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Published in:
European Business Review

DOI:
[10.1108/EBR-08-2019-0162](https://doi.org/10.1108/EBR-08-2019-0162)

E-pub ahead of print: 28/09/2020

Document Version
Peer reviewed version

[Link to publication on the UWS Academic Portal](#)

Citation for published version (APA):
McQuade, K., Harrison, C., & Tarbert, H. (2020). Systematically reviewing servant leadership. *European Business Review*. <https://doi.org/10.1108/EBR-08-2019-0162>

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Systematically Reviewing Servant Leadership

Introduction

Servant leadership is considered an important area of research due to the potential success it can impact upon organisations (Harrison, 2018). However, it remains a phenomenon of relative obscurity, often overlooked, in favour of the more ‘popular’ approaches to leadership (Russell, 2016). Although an ancient concept, servant leadership was not formally conceptualised until the 1970s by Robert Greenleaf (Sendjaya and Sarros, 2002). It is probably best summarised by Greenleaf who states:

“The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first, then conscious choice brings one to aspire to lead”

(Greenleaf, 1998:4)

There has been continuous advancement and development in the field of servant leadership. Yet, it remains an area which lacks a comprehensive systematic literature review (SLR) identifying its evolution and clarifying where the research is at present. As of yet, there have been only two SLRs conducted regarding servant leadership (Eva et al., 2018; Parris and Peachey, 2013). It can be inferred that both literature reviews are of considerable note in the field of servant leadership. Parris and Peachey’s (2013) research examines the concept of servant leadership within organisational contexts and Eva et al.’s (2018) has a broader scope, examining the definitions of servant leadership and the scales used to measure the concept. Yet neither of the reviews examine the themes, or skills of servant leadership.

Furthermore, whilst both reviews recommend areas for future research, they are based upon the review outcomes. This paper, however, will make recommendations based upon the outcome of a thematic analysis. Additionally, both reviews omit the inclusion of the search strings used in their research protocols making it difficult for other scholars to replicate their results, which can be considered one of the strengths of an SLR. Additionally, Eva et al. (2018) review does not include the inclusion/exclusion criteria while Parris and Peachey (2013) review only uses

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3 databases made available through their university libraries, rather than major
4 databases recognised and trusted within academia.
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8 This paper will therefore present an easily replicated and justifiable SLR of servant
9 leadership, allowing for a deeper overall understanding of the phenomenon.

10 The purpose of this paper is to provide a benchmark within the theoretical
11 development of servant leadership. The resulting SLR and discussion provides a
12 map of the current state of the research and identifies the gaps that future studies
13 can address.
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20 The paper contributes to the servant leadership literature by identifying the
21 antecedents of servant leadership, its assessments, other themes in the field as well
22 as providing a thorough descriptive analysis of the domain. The paper starts with an
23 overview of the three-stage methodology employed by the SLR. The findings are
24 then presented and discussed after which the review questions are addressed. The
25 paper concludes by pointing out its implications for research, its limitations, before
26 the gaps for future research are highlighted.
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34 **Methodology**

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37 SLRs identify the relevant literature to a phenomenon by implementing prescribed
38 methodological approaches and processes (Jahan, 2016). It should be noted that
39 SLRs differ from traditional narrative literature reviews which are generally selective
40 of the literature they include, according to the preferences or availability of the
41 author. Additionally, they tend to be descriptive rather than scientific. SLRs are
42 guided by a predetermined review protocol and include evidence which is fit for
43 purpose. They must be exclusive, algorithmic and aggregative (Tranfield et al.,
44 2003). The review should be easily replicated by anyone who follows the protocol,
45 producing the same results each time.
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54 This research followed the three-stage review process developed by Tranfield et al.,
55 (2003) and verified by previous scholars (Clark et al., 2019; Cope and Pittaway,
56 2007; Harrison et al., 2016; Sawyerr and Harrison, 2019).
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3 The review process was as follows;
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- 6 • Stage one: Planning the review
- 7 • Stage two: Conducting the review
- 8 • Stage three: Reporting and dissemination
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14 Having discussed the methodology this paper adopted, it will now examine, in detail,
15 the aforementioned stages.
16

17 18 **Stage One: Planning the Review**

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22 Prior to commencing the review process, a panel with expertise in servant leadership
23 was consulted in order to provide a robust overview of the phenomenon and
24 recommend potential areas for research. They were able to advise on the
25 comprehensive review protocol development. The protocol was also guided by a
26 scoping study and a thorough narrative literature review.
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32 *Review Questions*

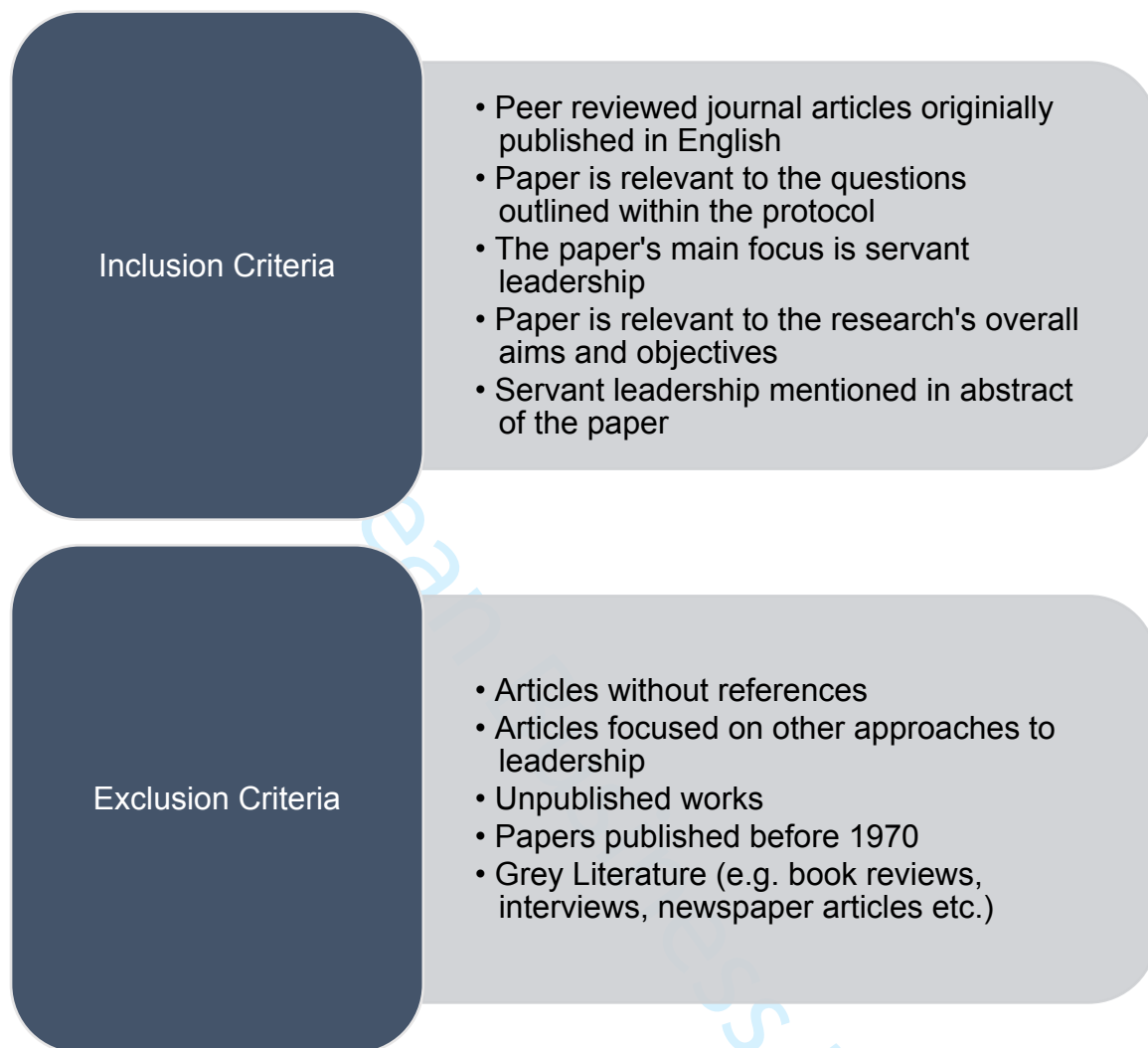
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36 An initial scoping study was conducted in order to identify and understand the
37 emerging and existent trends within the servant leadership literature, which was also
38 used to inform the questions for this review (Harrison et al., 2016). Thus, the
39 following questions were developed:
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- 43 • What are the themes present within the servant leadership literature?
- 44 • What are the skills of servant leaders?
- 45 • Where are the gaps in the research of servant leadership?
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51 *Review Criteria*

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55 Selection criteria are necessary in order to filter results and evaluate the relevant
56 research and information to be included in an SLR (Denyer and Tranfield, 2009).
57 This paper was informed by both inclusion and exclusion criteria (See Figure 1)
58
59
60

Figure 1: Inclusion/Exclusion Criteria



Stage Two: Conducting the Review

As this paper was protocol driven, it used the hand and electronic searching of databases. This paper used widespread and generic web-based searches to conduct the review.

This review primarily used Google Scholar as a tool to identify databases. This made it clear which databases prominently featured servant leadership, narrowing the overall search. The SLR then used the following academically recognised and

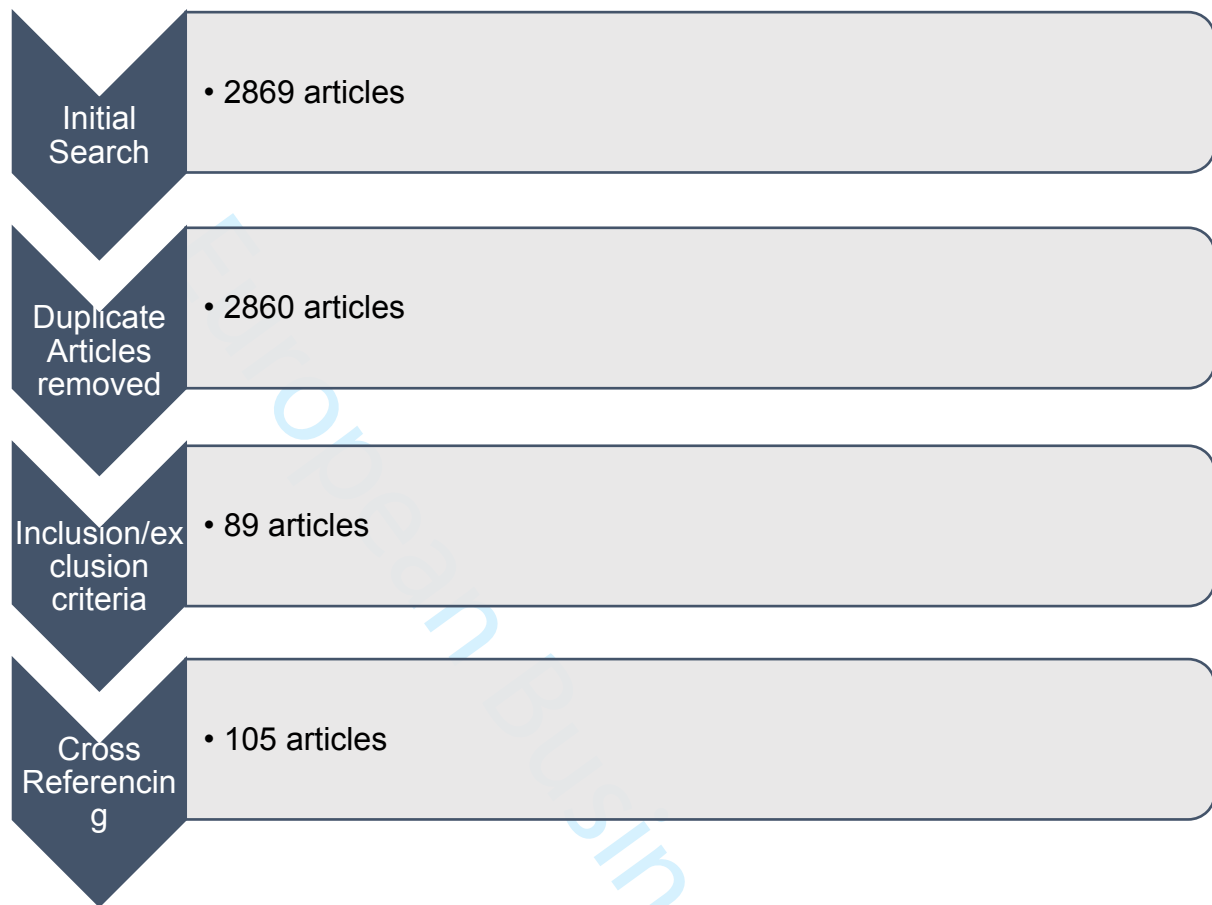
accepted databases to search for information: Emerald Insight, SAGE Publications, Springerlink, Wiley Online, Taylor and Francis and Web of Science. These databases have been identified as suitable for SLRs within previous scholarly work (Brown and Bell, 2018; Clark et al., 2019; Harrison et al., 2016). Within the aforementioned databases, relevant search strings were developed in order to identify data relevant to the research (see Figure 2).

Figure 2: Search Strings

Search string 01	• Servant leadership (in title)
Search string 01a	• Servant Leadership (anywhere)
Search string 02	• Serv** AND Lead***** (in title)
Search string 02a	• Servant Leadership (anywhere)
Search string 3	• Serve AND Lead***** (in title)
Search string 3a	• Skills (anywhere)
Search string 4	• Serv*** AND lead*****
Search string 4a	• Behav**** OR traits OR characteristics OR personality anywhere

The root and search strings culminated in a total of 2869 articles. These were subject to the inclusion and exclusion criteria and 189 duplicate articles were removed. The articles were then subjected to the study quality assessment developed by Harrison et al. (2016). This consists of ensuring that the papers reported unambiguous findings based upon arguments and evidence; examining the papers referenced, and their appropriateness and conducting an abstract screening. The end result consisted of a total of 89 journal articles. These articles were then manually cross referenced via their reference lists and citations. The relevant articles from this search were then again filtered using the inclusion and exclusion criteria. This resulted in the additional inclusion of 16 articles (see Figure 3)

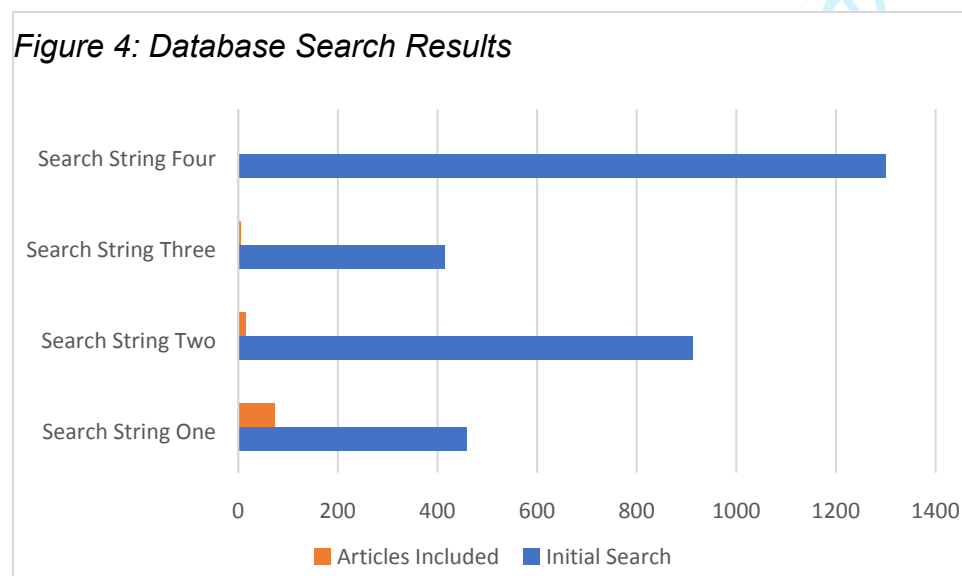
Figure 3: Article Selection Process



Therefore, the total number of articles identified as relevant within the SLR was 105.

The review was completed on November 8th, 2018 (See Figure 4).

Figure 4: Database Search Results



Stage Three: Reporting and dissemination

Having discussed how the review was carried out, this paper will now report the findings of the SLR and answer the review questions.

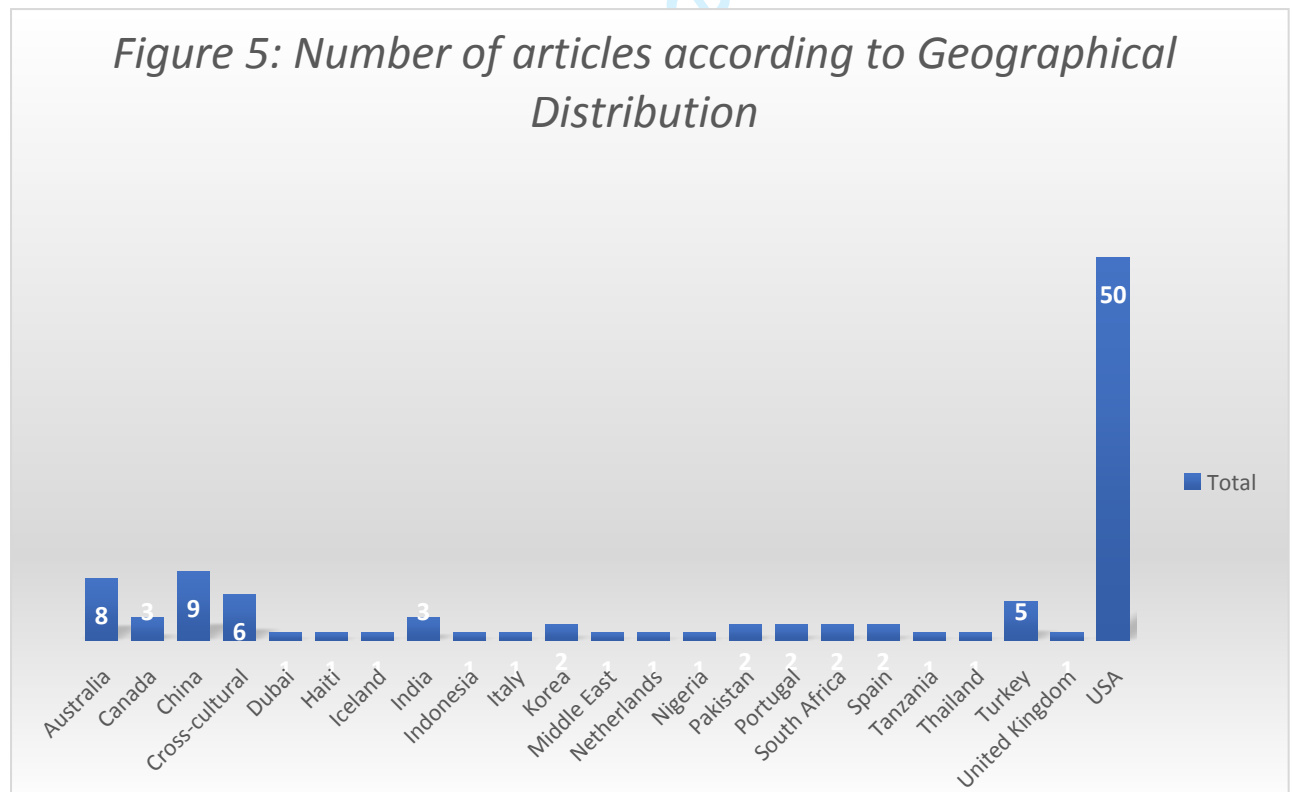
Descriptive Analysis

The paper will now provide a descriptive analysis of the research. This includes a geographical distribution of the articles, types of study, methodological approaches, methods of data collection, number of publications, citations and journal publications.

Geographical Distribution

The majority of the research concerning servant leadership was found to be within North America with 53 articles (See Figure 5). The second largest concentration of research was found within China with nine articles. Despite the existence of research within China, servant leadership clearly is a topic largely confined to the West with eight research articles in Australia and two articles in both Spain and Portugal. To summarise a total of 77% of the research concerning servant leadership exists within the developed countries. This shows that servant leadership is still a concept which is lacking in research within developing countries.

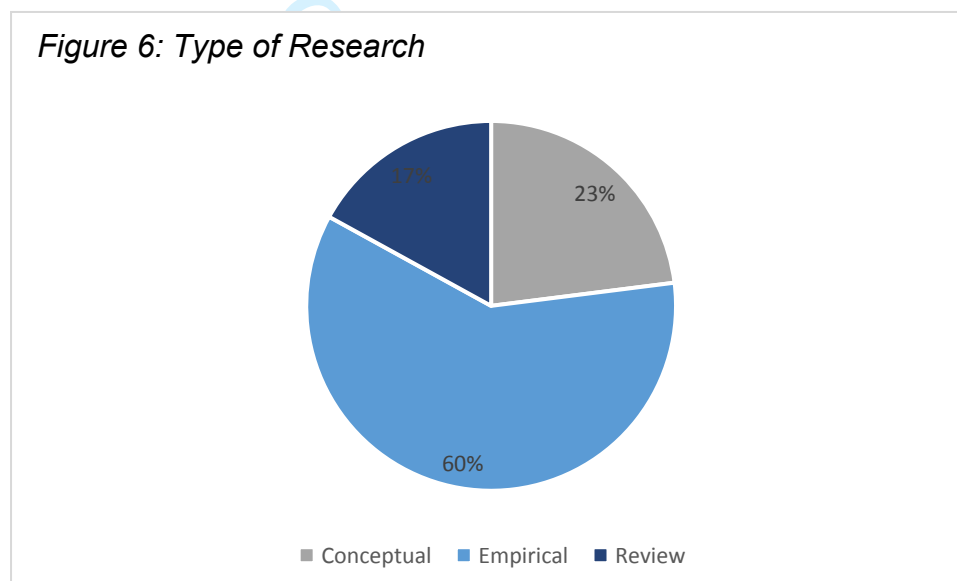
Figure 5: Number of articles according to Geographical Distribution



Types of Study

Findings from the review show that there are three different types of research employed within servant leadership. These types of research were conceptual, reviews and empirical. The majority of the research were conducted empirically at 60%. A further 23% of the research was conceptual and 17% of the research consisted of literature reviews (see Figure 6)

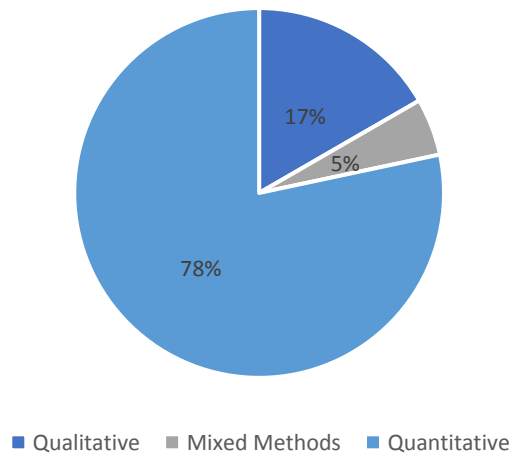
Figure 6: Type of Research



Methodological Approaches

The majority of the research conducted within the literature was quantitative in nature, contributing about 78% of the empirical research. 17% of the research conducted was qualitative and 5% used a mixed method approach. This indicates a need for further qualitative studies to be conducted (see Figure 7).

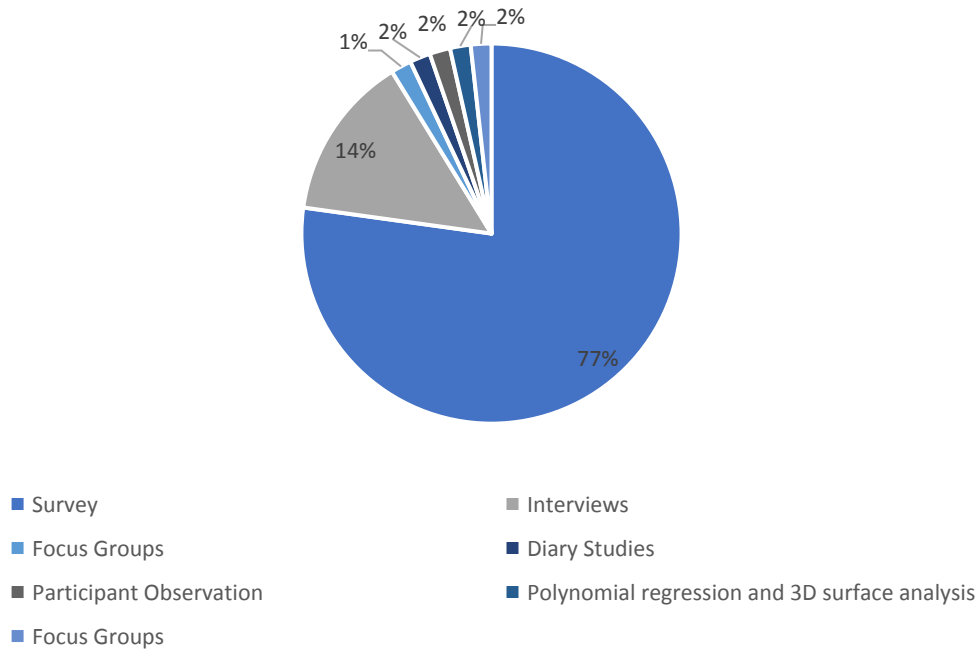
Figure 7: Methodological Approaches



Methods of Data Collection

As shown above, the majority of the research concerning servant leadership is conducted quantitatively, therefore it is unsurprising that the most common method of data collection were surveys at 77%. Qualitative methods were far less common, with only 14% of the research consisting of interviews. Even less common were participant observation; polynomial and 3D surface analysis, focus groups, with 2% and diary studies at 1%. This highlights that there is more scope for qualitative research methods to be employed when investigating servant leadership, as this is an area which is lacking (See Figure 8).

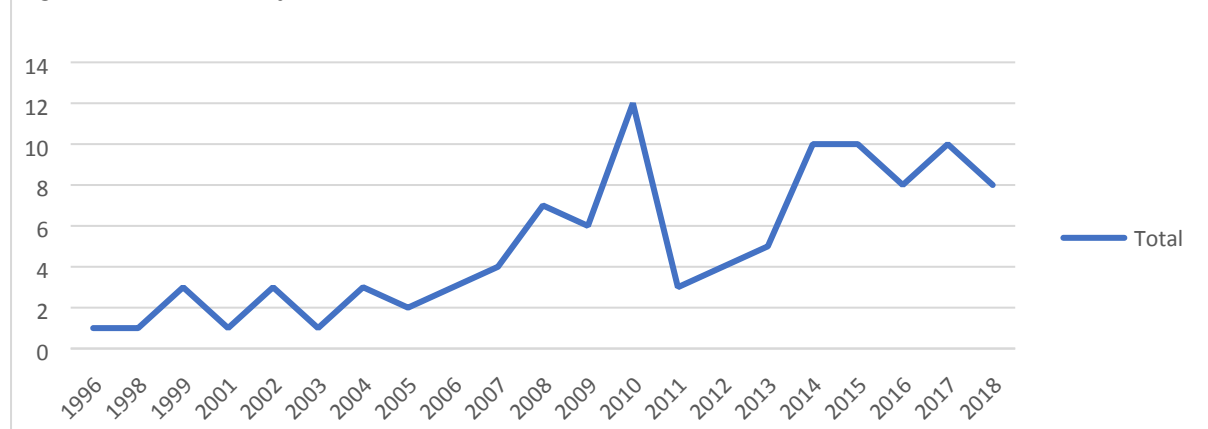
Figure 8: Mode of Data Collection



Number of Publications

The earliest papers which were included in this review were published in 1996 and the work included has continued up until 2018 (see Figure 9). There have been peaks in the research, particularly in 2010, and again in 2018. This shows that it remains a relatively new and current area of research.

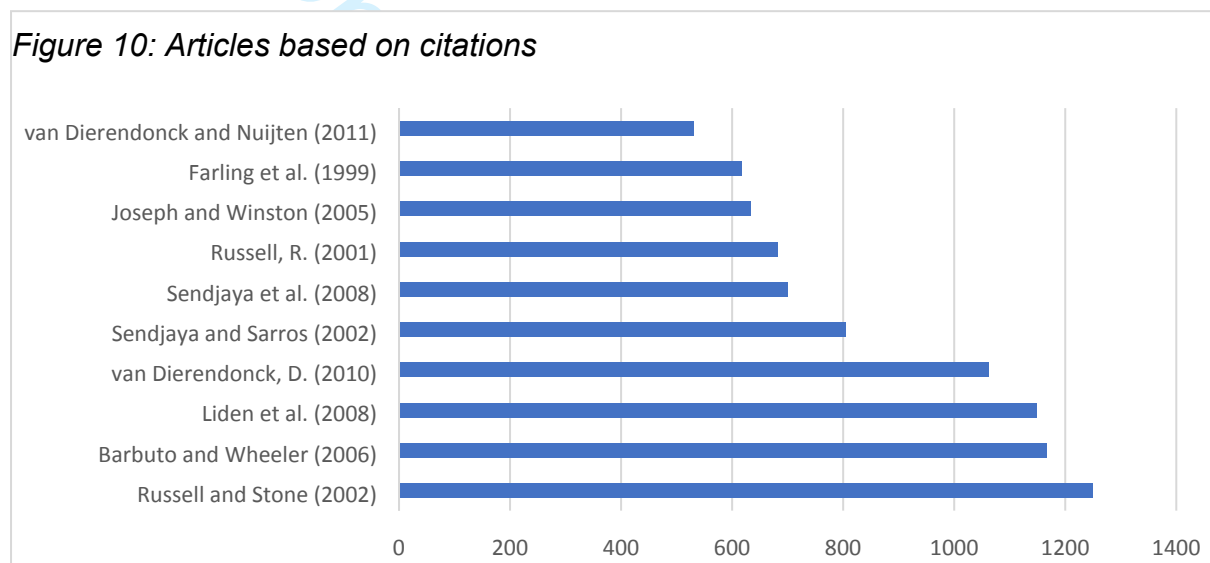
Figure 9: Articles by Year of Publication



Citations

The articles varied dramatically in terms of the number of times they were cited, from 0 to 1249 (see Figure 10). The most widely cited article was 'A review of servant leadership attributes: developing a practical model' (Russell and Stone, 2002). This article had 1249 citations in total. This is unsurprising as it is often considered a seminal body of work due to its development of a conceptual model and its frequent use in literature.

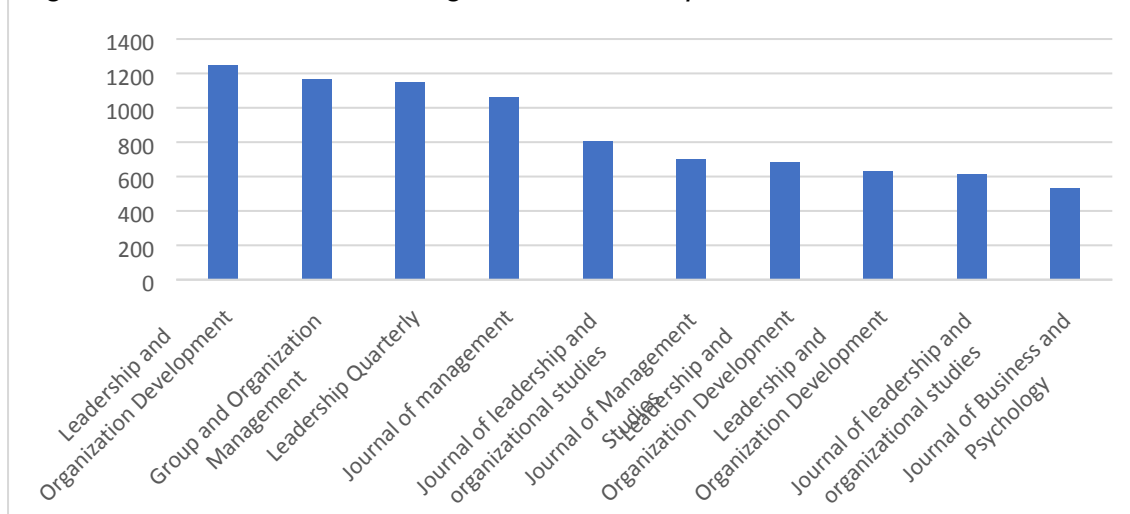
Figure 10: Articles based on citations



Journal Publications

In total, articles included in the review were published across 74 journals. The highest number of publications was found in the Leadership and Organization Development Journal. The journals which had the most articles are found in Figure 11, all other journals featured one article.

Figure 11: Journals with the highest number of publications



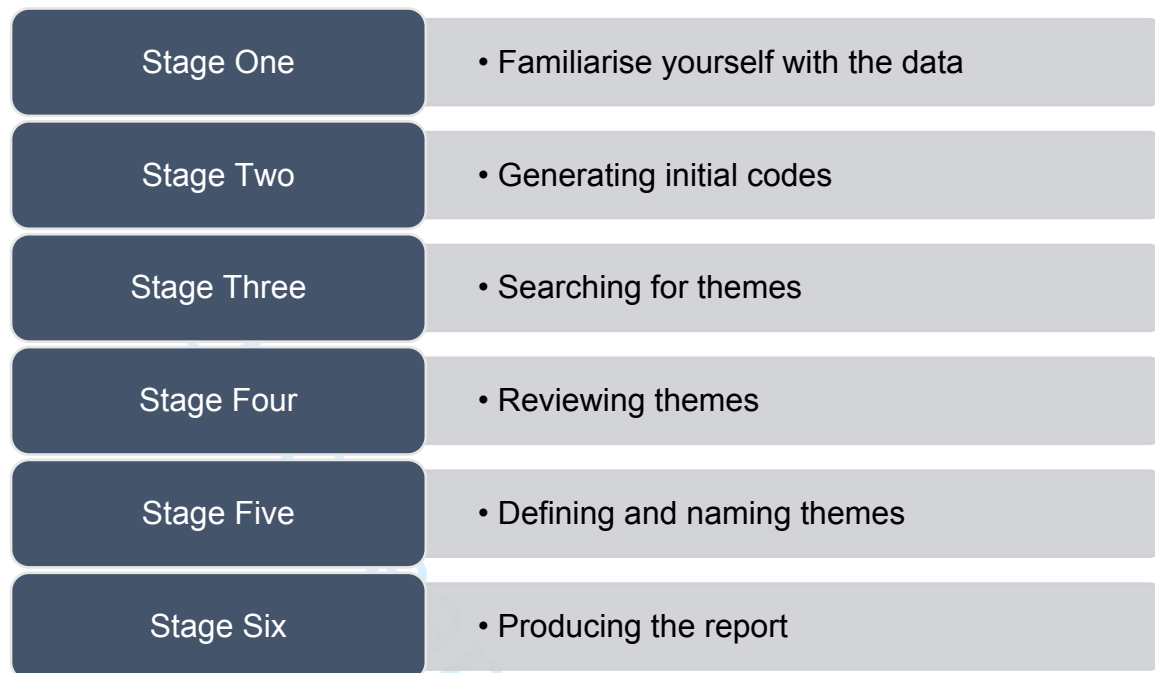
Answering the Review Questions

This section of the paper provides the answers to the three review questions of the SLR.

What are the themes present within the servant leadership literature?

In order to address review question one, a thematic analysis was conducted, which will now be discussed. Braun and Clarke (2006) suggest that a thematic analysis is concerned with the identification and recording of patterns which are found within the data. They outline six stages necessary to conduct a thematic analysis (see Figure 12).

Figure 12: Stages of Thematic Analysis



(Braun and Clarke, 2006)

After completion of the first five stages of thematic analysis it became apparent there were recurring themes present within the literature. This paper will provide an analysis of the literature in accordance to theme, concluding Braun and Clarke's (2006) sixth stage.

Values

The values necessary for servant leadership was a theme identified within the thematic analysis (See Table 1).

Insert Table 1 here

With regards to servant leadership, Russell (2001) states that the values of the servant leader are what distinguishes them from other types of leaders and that it is important for them to have a value system. Washington et al. (2006) supports Russell (2001) proposition and both identify competence, integrity and empathy as the values which are necessary for servant leadership. Yet both papers lack empirical evidence.

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2
3 Hays (2008) develops a model of servant teaching. It is important to point out that
4 this model is not based upon any empirical evidence, nor has it been empirically
5 tested. Additionally, Mertell and Brill (2015) propose that the values concerned with
6 servant leadership could be beneficial for those who are leaders within healthcare.
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11 It can therefore be said that with regards to the values within servant leadership,
12 although it is an important area of the research, it is one which is thus far lacking in
13 empirical research.
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16 17 *Literature Reviews*

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20 A vast amount of the research was concerned with literature reviews surrounding
21 servant leadership (See Table 2).
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24
25 *Insert Table 2 here*
26
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28 The majority of the literature reviews examined how servant leadership has been
29 continuously advanced and developed. Grisaffe et al. (2016) conducts a literature
30 review in order to identify where servant leadership should be developed with
31 regards to potential future research. However, this research fails to establish valid
32 reasoning as to why literature was either included or excluded within the review.
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38 Furthermore, the research of Yigit and Bozkurt (2017) includes research conducted
39 within a period of 16 years. This could have resulted in the exclusion of large
40 volumes of research conducted out with this selective time period. The research of
41 Crippen (2004) discusses the use of servant leadership within an educational setting
42 but it is limited to the area of Manitoba.
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48 The two SLRs mentioned earlier within this paper were also included in this review
49 (Eva et al., 2018 and Parris and Peachey, 2013). As previously mentioned, these
50 SLRs could benefit from more rigorous review protocols.
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55 A further two literature review articles aimed to examine Greenleaf's seminal works
56 concluding with both critiques and recommendations (Bradley, 1999 and Spears,
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3 1996). Yet, both these articles could benefit from the inclusion of further seminal
4 works in order to make robust conclusions and comparisons.
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8 Finally, Winston and Ryans (2008) study was concerned with the application of the
9 findings of the GLOBE studies to culture literature in order to highlight the similarities
10 of servant leadership globally. However, it should be noted that this study was not
11 validated empirically.
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15 *Behaviour*

16 A further emergent theme from the literature was that concerned with the behaviour
17 of servant leaders (see Table 3).
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23 *Insert Table 3 here*
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26

27 Four main behaviours of servant leaders were identified within the research in this
28 theme. The first behaviour identified was the empowerment or enabling of followers
29 by the servant leader (Cerit, 2009; Taylor et al., 2007; Sendjaya et al., 2008; Winston
30 and Fields; 2015). However, it is important to note that the research within the area
31 of empowerment is limited. The research of Cerit (2009) is solely on primary schools
32 within Turkey, which means that it is unable to generalise the results gathered.
33 Additionally, the research of Taylor et al. (2007) focuses on examining the practices
34 of school principals identified as servant leaders. Yet, this study focuses solely on
35 teacher's perceptions, which could lead to potential participant bias. Additionally, the
36 research conducted by Sendjaya et al. (2008) was conducted within Australia and
37 therefore could benefit from further validation on a geographical scale. It should also
38 be pointed out that the research of Winston and Fields (2015) generated results from
39 only one university, which therefore means the wider applicability of their results is
40 questionable.
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52 Secondly, stewardship was identified (Beazley and Gemmill, 2006; Sturm, 2008).
53 Whilst the research of Beazley and Gemmill (2006) was empirically validated it was
54 limited to one Texan organisation, which limits the results. Furthermore, the research
55 of Sturm (2008) was not validated empirically.
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3 The third determined behaviour was inspiring or influencing followers (Taylor et al.,
4 2007; Sendjaya et al., 2008). However, Taylor et al. (2007) has the possibility for
5 participant bias and Sendjaya et al. (2008) lacks in geographical validation.
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10 The final prominent behaviour identified was that of the spiritual support offered by
11 servant leaders (Beazley and Gemmil, 2006; Sendjaya et al., 2008; Sturm, 2008).
12 However, spirituality is a difficult concept to conceptualise and measure.
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17 It is important to note that there is limited general consensus as to the behaviours
18 concerned with servant leadership, thus, it could be considered as a potential area
19 for further research.
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23 *Performance*

24 The most saturated area of the research was that of performance (see Table 4).
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29 *Insert Table 4 here*
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32 The general consensus is that overall, servant leadership has a positive influence on
33 employee performance. It positively influences trust within the followers in an
34 organisation. (Bobbio et al., 2012; Chan and Mak, 2014; Joseph and Winston, 2005;
35 Kashyap and Rangnekar, 2014; Reinke, 2004; Sendjaya and Pekertie, 2010; Shim et
36 al., 2016).
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43 Research has also been conducted at length with regards to the impact of servant
44 leadership on employee job performance. Whilst the research conducted by
45 Sihombing et al. (2018) found that servant leadership has had no impact on
46 employee job performance, it is important to note that this research was conducted
47 within a single Indonesian bank and requires further validation. In contrast, a
48 plethora of other scholarly works have validated that servant leadership impacts
49 positively on employee job performance (Awan et al., 2012; Jaramillo et al., 2009;
50 Liden et al., 2015; Song et al., 2015).
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58 Servant leadership has also been found to impact positively on employee job
59 satisfaction. This has been found to be the case within a variety of different
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3 organisational environments, for example; education, national parks, family run
4 organisations and healthcare. (Al-Mahdy et al., 2016; Charles, 2015; Chung et al.,
5 2010; Farrington and Lilan, 2018; Gunnarsdottir, 2014; Mayer et al., 2008; McCann,
6 2014; McNeff and Irving; 2017). Additionally, research shows servant leadership
7 impacts positively on positive climates in the workplace (Black, 2010; Jit et al., 2017;
8 Liden, 2015; Ozyilmaz and Cicek, 2015).
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15 It is important to note that there are also many other aspects of work performance
16 discussed within the literature in the review. For example; team conflict management
17 (Wong et al., 2016); employee creativity (Yang et al., 2016); work family commitment
18 (Tang et al., 2016); voice behaviour (Yan and Xiao, 2016); organisational
19 commitment (Cerit, 2016; Palumbo, 2016); life satisfaction (Chen et al., 2016;
20 Ebener and O'Connell, 2010); employee engagement (Carter and Baghurst, 2014)
21 and customer service (Hunter et al., 2013 and Wong et al., 2016). The general
22 consensus of the literature is that servant leadership positively impacts upon
23 employee and organisational performance.
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33 From the evidence provided above, it is arguable that organisational performance is
34 one of the most saturated areas of servant leadership and most research in the field
35 has been conducted in this area.
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39 *Assessments of servant leadership*

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43 A number of articles have emerged in the SLR which are concerned with presenting
44 the assessments on servant leadership. These articles consist of the frameworks
45 and tools which are employed to measure servant leadership (see Table 5).
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49 *Insert Table 5 here*

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53 As previously mentioned, numerous assessments for servant leadership were
54 discussed within the research in the review. A notable scale was developed by Van
55 Dierendonck and Nujiten (2011) which measured eight different dimensions of
56 servant leadership, initially conducting empirical research within the Netherlands and
57 the United Kingdom. This scale was further tested by Van Dierendonck et al. (2017)
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3 and expanded across eight different countries. However, these eight countries were
4 mostly European and were all western, developed countries. This raises questions
5 as to the validity of the scale out with western countries. Barbuto and Wheeler's
6 (2006) research culminated in the development of a scale to measure the
7 characteristics of servant leadership. Whilst the validity of this scale was further
8 determined by Dannhauser and Boshoff (2007) in North America and South Africa, it
9 could still be further tested globally. Additionally, Reed et al. (2011) developed a
10 scale in order to measure the characteristics of servant leaders. Yet it should be
11 noted that this research was limited to a single college in Florida. Sendjaya and
12 Cooper (2010) also developed a scale to measure servant leader behaviour. This
13 has only been tested in two not for profit organisations within Australia, therefore its
14 applicability in other contexts is questionable.
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26 Much of the research has aimed to outline the concept of servant leadership by
27 presenting frameworks. Buchen (1998), Russell and Stone (2002) and Lanctot and
28 Irving (2010) developed frameworks of servant leadership which aimed to identify
29 characteristics. However, none of these frameworks were proposed as the result of
30 empirical findings. A framework of servant leadership was presented by Garber et al.
31 (2009) to be used by healthcare and hospital leaders. This research was empirically
32 tested; but only in a south-eastern American healthcare system limiting its
33 application within all healthcare systems. Farling et al. (1999) also presents a model
34 of servant leadership which is based upon behaviour but was not empirically tested.
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43 Further frameworks of servant leadership have been developed for use within
44 correctional facilities (Simmons and Branch, 2015); teaching (Black, 2010); dentistry
45 (Certosimo, 2009) and sports (Burton and Peachey, 2013 and Robinson, 2018).
46 However, it is important to note that none of these aforementioned frameworks were
47 based upon empirical evidence. Therefore, it could be argued that a gap in the
48 servant leadership research exists in this area and there is a need for an empirically
49 validated framework for use as a measurement assessment.
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56 *Characteristics*

57 A further theme was that of characteristics (see Table 6).
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3 *Insert Table 6 here*
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7 A commitment to the development of people was agreed throughout the literature as
8 one of the most important characteristics of servant leadership. Additionally, it was
9 also unanimously agreed that servant leaders should all demonstrate stewardship,
10 promote empathy/acceptance and demonstrate direction. However, it is important to
11 note that there is a lack of empirical evidence in any of the research which is
12 concerned with characteristics.
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20 *Antecedents of Servant Leadership*

21 The final theme which emerged within the research was that of antecedents of
22 servant leadership (See Table 7).
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27 *Insert Table 7 here*
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30 Beck (2014) proposes that the antecedents of servant leadership are length of
31 service in a servant leadership role and volunteer work. However, it is noted by the
32 author that the results of this study may not be totally accurate as participants were
33 asked to report on their own servant leadership factors. Furthermore, the study was
34 limited to a North American context and could be further expanded in a geographical
35 sense. Amah (2018) determines that self-efficacy and a motivation to serve are
36 antecedents to servant leadership. However, this study was limited to a Nigerian
37 context and could be further expanded. Sendjaya and Sarros (2002) states that the
38 antecedents of servant leadership are a sense of self concept and a view of oneself
39 as servant first. However, it is important to note that this research is unvalidated with
40 empirical evidence. Mittal and Dorfman (2012) research explore societal and cultural
41 values as antecedents to nations endorsing servant leadership. The study analyses
42 five aspects of servant leadership. It is arguable that more aspects of the
43 phenomenon could be explored in future studies to determine the antecedents of
44 servant leadership across cultures.
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3 Within the theme of antecedents to servant leadership, it is clear that further
4 research is necessary in order to generate a consensus as to what predetermines
5 servant leaders.
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10 Therefore, in answer to review question one, the themes in the servant leadership
11 literature are; values, literature reviews, behaviour, assessments, performance,
12 characteristics and the antecedents of servant leadership.
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14

15 16 17 18 **What are the skills of servant leaders?** 19

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21 With regards to the skills of servant leaders, research has been conducted on
22 characteristics, values and behaviours. Yet research concerning skills is not of
23 prominence. Barbuto and Wheeler (2006) state that a servant leader should possess
24 the skill of empathy. However, it is arguable as to whether this is in fact a skill or a
25 trait. Barbuto and Wheeler (2006) discuss the skill of listening within servant
26 leadership. Page and Wong (2000) echo this, stating it is necessary for servant
27 leaders to listen to their followers. Additionally, communication skills (Russell and
28 Stone, 2002) and trust (Page and Wong, 2000; Russell and Stone, 2002) have been
29 highlighted as pertinent for servant leaders.
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38 However, whilst skills are touched upon in some papers, it is largely as a side note
39 with the focus being dedicated to other areas of research. As of yet, a
40 comprehensive examination into the skills of servant leaders is lacking in the field.
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45 **Where are the gaps in the research of servant leadership?** 46 47

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49 This review has contributed to knowledge by determining the gaps in the research
50 which have been identified concerning servant leadership in a methodological sense.
51 As highlighted within the review, servant leadership is lacking in qualitative research
52 and its data collection methods in general. At present, surveys have dominated the
53 data collection within servant leadership research, with 77% of the studies employing
54 this approach. Therefore, this paper suggests than in order to fully explore the
55 humanistic elements of servant leadership, qualitative methods such as interviews
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3 should be employed. The inclusion of more qualitative research will allow for the
4 alleviation of the saturation of quantitative research within the field. Furthermore,
5 servant leadership as an area of research, would benefit from the development of
6 more empirical studies to justify the proposed frameworks.
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12 This review also recommends that further research should be conducted into the
13 skills, antecedents and behaviour necessary for servant leadership as they were
14 found to be areas which were lacking within the thematic analysis.
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18 **Limitations of the Research**

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22 Potential limitations could be highlighted with regards to the scope of this research. It
23 could be argued that more databases should have been included in order to
24 encompass a broader capacity of servant leadership research. However, it is
25 important to note that the databases included have previously been validated by
26 academic leadership research and are recognised within business research
27 (Harrison et al., 2016). The inclusion of different search strings and a more recent
28 completion time of the SLR may capture other articles within the servant leadership
29 literature. However, all articles captured in this paper are relevant to the review
30 questions examined at this time.
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39 **Implications of the Research**

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43 This study has brought to fore the themes which exist in servant leadership at
44 present. Through a thorough systematic literature review, it has confirmed the
45 current conceptualisation of servant leadership. It has also highlighted the areas for
46 further research which are needed in order to provide a more comprehensive
47 overview of the field.
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53 This study has shown that further research is needed with regards to antecedents to
54 servant leadership, behaviours and the skills of servant leaders. This research can
55 be used by researchers in the field, and by practitioners who wish to expand their
56 knowledge in the concept of servant leadership.
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Conclusion

Servant leadership has been recognised as an important form of leadership with a reasonable but fragmented literature base. This SLR highlighted the trends and development of the research concerning servant leadership. The paper found that the most prominent themes in the servant leadership literature are values, literature reviews, behaviour, assessments, performance, characteristics and antecedents of servant leadership.

Findings of the review showed that the main skills necessary for servant leadership are empathy, listening, communication and trust. However, it is noted that these are brief discussions within the literature, and further research is needed into the skills of servant leaders.

Additionally, there is more research needed in order to provide a consensus as to the antecedents of servant leadership, which will be useful in both determining and shaping the servant leaders of the future.

The review also identified gaps in the research both methodologically and empirically, highlighting that more qualitative research is needed. Furthermore, the development of empirically tested frameworks is necessary within the phenomenon.

Overall, this paper has provided an SLR of servant leadership, highlighting the scope of research, where it lies at present and where further research is necessary.

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Table 1: Values

Author(s)	Year	Name of Article
Russell	2001	The role of values in servant leadership
Washington et al.	2006	Individual differences in servant leadership: the roles of values and personality
Hays	2008	Teacher as servant applications of Greenleaf's servant leadership in higher education
Mertel and Brill	2015	What every leader ought to know about becoming a servant leader

Table 2: Literature Reviews

Author(s)	Year	Article Title
Spears	1996	Reflections on Robert K Greenleaf and Servant Leadership
Bradley	1999	Servant Leadership: A Critique of Robert Greenleaf's Concept of Leadership
Sendjaya and Sarros	2002	Servant leadership:

		Its Origin, Development and Application in Organizations
Crippen	2004	Pioneer women in Manitoba: Evidence of servant-leadership
Winston and Ryan	2008	Servant leadership as a humane orientation: using the GLOBE study construct of humane orientation to show that servant leadership is more global than Western
Parris and Peachey	2013	A systematic literature review of servant leadership theory in organizational contexts
Grisaffe	2016	In search of clarity on servant leadership: domain specification and reconceptualization
Yigit and Bozkurt	2017	A content analysis of servant leadership studies

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Eva et al.	2018	Servant Leadership: A systematic review and call for future research

Table 3: Behaviour

Author(s)	Year	Title of Article
Beazley and Gemmill	2006	Spirituality and servant leader behaviour
Taylor et al.	2007	Examination of leadership practices of principals identified as servant leaders
Sendjaya et al.,	2008	Defining and measuring servant leadership behaviour in organizations
Sturm	2008	Principles of Servant- Leadership in Community Health Nursing
Cerit	2009	The Effects of Servant Leadership Behaviours of School Principals on Teachers' Job Satisfaction

Van Dierendonck and Patterson	2014	Compassionate love as a cornerstone of servant leadership: an integration of previous theorizing and research
Winston and Fields	2015	Seeking and measuring the essential behaviours of servant leadership

Table 4: Performance

Author(s)	Year	Title of Article
Reinke	2004	Service before self: Towards a theory of servant-leadership
Winston	2004	Servant leadership at Heritage Bible College: a single case study
Dennis and Bocarnea	2005	A factor analysis of Page and Wong servant leadership instrument
Joseph and Winston	2005	A correlation of servant leadership, leader trust and

		organizational trust
Hale and Fields	2007	Exploring servant leadership across cultures: A study of followers in Ghana and the USA
Mayer et al.	2008	Do servant-leaders help satisfy follower needs? An organizational justice perspective
Rieke et al.	2008	Servant leadership in sport a new paradigm for effective coach behaviour
Jaramillo et al.	2009	Examining the impact of servant leadership on sales force performance
Barbuto and Gifford	2010	Examining Gender Differences of Servant Leadership: An Analysis of the Agentic and Communal Properties of Servant Leadership Questionnaire
Black	2010	Correlational analysis of servant leadership and school climate

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Cerit	2010	The effects of servant leadership on teachers' organizational commitment in primary schools in Turkey
Chung et al.	2010	Servant Leadership and Procedural Justice in the U.S. National Park Service: The Antecedents of Job Satisfaction
Ebener and O'Connell	2010	How might servant leadership work?
Han et al.	2010	Servant leadership in the people's republic of China: a case study of the public sector
Sendjaya and Pekertie	2010	Servant leadership as antecedent of trust in organizations
Awan et al.	2012	The effective leadership style in NGO's: impact of servant leadership style on employee's work

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		performance and mediation effect of work motivation
Bobbio et al.	2012	Servant leadership in Italy and its relation to organizational variables
Hunter et al.	2013	Servant leaders inspire servant followers: Antecedents and outcomes for employees and the organization
Liden et al.	2013	Servant Leadership and Serving Culture: Influence on Individual and Unit Performance
Stoten	2013	Servant leadership in English sixth form colleges: what do teachers tell us?
Barbuto et al.	2014	An examination of emotional intelligence as an antecedent of Servant Leadership
Beck	2014	Antecedents of Servant Leadership

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Carter and Baghurst	2014	The influence of Servant leadership on restaurant employee engagement
Chan and Mak	2014	The impact of servant leadership on subordinates' organizational tenure on trust in leader and attitudes
Gunnarsdottir	2014	Is servant leadership useful for Sustainable Nordic Health Care?
Kashyap and Rangnekar	2014	Servant leadership, employer brand perception, trust in leaders and turnover intentions: examining the impact of servant leadership on salespersons turnover intention
Koyuncu et al.	2014	Servant leadership and perceptions of service quality provided by front-line service workers in hotels in Turkey: Achieving competitive advantage

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McCann et al.	2014	Servant Leadership, Employee Satisfaction, and Organizational Performance in Rural Community Hospitals
Rodriguez-Carvajal et al.	2014	Leading people positively: Cross-cultural validation of the servant leadership survey
Sousa and van Dierendonck	2014	Servant leaders as underestimators: theoretical and practical implications
Charles	2015	Effects of Servant Leadership on Satisfaction with Leaders: Inclusion of Situational Variables
Ozyilmaz and Cicek	2015	How does servant leadership affect employee attitudes, behaviours and psychological climates in a for-profit organizational context?
Song et al.	2015	Servant leadership and team performance:

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		The mediating role of knowledge-sharing climate
Xu et al.	2015	Measurement invariance of the servant leadership questionnaire across K-12 principal gender
Al-Mahdy et al.	2016	Perceptions of school principals' servant leadership and theory teachers job satisfaction in Oman
Chen et al.	2016	An Identification perspective of servant leadership's effects
Palumbo	2016	Challenging servant leadership in the non-profit sector the side effects of servant leadership
Shim et al.	2016	Public servant leadership: Myth or powerful reality
Tang et al.	2016	Work–Family Effects of Servant Leadership: The Roles of Emotional Exhaustion and Personal Learning

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Wong et al.	2016	Servant leadership for team conflict management, coordination and customer relationships
Yan and Xiao	2016	Servant leadership and voice behaviour: a cross-level investigation in China
Chughta	2017	Examining the Effects of Servant Leadership on Life Satisfaction
Crippen	2017	A case study of servant leadership in the NHL
Jit et al.	2017	Healing a broken spirit: Role of Servant Leadership
Liu	2017	Just the Servant: An intersectional Critique of Servant Leadership
McNeff and Irving	2017	Job satisfaction and the priority of valuing people
Sousa and van Dierendonck	2017	Servant leadership and engagement in a merge process under high uncertainty

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Yang et al.	2017	A multilevel study of servant leadership on creativity: The roles of self- efficacy and power distance
Rodriguez-Carvajal et al.	2018	Servant leadership and goal attainment Through meaningful life and vitality: A diary study
Farrington and Lillah	2018	Servant leadership and job satisfaction within private healthcare practices
Li	2018	How and when servant leadership enhances life satisfaction
Megheirkouni	2018	Insights on practicing of servant leadership in the events sector
Sihombing et al.	2018	The effect of servant leadership on rewards, organizational culture and its implication for employee's performance

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Table 5: Assessments

Author(s)	Year	Title of Article
Buchen	1998	Servant leadership: A model for Future Faculty and Future Institutions
Farling et al.	1999	Servant leadership: setting the stage for empirical research
Polleys	2002	One University's response to the Anti-Leadership vaccine: Developing Servant Leaders
Russell and Stone	2002	A review of servant leadership attributes: developing a practical model
Dennis and Winston	2003	A factor analysis of Page and Wong servant leadership instrument
Barbuto and Wheeler	2006	Scale development and Construct Clarification of Servant Leadership

Dannhauser and Boshoff	2007	Structural Equivalence of the Barbuto and Wheeler (2006) Servant Leadership Questionnaire on North American and South African Samples
Irving and Longbotham	2007	Team Effectiveness and Six Essential Servant Leadership Themes: A Regression Model Based on items in the Organizational Leadership Assessment
Certosimo	2009	The Servant Leader: A Higher Calling for Dental Professionals
Garber et al.	2009	Attitudes towards collaboration and servant leadership among nurses, physicians and residents
Punnachet	2009	Catholic servant leadership in education: going beyond the secular paradigm
Bowman	2010	Teacher as servant leader

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Lanctot and Irving	2010	Character and Leadership: Situating Servant Leadership in a Proposed Virtues Framework
Pekertie and Sendjaya	2010	Exploring servant leadership across cultures: comparative study in Australia and Indonesia
Reed et al.	2011	A new scale to measure executive servant leadership: Development, Analysis and Implications for research
Sendjaya and Cooper	2011	Servant leadership behavior scale: A hierarchical model and test of construct validity
Van Dierendonck and Nuijten	2011	The servant leadership survey: Development and Validation of a Multidimensional Measure
Rai and Prakash	2012	A relational perspective to knowledge creation:

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		Role of Servant Leadership
Burton and Peachey	2013	The call for servant leadership in intercollegiate athletics
Liden et al.	2015	Servant Leadership: Validation of a short form of the SL-28
Liu et al.	2015	From the West to the East: Validating servant leadership in the Chinese public sector
Simmons and Branch	2015	Have You Paid Your Rent? Servant Leadership in Correctional Education
Savel and Munro	2017	Servant leadership: The primacy of service
Van Dierendonck et al., (2017)	2017	The cross-cultural invariance of the servant leadership survey: A comparative study across eight countries

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Robinson et al.	2018	Servant Leadership in Sport: A Review, Synthesis, and Applications for Sport Management Classrooms
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Table 6: Characteristics

Author(s)	Year	Title of Article
Spears	2010	Character and servant leadership: Ten characteristics of effective, caring leaders.
Van Dierendonck	2010	Servant Leadership: A Review and Synthesis
Wilson	1999	Servant Leadership

Table 7: Antecedents of Servant Leadership

Author(s)	Year	Title of Article
Sendjaya and Sarros	2002	Servant leadership:

		Its Origin, Development and Application in Organizations
Mittal and Dorfman	2012	Servant leadership across cultures
Beck	2014	Antecedents of Servant Leadership
Amah	2018	Determining the antecedents and outcomes of servant leadership

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