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A Gendered View of Servant Leadership

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DISSERTATION NOTICES

Carrington, Timothy O. (2015). *A correlational study of emotional intelligence and servant leadership among church leaders*. Ed.D., Wilmington University.

The purpose of this study was to determine the existence of a statistically significant correlation between emotional intelligence and servant leadership behaviors among pastors and church leaders. Specifically, this study sought to answer two research questions: (1) Is there a statistically significant correlation between the perceived servant leadership behavior, self-assessed by leaders using the Servant Leadership Behavior Scale, and the level of emotional intelligence, self-assessed by leaders using the Trait Emotional Intelligence Questionnaire—Short Form? (2) Is there a statistically significant correlation between perceived individual attributes of servant leadership and emotional intelligence? The survey results were compiled and analyzed in SPSS, using basic descriptive and correlational statistics. The results of this correlational analysis found that there is a moderate positive correlation between emotional intelligence and servant leadership behavior overall, as well as among several of the factors and dimensions of these constructs. The conclusion of this study was that, while one cannot definitively conclude that a training tool designed to build emotional intelligence would improve the correlation between emotional intelligence and servant leadership, knowing that emotional intelligence is learnable provides sufficient evidence to further investigate the correlation. Additional research should be conducted to further investigate the causation of the relationship between emotional intelligence and servant leadership.

Diehl, Susanne. (2015). *A gendered view of servant leadership*. Ph.D., Indiana University of Pennsylvania.

This purpose of this quantitative, cross-sectional study was to examine whether differences exist between males and females in their servant leadership behaviors. Study participants, a group of men and women who were similarly educated about servant leadership, rated themselves on the Essential Servant Leadership Behaviors scale (Winston & Fields, 2012). Gender, age, years of supervision, work sector and whether the participant's organization was in a period of organizational change or stability served as the independent variables. Factor analysis confirmed that the ten servant leadership behaviors measured one dimension. The resulting aggregated one-dimensional servant leadership scale served as the dependent variable.

Multiple regression analysis yielded a finding of no significant difference between males and females in their servant leadership behaviors. No significant differences existed in the number of years of supervision or the participants' perception of organizational change or stability. There were, however, significant differences between age groups and different work sectors with regard to servant leadership attitudes and behaviors. The results not only contribute to the literature concerning gender and servant leadership but also suggest that future research concerning servant leadership with respect to age and workplace sectors may be warranted.