	24.620	2	12.310	27.859	.000[c]
	Residual	102.512	232	.442		
	Total	127.132	234			

a. Dependent Variable: DV6 motivation to increase productivity

b. Predictors: (Constant), F2 Being Courageous and Interactive

c. Predictors: (Constant), F2 Being Courageous and Interactive , F3 Empowering employees in action and holding them accountable for their decisions

The probability of the F statistic (27.859) for the regression Model 2 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of all factors and the dependent variable, that is, the regression model 2 is statistically significant in predicting the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	4.183	.043		96.466	.000
	F2 Being Courageous and Interactive	.303	.043	.412	6.980	.000
	F3 Empowering employees in action and holding them accountable for their decisions	.115	.043	.156	2.644	.009

a. Dependent Variable: DV6 motivation to increase productivity

We can represent the regression equation as:

DV6 = 4.183 + 0.303(F2) + 0.115(F3)

Where DV6 represents motivation to increase productivity

F2 represents Being Courageous and Interactive

F3 represents empowering employees in action and holding them accountable for their decisions

Since the significance of the t-values for all the factors is lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between F2 and DV6, and F3 and DV6.

INDEPENDENT T-SAMPLES T TEST

The Independent-samples T-test, also called the student's t-test, is an inferential statistical test that determines whether there is a statistically significant difference between the means of two independent groups. The assumptions used to run the student's t-test are the assumption of the normality of the dependent variable and the assumption of homogeneity of variance. The assumption of equal variances is tested by Levene's Test for Equality of Variances. If the significance for Levene's test is greater than 0.05 then the two group variances can be treated as equal and the "equal variance assumed" is used to test the equality of means.

If the significance for Levene's test is equal or below 0.05, the assumption of homogeneity of the variances is rejected and the "Equal Variances Not assumed" is used to test the equality of means. In both cases, the basic criterion for statistical significant difference between the two population means is a "2-tailed significance" less than 0.05, where we reject the null hypothesis that the two population means are not equal.

The independent t-test was performed on each independent variables to see whether it differ in For-Profit and Not-For-Profit organizations in Lebanon.

Independent Samples Test

For-profit/not-for-profit		Levene's Test for Equality of Variances: F	Levene's Test for Equality of Variances: Sig.	t-test for Equality of Means: t	t-test for Equality of Means: Sig. (2-tailed)
SF1 humility	**Equal variances assumed**	2.829	.094	-3.305	.001
	Equal variances not assumed			-3.449	.001
SF2 standing back in personal problems	**Equal variances assumed**	.003	.959	-2.822	.005
	Equal variances not assumed			-2.788	.006
SF3 standing back-employee before employer	**Equal variances assumed**	.068	.795	-1.258	.210
	Equal variances not assumed			-1.232	.220
SF4 standing back in personal wellbeing	**Equal variances assumed**	.172	.678	-2.862	.005
	Equal variances not assumed			-2.825	.005
SF5 Forgiving for mistakes	**Equal variances assumed**	.000	.992	-2.722	.007
	Equal variances not assumed			-2.625	.010
SF6 Authenticity	**Equal variances assumed**	.002	.965	-3.212	.002
	Equal variances not assumed			-3.041	.003
LF1 Empowerment to take responsibility	**Equal variances assumed**	.139	.710	-1.117	.265
	Equal variances not assumed			-1.103	.272
LF2 Empowerment in access to information	**Equal variances assumed**	.372	.543	.107	.915
	Equal variances not assumed			.107	.915
LF3 Empowerment in difficult situations	**Equal variances assumed**	.018	.892	-.663	.508
	Equal variances not assumed			-.658	.512
LF4 Empowerment in decision taking	**Equal variances assumed**	.006	.939	-1.329	.185
	Equal variances not assumed			-1.335	.184
LF5 Accountable	**Equal variances assumed**	.143	.705	-.449	.654
	Equal variances not assumed			-.443	.658
LF6 Trust	**Equal variances assumed**	1.444	.231	-.854	.394
	Equal variances not assumed			-.853	.395
LF7 Stewardship	**Equal variances assumed**	.000	.988	-2.367	.019
	Equal variances not assumed			-2.361	.019
LF8 Courage in risk taking	**Equal variances assumed**	.015	.903	1.220	.224
	Equal variances not assumed			1.226	.222
LF9 Courage in facing problems	**Equal variances assumed**	2.583	.109	-.114	.909
	Equal variances not assumed			-.116	.908
OF1 Listen to understand	**Equal variances assumed**	.189	.664	-1.307	.193
	Equal variances not assumed			-1.314	.191
OF2 Listen and take into	**Equal variances assumed**	.044	.834	-1.522	.129
	Equal variances not			-1.489	.139

consideration	assumed				
OF3 Listen on personal level	**Equal variances assumed**	.016	.899	-2.227	.027
	Equal variances not assumed			-2.240	.026
OF4 Empathy	**Equal variances assumed**	2.499	.115	-2.282	.023
	Equal variances not assumed			-2.269	.025
OF5 Self-awareness	**Equal variances assumed**	.505	.478	-.335	.738
	Equal variances not assumed			-.341	.733
OF6 Persuasion	Equal variances assumed	4.573	.034	-1.464	.144
	Equal variances not assumed			-1.537	.126
OF7 Community minded-helping others	**Equal variances assumed**	2.900	.090	-4.140	.000
	Equal variances not assumed			-4.087	.000
OF8 Community minded-Care about all employees	**Equal variances assumed**	.665	.416	-1.583	.115
	Equal variances not assumed			-1.570	.118
OF9 Community minded-Giving back to community	**Equal variances assumed**	.685	.409	-3.527	.001
	Equal variances not assumed			-3.475	.001

Based on the Levene's Test for Equality of Variances and the t-test for the Equality of the means, we conclude the following:

- Humility is different in For-profit and Not-For-Profit organizations
- standing back in personal problems is different in For-profit and Not-For-Profit organizations
- standing back in personal wellbeing is different in For-profit and Not-For-Profit organizations
- Forgiving for mistakes is different in For-profit and Not-For-Profit organizations
- Authenticity is different in For-profit and Not-For-Profit organizations
- Stewardship is different in For-profit and Not-For-Profit organizations

- Listening on personal level is different in For-profit and Not-For-Profit organizations
- Empathy is different in For-profit and Not-For-Profit organizations
- Community minded-helping others is different in For-profit and Not-For-Profit organizations
- Community minded-Giving back to community is different in For-profit and Not-For-Profit organizations

On the other hand:

- standing back-employee before employer is not different in For-profit and Not-For-Profit organizations
- Empowerment to take responsibility is not different in For-profit and Not-For-Profit organizations
- Empowerment in access to information is not different in For-profit and Not-For-Profit organizations
- Empowerment in difficult situations is not different in For-profit and Not-For-Profit organizations
- Empowerment in decision taking is not different in For-profit and Not-For-Profit organizations
- Accountability is not different in For-profit and Not-For-Profit organizations
- Trust is not different in For-profit and Not-For-Profit organizations

- Courage in risk taking is not different in For-profit and Not-For-Profit organizations
- Courage in facing problems is not different in For-profit and Not-For-Profit organizations
- Listening to understand is not different in For-profit and Not-For-Profit organizations
- Self-awareness is not different in For-profit and Not-For-Profit organizations
- Persuasion is not different in For-profit and Not-For-Profit organizations
- Community minded-Care about all employees is not different in For-profit and Not-For-Profit organizations

Independent-samples t-test was also performed on the dependent variables to see whether it differs in for-profit and not-for-profit organizations.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means	
For-profit/not-for-profit		F	Sig.	t	Sig. (2-tailed)
DV1 satisfaction on personal level	**Equal variances assumed**	1.554	.214	-.710	.479
	Equal variances not assumed			-.722	.472
DV2 Satisfaction due to fair treatment of employees	**Equal variances assumed**	.004	.949	-1.203	.230
	Equal variances not assumed			-1.179	.240
DV3 willingness to stay reflecting satisfaction	Equal variances assumed	4.644	.032	-1.930	.055
	Equal variances not assumed			-2.000	.047
DV4 performance	Equal variances assumed	10.256	.002	-1.485	.139
	Equal variances not assumed			-1.581	.115
DV5 motivation to perform better	**Equal variances assumed**	1.784	.183	.700	.485
	Equal variances not assumed			.719	.473
DV6 motivation to increase productivity	Equal variances assumed	4.182	.042	2.248	.026
	Equal variances not assumed			2.253	.026

Based on the Levene's Test for Equality of Variences and the t-test for the Equality of the means, we conclude the following:

- Satisfaction on personal level is not different in For-profit and Not-For-Profit organizations
- Satisfaction due to fair treatment of employees is not different in For-profit and Not-For-Profit organizations
- Performance is not different in For-profit and Not-For-Profit organizations
- Motivation to perform better is not different in For-profit and Not-For-Profit organizations

On the other hand:

- Motivation to increase productivity is different in For-profit and Not-For-Profit organizations
- Willingness to stay reflecting satisfaction is different in For-profit and Not-For-Profit organizations

Second, the independent t-test was performed on each independent variable to see whether it differs in middle and first line employees.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means	
Middle/first line		F	Sig.	t	Sig. (2-tailed)
SF1 humility	**Equal variances assumed**	.785	.377	1.282	.201
	Equal variances not assumed			1.327	.190
SF2 standing back in personal problems	**Equal variances assumed**	.151	.698	1.609	.109
	Equal variances not assumed			1.574	.122
SF3 standing back-	**Equal variances assumed**	3.000	.085	-.446	.656

employee before employer	Equal variances not assumed			-.389	.699
SF4 standing back in personal wellbeing	**Equal variances assumed**	2.858	.092	-.006	.995
	Equal variances not assumed			-.005	.996
SF5 Forgiving for mistakes	**Equal variances assumed**	3.245	.073	-.062	.951
	Equal variances not assumed			-.053	.958
SF6 Authenticity	Equal variances assumed	8.930	.003	-.665	.507
	Equal variances not assumed			-.541	.592
LF1 Empowerment to take responsibility	Equal variances assumed	7.362	.007	-.224	.823
	Equal variances not assumed			-.189	.851
LF2 Empowerment in access to information	**Equal variances assumed**	2.544	.112	.162	.872
	Equal variances not assumed			.148	.883
LF3 Empowerment in difficult situations	**Equal variances assumed**	1.538	.216	-.115	.909
	Equal variances not assumed			-.106	.916
LF4 Empowerment in decision taking	**Equal variances assumed**	.130	.719	-1.449	.149
	Equal variances not assumed			-1.337	.188
LF5 Accountable	**Equal variances assumed**	1.533	.217	-1.313	.190
	Equal variances not assumed			-1.201	.236
LF6 Trust	Equal variances assumed	14.600	.000	-.985	.326
	Equal variances not assumed			-.784	.437
LF7 Stewardship	**Equal variances assumed**	3.767	.053	-.393	.694
	Equal variances not assumed			-.338	.737
LF8 Courage in risk taking	**Equal variances assumed**	.215	.643	-.521	.603
	Equal variances not assumed			-.510	.612
LF9 Courage in facing problems	**Equal variances assumed**	2.519	.114	.816	.415
	Equal variances not assumed			.722	.474
OF1 Listen to understand	Equal variances assumed	12.132	.001	-1.807	.072
	Equal variances not assumed			-1.415	.164
OF2 Listen and take into consideration	Equal variances assumed	6.786	.010	-2.788	.006
	Equal variances not assumed			-2.357	.023
OF3 Listen on personal level	**Equal variances assumed**	.000	.990	-.400	.689
	Equal variances not assumed			-.388	.700
OF4 Empathy	Equal variances assumed	5.194	.024	-.167	.868
	Equal variances not assumed			-.145	.886
OF5 Self-awareness	Equal variances assumed	13.791	.000	-.780	.436
	Equal variances not assumed			-.606	.547
OF6 Persuasion	**Equal variances assumed**	.137	.711	.502	.616
	Equal variances not assumed			.462	.646

OF7 Community minded-helping others	**Equal variances assumed**	.486	.486	.930	.353
	Equal variances not assumed			.866	.391
OF8 Community minded-Care about all employees	Equal variances assumed	7.683	.006	-1.613	.108
	Equal variances not assumed			-1.369	.178
OF9 Community minded-Giving back to community	**Equal variances assumed**	.012	.913	.011	.991
	Equal variances not assumed			.011	.991

Based on the Levene's Test for Equality of Variances and the t-test for the Equality of the means, we conclude the following that all the independent variables except for Listening and taking consideration is not different in middle and first line employees, while Listening and taking into consideration is different in middle and first line employees. Moreover, the independent t-test was performed on each dependent variable to see whether it differs in middle and first level employees:

Independent Samples Test

Middle/first line		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	Sig. (2-tailed)
DV1 satisfaction on personal level	Equal variances assumed	4.854	.029	-.174	.862
	Equal variances not assumed			-.148	.883
DV2 Satisfaction due to fair treatment of employees	Equal variances assumed	4.182	.042	-.929	.354
	Equal variances not assumed			-.795	.431
DV3 willingness to stay reflecting satisfaction	Equal variances assumed	5.612	.019	-.560	.576
	Equal variances not assumed			-.484	.631
DV4 performance	**Equal variances assumed**	.881	.349	-.436	.663
	Equal variances not assumed			-.410	.684
DV5 motivation to perform better	**Equal variances assumed**	1.197	.275	.630	.529
	Equal variances not assumed			.594	.555
DV6 motivation to increase productivity	**Equal variances assumed**	.334	.564	.784	.434
	Equal variances not assumed			.865	.391

Based on the Levene's Test for Equality of Variances and the t-test for the Equality of the means, we conclude the following all the dependent variables are not different in middle and first level employees.

Third, the independent t-test was performed on each independent variable to see whether it differs from male to female supervisors:

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means	
Male/female supervisors		F	Sig.	t	Sig. (2-tailed)
SF1 humility	**Equal variances assumed**	.009	.923	-.107	.915
	Equal variances not assumed			-.107	.915
SF2 standing back in personal problems	**Equal variances assumed**	.653	.420	-.687	.493
	Equal variances not assumed			-.707	.481
SF3 standing back-employee before employer	Equal variances assumed	7.474	.007	-1.439	.152
	Equal variances not assumed			-1.553	.122
SF4 standing back in personal wellbeing	**Equal variances assumed**	1.937	.165	-.223	.824
	Equal variances not assumed			-.235	.814
SF5 Forgiving for mistakes	**Equal variances assumed**	1.121	.291	1.409	.160
	Equal variances not assumed			1.380	.170
SF6 Authenticity	Equal variances assumed	5.641	.018	-.915	.361
	Equal variances not assumed			-.997	.320
LF1 Empowerment to take responsibility	**Equal variances assumed**	.268	.605	1.633	.104
	Equal variances not assumed			1.679	.095
LF2 Empowerment in access to information	**Equal variances assumed**	3.274	.072	-.210	.834
	Equal variances not assumed			-.233	.816
LF3 Empowerment in difficult situations	Equal variances assumed	3.985	.047	.842	.400
	Equal variances not assumed			.796	.428
LF4 Empowerment in decision taking	Equal variances assumed	7.687	.006	2.011	.045
	Equal variances not assumed			2.178	.031
LF5 Accountable	**Equal variances assumed**	.053	.817	.238	.812
	Equal variances not assumed			.248	.804
LF6 Trust	**Equal variances assumed**	.011	.915	-.342	.733
	Equal variances not assumed			-.351	.726
LF7 Stewardship	**Equal variances assumed**	.802	.371	-.078	.938

	Equal variances not assumed			-.079	.937
LF8 Courage in risk taking	**Equal variances assumed**	.038	.846	-.264	.792
	Equal variances not assumed			-.259	.796
LF9 Courage in facing problems	**Equal variances assumed**	2.911	.089	-1.399	.163
	Equal variances not assumed			-1.468	.144
OF1 Listen to understand	**Equal variances assumed**	1.514	.220	.856	.393
	Equal variances not assumed			.816	.416
OF2 Listen and take into consideration	**Equal variances assumed**	.821	.366	.460	.646
	Equal variances not assumed			.446	.656
OF3 Listen on personal level	**Equal variances assumed**	.000	.987	-.977	.330
	Equal variances not assumed			-.975	.332
OF4 Empathy	**Equal variances assumed**	1.193	.276	-1.456	.147
	Equal variances not assumed			-1.464	.146
OF5 Self-awareness	**Equal variances assumed**	.081	.776	.318	.751
	Equal variances not assumed			.317	.752
OF6 Persuasion	**Equal variances assumed**	1.675	.197	-.280	.780
	Equal variances not assumed			-.290	.773
OF7 Community minded-helping others	**Equal variances assumed**	2.591	.109	-1.440	.151
	Equal variances not assumed			-1.523	.130
OF8 Community minded-Care about all employees	**Equal variances assumed**	.147	.702	-.656	.512
	Equal variances not assumed			-.649	.517
OF9 Community minded-Giving back to community	**Equal variances assumed**	.120	.729	-1.124	.262
	Equal variances not assumed			-1.152	.251

Based on the Levene's Test for Equality of Variances and the t-test for the Equality of the means, we conclude the following that all the independent variables except for Empowerment in decision taking are not different with male and female supervisors, while Empowerment in decision taking is different with male and female supervisors. Inaddition, the independent t-test was performed on each dependent variable to see whether it differs from male to female supervisors:

Independent Samples Test

Male/female supervisors		Levene's Test for Equality of Variances: F	Levene's Test for Equality of Variances: Sig.	t-test for Equality of Means: t	t-test for Equality of Means: Sig. (2-tailed)
DV1 satisfaction on personal level	**Equal variances assumed**	.474	.492	.937	.350
	Equal variances not assumed			.927	.356
DV2 Satisfaction due to fair treatment of employees	**Equal variances assumed**	.099	.754	.009	.993
	Equal variances not assumed			.009	.993
DV3 willingness to stay reflecting satisfaction	**Equal variances assumed**	1.943	.165	1.147	.253
	Equal variances not assumed			1.096	.275
DV4 performance	**Equal variances assumed**	.434	.511	.634	.527
	Equal variances not assumed			.626	.532
DV5 motivation to perform better	**Equal variances assumed**	.192	.662	1.374	.171
	Equal variances not assumed			1.303	.195
DV6 motivation to increase productivity	**Equal variances assumed**	.142	.707	-.811	.418
	Equal variances not assumed			-.815	.417

Based on the Levene's Test for Equality of Variances and the t-test for the Equality of the means, we conclude the following all the dependent variables are not different with male and female supervisors

Finally, the independent t-test was performed on each independent variable to see whether it differs from male to female employees:

Independent Samples Test

male/female employees		Levene's Test for Equality of Variances: F	Levene's Test for Equality of Variances: Sig.	t-test for Equality of Means: t	t-test for Equality of Means: Sig. (2-tailed)
SF1 humility	Equal variances assumed	5.630	.018	1.955	.052
	Equal variances not assumed			2.046	.042
SF2 standing back in personal problems	**Equal variances assumed**	2.298	.131	1.071	.285
	Equal variances not assumed			1.099	.273
SF3 standing back-employee before employer	**Equal variances assumed**	.451	.502	.638	.524
	Equal variances not assumed			.641	.522
SF4 standing back in personal wellbeing	**Equal variances assumed**	1.552	.214	.358	.721
	Equal variances not assumed			.367	.714

SF5 Forgiving for mistakes	**Equal variances assumed**	1.726	.190	-.129	.897
	Equal variances not assumed			-.134	.894
SF6 Authenticity	**Equal variances assumed**	.261	.610	-.669	.504
	Equal variances not assumed			-.683	.495
LF1 Empowerment to take responsibility	**Equal variances assumed**	.256	.613	.176	.861
	Equal variances not assumed			.174	.862
LF2 Empowerment in access to information	**Equal variances assumed**	.052	.820	.119	.905
	Equal variances not assumed			.119	.905
LF3 Empowerment in difficult situations	**Equal variances assumed**	.009	.926	-.252	.801
	Equal variances not assumed			-.253	.801
LF4 Empowerment in decision taking	**Equal variances assumed**	.242	.623	1.591	.113
	Equal variances not assumed			1.596	.112
LF5 Accountable	**Equal variances assumed**	.372	.543	-.242	.809
	Equal variances not assumed			-.242	.809
LF6 Trust	**Equal variances assumed**	.162	.687	.107	.915
	Equal variances not assumed			.106	.915
LF7 Stewardship	**Equal variances assumed**	1.450	.230	1.172	.243
	Equal variances not assumed			1.203	.230
LF8 Courage in risk taking	**Equal variances assumed**	1.283	.258	-.151	.880
	Equal variances not assumed			-.155	.877
LF9 Courage in facing problems	**Equal variances assumed**	1.828	.178	-1.174	.241
	Equal variances not assumed			-1.146	.253
OF1 Listen to understand	**Equal variances assumed**	.011	.916	-.016	.988
	Equal variances not assumed			-.015	.988
OF2 Listen and take into consideration	**Equal variances assumed**	.075	.784	-.019	.985
	Equal variances not assumed			-.019	.985
OF3 Listen on personal level	**Equal variances assumed**	.384	.536	-.465	.642
	Equal variances not assumed			-.472	.637
OF4 Empathy	**Equal variances assumed**	.538	.464	.304	.761
	Equal variances not assumed			.307	.759
OF5 Self-awareness	**Equal variances assumed**	3.473	.064	-.490	.625
	Equal variances not assumed			-.513	.609
OF6 Persuasion	**Equal variances assumed**	.073	.787	-.205	.838
	Equal variances not assumed			-.206	.837
OF7 Community minded-helping others	**Equal variances assumed**	.003	.957	.703	.483
	Equal variances not assumed			.700	.485
OF8 Community minded-Care about all employees	**Equal variances assumed**	2.757	.098	.455	.650
	Equal variances not assumed			.474	.636
OF9 Community minded-Giving back to community	**Equal variances assumed**	2.267	.134	1.384	.168
	Equal variances not assumed			1.434	.153

Based on the Levene's Test for Equality of Variances and the t-test for the Equality of the means, we conclude the following that all the independent variables except for humility are not different with male and female employees, while humility is different with male and female employees.

Inaddition, the independent t-test was performed on each dependent variable to see whether it differs from male to female employees:

Independent Samples Test

male/female employees		Levene's Test for Equality of Variances: F	Levene's Test for Equality of Variances: Sig.	t-test for Equality of Means: t	t-test for Equality of Means: Sig. (2-tailed)
DV1 satisfaction on personal level	**Equal variances assumed**	2.281	.132	.342	.733
	Equal variances not assumed			.353	.724
DV2 Satisfaction due to fair treatment of employees.	Equal variances assumed	7.778	.006	1.015	.311
	Equal variances not assumed			1.063	.289
DV3 satisfaction-willingness to stay	**Equal variances assumed**	.309	.579	-.322	.747
	Equal variances not assumed			-.319	.750
DV4 performance	**Equal variances assumed**	2.806	.095	.031	.975
	Equal variances not assumed			.032	.975
DV5 motivation to perform better	**Equal variances assumed**	.082	.775	-.564	.573
	Equal variances not assumed			-.560	.576
DV6 motivation to increase productivity	**Equal variances assumed**	.009	.923	-.416	.678
	Equal variances not assumed			-.420	.675

Based on the Levene's Test for Equality of Variances and the t-test for the Equality of the means, we conclude the following all the dependent variables are not different with male and female employees.

CHAPTER FIVE: SUMMARY OF FINDINGS AND RECOMMENDATIONS

FINDINGS

As stated through the research questions, this study aimed mainly to test first whether the characteristics of Servant Leadership including the servant factors, leader factors and other factors are practiced in a sample of high performing organizations in Lebanon. Second, whether these practices are positively contributing to the dependent variables which are employee satisfaction, performance and motivation.

Findings from Descriptive Statistics

235 survey questionnaires were filled out by 235 respondents that are first line and middle level employees from different for-profit and not-for-profit organizations in Lebanon 65% were from for-profit organizations and 35% from Not-For-Profit Organizations. These employees were from both genders (89 males and 146 females) and the supervisors were from both genders as well (165 males and 70 females).

Findings from Factor Analysis

Factor analysis is a process in which values of observed data are expressed in functions of a number of possible causes in order to find out which are the most important. Five factors containing variables can be grouped under the following categories: Servant Characteristics, Courageous and interactive, Empowering employees in action and

holding them accountable for their decisions, Being Community minded with self-awareness, Listening and Communicating with empathy.

Findings from Regression Analyses

The hypothesis tested to know whether the Servant factors, Leader factors and Other factors are positively related to each of the dependent variables which are satisfaction, performance and motivation.

Finding 1:

Trust (LF1), Standing back in personal wellbeing (SF4), and Stewardship (LF7) are statistically positively significant in predicting an increase in satisfaction on personal level.

As shown in the literature review satisfaction on personal level is directly affected by the treatment the employee receives at work. When the employees see their supervisors` caring for their personal wellbeing they will be content and satisfied on the personal level. Moreover stewardship which is revealed in the service the supervisor provides also increases the employee's satisfaction.

Finding 2:

Being Community minded and caring about all employees (OF8), standing back in personal wellbeing (SF4), Trust (LF6), and Empowerment in decision taking (LF4) are statistically positively significant in predicting an increase in satisfaction due to fair treatment of employees

Satisfaction can also be revealed by the treatment shown by the supervisor to his/her employees. When the employees feel that they are treated well and fairly, and when there is a relationship of trust between them and their supervisors they will be better satisfied in the job. Moreover, as the employees are empowered to take decisions in their jobs they will feel better satisfied because they will relate more to the job which they are sharing in its progress and success.

Finding 3:

Trust (LF6), and standing back in personal problems (SF2) are statistically positively significant in predicting an increase in willingness to stay reflecting satisfaction. On the other hand, listening on personal level (OF3) negatively affects willingness to stay reflecting satisfaction.

Employees' willingness to stay in their jobs reflecting satisfaction increases as well when there is a relationship of trust between them and their supervisor. Moreover when the employee feels that he/she is being supported on the personal level they will feel more comfortable in the environment they are working in which creates satisfaction and decrease the rate of turnover.

Finally, Although as we know listening on personal level is very important and makes the person feel appreciated and cared for, it has no effectiveness on the level of willingness to stay in the job reflecting satisfaction.

Finding 4:

Self-awareness (OF5), standing back in personal problems (SF2), Trust (LF6), Empathy (OF4), and standing back in personal wellbeing (SF4) are statistically positively significant in predicting an increase in performance.

When the supervisor is self-aware knowing his/her strengths and weaknesses this will reflect on his/her interaction with his/her followers and thus significantly affect the performance of the latter.

Moreover, when the employees feel cared for and when they feel that their leaders feel with them, understand them and support them this will reflect in their performance in the job.

Finding 5:

Listening to understand (OF1), and standing back in personal problems (SF2) are statistically positively significant in predicting an increase in motivation to perform better.

The act of listening to the employees by their supervisors' increases the employees' motivation to perform better because they would feel that their hard work is appreciated by their leaders.

Furthermore, the employees' motivation to perform better is improved when they feel that they are receiving the support on a personal level.

Finding 6:

Empowerment in access to information (LF2), standing back in personal problems (SF2), and Trust (LF6) are statistically positively significant in predicting an increase in motivation to increase productivity

Standing back in personal problems plays a big role in employees' interaction with their supervisors and jobs whereby they would be motivated to increase their productivity as a reflection to what they are receiving and as a sign of gratefulness.

In addition, giving the employees the access to information provides them with the opportunity to work better and increase productivity because they would have access to what they need in order to better perform.

Finally an atmosphere of trust and confidence between the supervisor and the employer encourages the latter to better perform and produce in order to protect this special kind of relationship

Finding 7:

There is no relationship between number of years with current supervisor and Employees' satisfaction, performance and motivation.

Finding 8:

There is relationship between number of years of employment in current organization and Employees' satisfaction, performance and motivation.

Motivation to increase productivity is negatively related to the number of years of employment in current organization, while satisfaction on personal level, satisfaction due to fair treatment, performance are not related to number of years in the organization .

The table below summarizes the findings of the regression analysis:

The relationship between Servant Factors, Leader Factors, other factors and Employees' satisfaction, performance and motivation	**R^2**	**Statistically Significant Relationship**	
Trust	Satisfaction on personal level	48.80%	+
Standing Back in personal wellbeing			+
Stewardship			+
Community minded-Care about all employees	Satisfaction due to fair treatment of employees	51.80%	+
standing back in personal wellbeing			+
Trust			+
Empowerment in decision taking			+
Trust	willingness to stay reflecting satisfaction	26.50%	+
Standing back in personal problems			+
Listen on personal level			-
Self-awareness	Performance	29.50%	+
Standing back in personal problems			+
Trust			+
Empathy			-
Standing back in personal wellbeing			+
Listen to understand	Motivation to perform better	15.40%	+
Standing back in personal problems			+
Empowerment in access to information	Motivation to increase productivity	22.40%	+
standing back in personal problems			+
Trust			+

As a continuation to the regression analysis on the independent variables, regression analysis on the factors retrieved from the factors analysis and below is the results:

Finding 9:

Servant factor (F1), being courageous and interactive (F2), empowering employees in action and holding them accountable for their decisions (F3), and being community minded with self-awareness (F4) are statistically positively significant in predicting an increase in satisfaction on personal level.

Finding 10:

Servant factor (F1), being courageous and interactive (F2), empowering employees in action and holding them accountable for their decisions (F3), and being community minded with self-awareness (F4) are statistically positively significant in predicting an increase in satisfaction due to fair treatment of employees.

Finding 11:

Servant factor (F1), empowering employees in action and holding them accountable for their decisions (F3), and being community minded with self-awareness (F4) are statistically positively significant in predicting an increase in willingness to stay reflecting satisfaction.

Finding 12:

Servant factor (F1), and being community minded with self-awareness (F4) are statistically positively significant in predicting an increase in performance.

Finding 13:

Servant factor (F1) is statistically positively significant in predicting an increase in motivation to perform better.

Finding 14:

Being courageous and interactive (F2), and empowering employees in action and holding them accountable for their decisions (F3) are statistically positively significant in predicting an increase in motivation to increase productivity.

Findings from Independent Samples T-Test

Finding 15:

For-Profit organizations are different from Not-For-Profit organizations in:

Not-For-Profit organizations are better than For-Profit organizations in applying many of the Servant factors characteristics. Supervisors in Not-For-Profit organizations have a greater tendency to be humble. Moreover, In Not-For-profit organizations they care more about the employees; standing-back in personal problems and personal well-beings more than For-Profit organizations. Compared to For-Profit organizations the Non-Profit organizations forgive the mistakes of their followers more. Furthermore, Supervisors in Not-For-profit organizations are more authentic and they stay true to themselves unlike those in For-Profit organizations. In Non-profit, they have more empathy towards the employees.

Unlike For-Profit organizations people in Non-Profit companies better serve their followers.

In Contrast to For-Profit organizations, Supervisors in Not-For-Profit organizations listen to their followers on a personal level.

Supervisors in Not-For-Profit organizations are more community minded in helping others and giving back to the community.

As a result of all these differences, employees in Not-For-Profit organizations are better motivated to increase their productivity and they are more willing to stay in their jobs.

Finding 16:

For-Profit organizations are not different from Not-For-Profit organizations in:

Both For-Profit and Not-For-Profit organizations apply the Leader Factors of a servant leadership. They both empower the employees to take responsibility, take decisions, face difficult situations and give them access to information.

Moreover, In both For-Profit and Not-For-Profit organizations the supervisors have the courage to take risks and face problems.

For-Profit and Not-For-Profit organizations do not differ in the way supervisors communicate with their followers, whereby both depend on persuasion rather than forcing their opinions, and they listen trying to understand and taking into consideration what they are being told.

Supervisors in Both For-Profit and Not-For-Profit organizations care about their employees equally.

They do not differ in setting employees benefits before employers.

Supervisors in both organizations have self-awareness knowing themselves well, they are trustworthy and they hold their followers accountable for the decisions they take.

As a result, employees in both types of organizations have similar performance, satisfaction on personal level and treatment, and they are both equally motivated to perform better.

Finding 17:

There is a difference in practices when the level of the employee changes in:

Listening and taking into consideration is higher among middle line employees than first line employees.

Finding 18:

There is no difference in practices when the level of the employee changes in:

All Servant Leadership characteristics except for listening and taking into consideration proved to be similar among middle and first line employees.

As a result, both middle and first line employees are equally satisfied and motivated and they perform similarly in their jobs.

Finding 19:

Female and Male Supervisors' practices and effects on employees' performance, satisfaction and motivation:

Both male and female supervisors have similar behaviors as supervisors. They both apply Servant Leadership characteristics similarly except for empowerment in taking decisions which is greater among male supervisors than among female supervisors.

As a result, Employees are equally satisfied and motivated and they perform similarly in their jobs whether they are supervised by male or female supervisors.

Finding 20:

There is no difference in practice among the two genders of employees:

All Servant Leadership characteristics except for humility proved to be similar among supervisors of both male and female employees.

As a result, both genders of employees are equally satisfied and motivated and they perform similarly in their jobs.

Limitations:

We should be aware of some limitations to our research. This study has focused on the effect of Servant Leadership characteristics on employees' performance, motivation and satisfaction. A more comprehensive study could include other styles of leadership and compare them to Servant Leadership to check which is more effective.

Recommendations:

Servant Leadership characteristics are better applied in Not-For-Profit organizations than in For-Profit ones in Lebanon, and as a result we can see from the findings that employees in Not-For-Profit organizations are better motivated to increase their productivity and they are more willing to stay in their jobs.

Thus, I recommend that For-Profit organizations focus on improving and adopting certain Servant Leadership characteristics that would have a great impact on employees' motivation and satisfaction which in turn would affect the organizational performance. These characteristics include being humble, caring for employees personal as well as work problems, serving the employees, having empathy, and listening to the employees.

APPENDIX

Questionnaire Exploring
The Impact of Servant Leadership on Employees Satisfaction, Motivation and Performance in For-Profit and Not-For-Profit Organizations in Lebanon

Dear Participants,

As part of the fulfillment of the requirements of the MBA degree from Haigazian University, I am conducting a survey to help me assess the usage of Servant Leadership style in Lebanon and its effects on employee's satisfaction, motivation and performance in both for profit and not-for-profit organizations

I would really be grateful and appreciative if you would take time to fill out the attached questionnaire.
Your frank response will remain confidential and the data from this survey will be reported in the thesis anonymously

Your active participation will be an expression of your valuable sense of social responsibility that I definitely need.
Please first specify the type of the organization you work for then read through each of the following statements and fill in the column that indicates your level of agreement with the statements according to the following scale: Strongly Disagree – Disagree – Neutral – Agree – Strongly Agree.

For any clarification, please do not hesitate to contact me at: denise-ri@hotmail.com

Thank you again for your valuable time and support,
Looking forward to hearing from you soon,

Sincerely,
Denise Rizk

Please specify the type of the organization you work at:

_____ For-Profit _____ Not-For-Profit

Nb.	**Please Specify if the supervisors at you organization have these characteristics**	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My supervisor prefers to stay behind the scenes; he does not like to show off with his accomplishments					
2	I would seek help from my supervisor if I had a personal problem.					
3	My supervisor puts my needs ahead of his/her own.					
4	My supervisor cares about my personal well-being.					
5	My supervisor forgives me when I do mistakes					
6	My supervisor has integrity; expresses himself in consistence with his thoughts and feelings					
7	My supervisor gives me the responsibility to make important decisions about my job.					
8	My supervisor empowers me by giving me access to the resources I need to develop knowledge					
9	My supervisor gives me the freedom to handle difficult situations in the way that I feel is best.					
10	When I have to make an important decision at work, I do not have to consult my supervisor first.					
11	My supervisor holds me accountable for the decisions I take					
12	I trust my supervisor and feel confident when interacting with him/her					
13	My supervisor is a role model for stewardship, he/she focuses on service rather than on power					
14	My supervisor can solve work problems with new or creative ideas.					
15	My supervisor is able to effectively think through complex problems.					
16	My supervisor listens to me with respect making me feel valued and understood					
17	I say what I want to say to my supervisor and not what he/she wants to hear					
18	My supervisor takes time to talk to me on a personal level.					
19	My supervisor has empathy, he/she feels with me, understanding my problems and circumstances					

Nb.	**Please Specify if the supervisors at you organization have these characteristics which are the characteristics of a Servant supervisor**	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
20	My supervisor is a role model of self-awareness; knowing his strengths as well as his weaknesses					
21	My supervisor uses persuasion to convince me rather than forcing his opinion					
22	My supervisor is always interested in helping people in our community.					
23	My supervisor tries to support all employees, He/she is committed to the growth of all employees because he/she knows that employees are of great value to the organization					
24	My supervisor emphasizes the importance of giving back to the community					

Nb.	**Please Specify the level of agreement or disagreement you have with the below listed statements that shows your satisfaction, motivation and performance**	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
25	I am satisfied with my job where I receive high level of support for my well being					
26	I am satisfied with my job because of justice and fair treatment of employees by my supervisor					
27	I am willing to stay in my organization					
28	I feel I continuously improve and progress in my job					
29	I want to do my job in the best way possible					
30	I want to work harder to increase my productivity					

Please Specify the Following:

- Your Level in the organization(first line/middle):
- Years of Employment in current organization:
- Years of work with the current supervisor:
- Your Gender:
- Supervisor's Gender

Thank you for your participation

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