

AN INVESTIGATION OF THE MODERATING EFFECT OF WORK EXHAUSTION ON THE RELATIONSHIP BETWEEN PERCEIVED SERVANT LEADERSHIP AND ORGANIZATIONAL COMMITMENT

ALGILANAN HİZMETKAR LİDERLİK İLE ÖRGÜTSEL BAĞLILIK ARASINDAKİ İLİŞKİDE İŞE YÖNELİK TÜKENMENİN DÜZENLEYİCİ ETKİSİNİN ARAŞTIRILMASI

Öğr. Gör. Dr. Seçil BAL TAŞTAN¹
Arş. Gör. Yaprak KALAFATOĞLU²

ABSTRACT

The aim of this study is to understand servant leadership's relationship with organizational commitment and to evaluate the moderating role of work exhaustion throughout a research in Turkish cultural context. The study assumed that work exhaustion would deteriorate the positive effect of servant leadership on organizational commitment and would moderate the relationship between perceived servant leadership and organizational commitment. A questionnaire involving the servant leadership scale by Vidaver-Cohen, Reed and Colwell (2010), organizational commitment scale by Meyer, Allen and Smith (1993) and work exhaustion scale by Moore (2000) were applied to a sample of respondents working in institutions from banking, insurance, and education sectors and those who report to one supervisor/manager in their institution. Results indicated that a positive relationship exists between perceived servant leadership and organizational commitment and perception of work exhaustion moderates that relationship. The higher the perception of work exhaustion weakens the relationship between perceived servant leadership and organizational commitment. Small sample size and drawbacks of self-report technique are the limitations of this study.

Key Words: Servant Leadership, Work Exhaustion, Organizational Commitment.

Jel Codes: M10, M19

ÖZET

Bu çalışmanın amacı algılanan hizmetkâr liderlik ile örgütsel bağlılık arasındaki ilişkinin araştırılması ve işe yönelik tükenmenin bu ilişki üzerindeki düzenleyici etkisinin Türk kültürel yapısında değerlendirilmesidir. Bu çalışma, işe yönelik tükenmenin, hizmetkâr liderliğin örgütsel bağlılık üzerindeki olumlu etkisini azaltacağı ve bu ilişki üzerindeki düzenleyici rolünün olacağı varsayımları üzerine kurulmuştur. Çalışmada Vidaver-Cohen, Reed and Colwell 'in (2010) hizmetkâr liderlik ölçeği, Meyer, Allen and Smith'in (1993) örgütsel bağlılık ölçeği ve Moore'un (2000) işe yönelik tükenme ölçeğini içeren bir anket banka, sigorta ve eğitim sektörlerinde çalışanlardan oluşan bir örnekleme uygulanmıştır. Elde edilen sonuçlar, algılanan hizmetkar liderlik ve örgütsel bağlılık arasında olumlu bir ilişki bulunduğunu ve işe yönelik tükenmenin bu ilişki üzerindeki düzenleyici etkisinin olduğunu göstermiştir. İşe yönelik tükenme arttıkça algılanan hizmetkar liderlik ve örgütsel bağlılık arasındaki ilişki zayıflamaktadır. Bu çalışmanın kısıtlayıcı noktaları, dar bir örnekleme sahip olması ve öz değerlendirme tekniği ile uygulanmış olmasıdır.

Anahtar Kelimeler: Hizmetkar Liderlik, İşe Yönelik Tükenmişlik, Örgütsel Bağlılık

Jel Kodları: M10, M19

¹ Marmara University, Faculty of Business Administration, Department of Business Administration (Lecturing in English), E-mail: secilbal@yahoo.com.

² Marmara University, Faculty of Business Administration, Department of Business Administration (Lecturing in English), E-mail: yaprakkalafatoglu@hotmail.com

1. INTRODUCTION

Servant leadership has been examined as one transformational leadership style in modern organizations promoting employee achievement. Servant-leadership is a unique approach, and it is based on the leader/manager being at the center of the organization rather than at the top of a hierarchical pyramid (Cunningham, 2008:21). It requires that the servant-leader be able to bear pain inflicted by conflict, be a steward of resources, be an effective listener, and be the developer of skills of those within the organization (DePree, 1989). Following that approach, servant leadership has been defined for the increasing need of more humanistic leadership conceptualization. Servant leadership is viewed as a valid and current theory of organizational leadership but we suppose that still it lacks empirical support. Therefore, the current study seeks to provide empirical support for this approach to leadership by investigating servant leadership's relationship with organizational commitment and perceived work exhaustion in the workplace.

2. LITERATURE REVIEW AND RESEARCH HYPOTHESES

2.1. Servant Leadership and Related Variables

Greenleaf's concept of servant leadership places the leader in a non-focal position within a group such that resources and support are provided to followers without expectation of acknowledgement. The motivation of servant leaders arises from an underlying attitude of egalitarianism (Smith, Montagno, and Kuzmenko, 2004:86). That is, servant leaders sincerely believe they are no better than the organizational members they lead. Spears (2010) has described the servant leadership characteristics as listening, empathy, healing, awareness, persuasion, philosophy, conceptualization, foresight, stewardship, commitment to the growth of people, and building community. Graham (1991:105) indicated that servant-leadership encourages followers' intellectual and skill development and enhances moral reasoning capacity so followers become autonomous agents. In the workplace, servant leaders are sensitive to the needs and desires of organizational stakeholders, hold themselves accountable, and encourage the intellectual and moral development of those around them (Graham, 1991:105). Servant leadership theory has been investigated mostly among education, religious institutions and health organizations. In their comprehensive literature review, Parris and Peachey (2013) referred to the previous researches that servant leadership fosters leader trust, organizational citizenship behaviors, team effectiveness, leadership effectiveness, collaboration, employee job satisfaction, employee creativity and helping behaviors, commitment, decreases employee turnover and is also positively associated with procedural justice and positive work climate.

Güçel and Begeç (2012) made research about the effects of the servant leadership on organizational citizenship behavior in a high-level education setting, a private university in Turkey. They used servant leadership as independent variable with three dimensions; vision, empowerment and serve and organizational citizenship behavior as dependent variable with five dimensions; altruism, courtesy, conscientiousness, sportsmanship and civic virtue. For assessing servant leadership ESLS (Executive Servant Leadership Scale) that was developed by Dennis and Winston (2003) and translated by Aslan and Özata (2011) was used and for measuring organizational citizenship behavior OCBS (Organizational Citizenship Behavior Scale) by Vey and Campbell (2004) was used. Results demonstrate that vision and serve dimensions of servant leadership has significant positive effect on sportsmanship and civic virtue of organizational citizenship behavior. An

interesting and unexpected result is that empowerment dimension was found to influence civic virtue negatively.

An empirical study showing the importance of psychological satisfaction was done on 186 MBA students in Chinese University of Science and Technology. It indicates that servant leadership is positively correlated with employee loyalty. This study has also examined the intervening mechanisms between these two variables. It has also found out that employee satisfaction plays a strong mediating role between servant leadership and employee loyalty (Ding, Lu, Song and Lu, 2012).

Salameh (2011) studied teachers' perceived servant leadership practice among school principals in Jordanian educational directorate. The results indicate that building community, displaying authenticity, and sharing leadership are in high levels of servant leadership practices. Furthermore, the study results showed that there is difference in teachers' servant leadership among school principals about sex and experience.

Jackson (2008) investigated the effects of servant leadership in the context of nursing by claiming that servant leadership is effective for the development of research capacity among nurses. As Jackson (2008) implied servant leadership is a framework for successful supervision and development of research higher degree students and nurturing early career researchers such as mentoring.

Jones (2012) tested the role of servant leadership in organizations for customer relations and outputs. For this aim, a qualitative study was done in the United States with 21 senior managers from 16 business organizations. The results of in-depth, unstructured interviews suggest that servant leadership increasing organizations' profits by decreasing customer turnover and enhancing organizational trust and also affecting employee satisfaction positively. However; as Jones points out unavailability of replication and generalization of the study are considered as limitations.

Moreover, another research done by Roberts (2013) studied the effects of servant leader workplace spiritual intelligence (SLWSI) on job stress and workforce engagement in a sample of 77 human resource and city manager respondents. They define SLWSI from servant leadership description, as the integration of Christian spiritual and religious values, principles and practices to leadership practice. Four characteristics of SLWI were stated; as an overall life orientation that is in balance with the will of God, a love based altruistic work motivational system, God-honoring golden rule work behaviors and using moral performance standards to measure motives, behaviors and results. 60 item additive survey scale was used to assess SLWI, and the dimensions of the scale were accountability, forgiveness, humility, faith, integrity, empowerment, support, and patience. They found that respondents with higher levels of SLWI showed more effective stress coping and adaptation strategies which create decreased levels of physical, emotional and spiritual stress symptoms. Also the results indicate that higher levels of SLWI produce more favorable job attitudes (satisfaction with peers, satisfaction with job challenge, organizational commitment, organizational loyalty, motivation to improve performance, and overall performance level).

A study that was carried out in Turkish business context on 305 white-collar mid-level managers in Istanbul shows that perception of servant leadership and paternalistic leadership (leader has the role of a father in the family; i.e. expect obedience in return for the protection and care for the followers) for their immediate supervisors are positively correlated with each other. The result of the study contributes to the understanding that perceptions of leadership are contingent. In Western context, these two leadership styles are

perceived as mutually exclusive whereas in Turkish context these two leadership style have intersecting and consistent meanings (Öner, 2012).

With that respect, from the literature it can be inferred that people who have servant leadership attributes will contribute to their organizations in many ways. In the following part of the study, the variables (e.g. organizational commitment) that we have focused as being related with servant leadership will be introduced and defined.

2.2. Organizational Commitment

In the literature, there are some studies that explored the relationship of servant leadership with organizational commitment. Due to the interpretation of the previous finding related to those relationships, in this research, the relationship between servant leadership and three forms of organizational commitment is studied. For the aim of this research, before introducing the conceptual framework of the study, the concept of organizational commitment and its relation with other concepts will be highlighted.

Meyer and Allen (1991) studied the nature of the concept of commitment in the literature. They referred to the previous researches that examined commitment from two distinct approaches; namely, attitudinal and behavioral. From the attitudinal perspective, commitment is a mental evaluation that people compare the compatibility of their aims, desires and values with that of the organization. Whereas from the behavioral perspective, commitment can be explained through the repetition of certain behaviors by which people are tied into their organizations.

In their study, Meyer and Allen (1991) analyzed organizational commitment in a rather different way. They described it as a psychological condition and developed three dimensional categorization of organizational commitment. The measure that was developed in their study (1990) validated the multidimensional model. According to their conceptualization, organizational commitment was comprised of affective, continuance and normative commitment. Each of these three forms of commitment signifies distinct relationship of one's to the organization. Whereas affective commitment entailed desire to work for the organization, continuance commitment is related to one's need to maintain employment in the organization and normative commitment signifies one's feeling obligated to work for the organization. In their study (1991) it was mentioned that when these different forms of ties taken into consideration, commitment can be explained more thoroughly because each has distinct relations with antecedent or consequent variables of commitment. In another study (Meyer et al., 1993), it was also stated that employees may have varying degrees of strength of organizational commitment and its types.

Furthermore, Meyer and Allen (1991) explained that employees who have satisfying results that lead to feelings of comfort or personal competency will likely to develop affective commitment whereas if they feel their past services for their organization will be lost or they recognize their job skills that were accumulated will not be marketable and therefore they will have limited job alternatives, their commitment will continue due to the necessity. If they think the right thing is to work for the organization either for loyalty or for exchanging of the benefits provided by the organization, people will tend to develop a sense of normative commitment. Later in 1993, Meyer, Allen and Smith conceptualized occupational commitment. They defined the phenomenon as an individual's attachment to one's occupation. They examined occupational commitment as a three-factor model and explained it in similar terms with organizational commitment. In their study (1993) statistical analysis showed that the independent constructs of occupational and organizational commitment have quite different effects on professional activity and work.

An example of commitment studies in the Turkish context, Wasti and Can (2008) in their research assessed affective and normative commitment in terms of their foci namely, commitment to supervisor, coworker and organization. They conducted two studies with total of 430 employees in six different branches of an automotive retailer in Istanbul. In theoretical background part of their research, first they referred to researches about cultural hypothesis and compatibility principle. The results are in line with the compatibility argument and accordingly it indicated that while commitment to the organization will explain global outcomes such as turnover intentions, local outcomes such as supervisor-oriented citizenship behaviors and also job stress which is both a global outcome and a function of supervisor-related antecedents will be predicted only by commitment to supervisor.

A study in Iranian educational setting empirically tested the relationship of organizational commitment with servant leadership (Mezarci, Hoshyar, and Nourbakhsh, 2013). 205 physical education teachers were selected as participants and they evaluated their managers in terms of servant leadership styles. Meyer, Allen and Smith's (1993) organizational commitment scale and Gholipour and Hazrati (2010) servant leadership questionnaire were used in the study. Results have indicated that a positive and significant relationship exists between servant leadership style of managers and organizational commitment of physical education teachers. Also the results have demonstrated that components of servant leadership (trust, kindness and humility) can predict organizational commitment.

On the other side, in contrast with the previous findings, Drury (2004) found out that there is a negative relationship between organizational commitment and servant leadership. Four levels of employees in a college setting (top leadership, managers/supervisors, faculty members and hourly workers) rated six paged questionnaire which was composed of Laub's Organizational Leadership Assessment Tool (1999) (for measuring job satisfaction and servant leadership) and Meyer's organizational commitment scale. Results indicate that the employees differ in terms of perceived servant leadership in the organization. Hourly workers perceived significantly lower on servant leadership whereas faculty members rated highest in this aspect. Job satisfaction is correlated with servant leadership in all four levels, but servant leadership didn't have a positive relationship with organizational commitment but instead was inversely correlated. Moreover, Cunningham (2008) has conducted a study which aimed to determine what relationship exists between the servant-leadership behavior of the elementary school principal, school climate, and student achievement. The population of that study consisted of 206 randomly selected teachers from elementary schools in Michigan. The results indicated a weak negative relationship between the servant leadership behavior of elementary school principals and the health of the school climate.

However, still organizational commitment had not been compared with servant leadership before, yet had numerous studies linking it with job satisfaction (Drury, 2004). For example, in a meta-analysis of organizational commitment, Mathieu and Zajac (1990) found two significantly consistent correlates for commitment: intrinsic and extrinsic job satisfaction. Employee commitment was also found to be positively correlated with organizational performance (Benkhoff, 1997), a variable of high interest to organizational leaders. So as to fill a gap in literature, it is aimed to look at the relationship between perception of servant leadership of employees and their organizational commitment. For a thorough understanding, all three forms of organizational commitment as conceptualized by Meyer and Allen (1991) were included in our study.

Therefore, based on the previous literature findings and the relevant rationality, the following hypothesis is suggested in the current study.

Hypothesis 1: There is a positive relationship between perceived servant leadership and organizational commitment.

2.3. Work Exhaustion

Work exhaustion as a concept intertwined with stress may affect many work outcomes. Moore as an important name for his studies in work exhaustion, referred in his study (2000) to the history of concept for which the word “tedium” was used originally. It described the situation of long term physical, emotional, and mental fatigue resulting from continuously handling burdensome conditions. Generally, in life, probability of occurrence of positive and negative events is the same. However when the balance is disturbed and negative events exceed positive events in one’s life or perceived distress exceed perceived support people get exhausted.

Burnout as an important part of stress literature describing a type of the psychological symptoms of stress has previously defined as Moore (2000) mentioned in the literature as the tedium’s emotional exhaustion dimension deriving from long-term involvement with people. In his study, as many researchers did in the field he also referred to the model that Maslach and Jackson (1981, 1986) developed for measuring three components of job burnout. According to this model, people work in people service occupations may experience psychological fatigue, detachment from others, decreasing performance and success. He also referred to the revised conceptualization of burnout by Schaufeli, Leiter and Kalimo (1995). The model can be applied to many professions and entailed general exhaustion measure: exhaustion which explains that depending on the fatigue of mental resources one’s inability to make use of them, cynicism that is one’s distancing oneself mentally from his/her work and reduced self-efficacy regarding work that is decreased professional efficacy to one’s abilities to complete a work task.

Moore referred in his study (2000) to the previous various researches which showed that role conflict and role ambiguity, role overload, interpersonal conflict, lack of autonomy and rewards are preceding variables for emotional exhaustion and tedium. Moore (2000) highlighted that instead of personality variables, work related variables plays an important role in predicting work exhaustion. Furthermore Moore added that many researches in the literature indicated the outcome variables for emotional exhaustion which are decreased self-esteem, decreased job satisfaction, and organizational commitment, and increased turnover and turnover intention (Moore, 2000).

Moore mentioned in his another study (2000) that professionals in information technology business were found to be vulnerable to work exhaustion in the literature. Therefore, he conducted his study regarding work exhaustion with IT specialists and managers. The sample consisted of 270 of these workers in U.S.A from different sectors. Moore (2000) used Maslach and Jackson’s (1981) emotional exhaustion scale, however, modified it to cover all aspects of exhaustion and exclude references regarding people from the original scale. The results of the study indicated that professionals who experienced higher levels of exhaustion also showed higher intention to quit the job and work exhaustion played a partial mediator role on the relationship between workplace factors and turnover intention. Among many variables that effect work exhaustion such as work overload, role ambiguity, role conflict, lack of autonomy and rewards, work overload was found to have the strongest effect on work exhaustion in the research sample. Resource and staff inadequacy were indicated as main causes for work overload and exhaustion (Moore, 2000).

In the following paragraphs, some studies in the exhaustion literature will be mentioned. These studies which are relevant for the subject of this article pave the path to understand the exhaustion concept with work-related variables.

A study done with a certain amount pastors and their spouses in a large subdivision of Switzerland reveals that low workload, emotional dissonance, and high spatial work-home boundaries were related to detaching oneself from work activities and thoughts during non-work time. Psychological detachment in turn predicted low levels of emotional exhaustion and need for recovery. It is seen that detaching oneself and to find ways to experience psychological detachment from work during non-work times is good to reduce strain levels (Sonnentag, Kuttler, and Fritz, 2010).

Another study that investigated the relations of exhaustion with other work-related variables was done with 5819 municipal employees in various occupations with an age range between 40-60 year-old in Helsinki, Finland. Results have suggested that Karasek's job control, organizational injustice, and workplace bullying (namely study's "psychosocial work factors") are related with exhaustion. Moreover, the findings revealed that among women the associations were strong still when adjustments for age, occupational class, physical work factors, and also mutual adjustment for psychosocial work factors were done. Regarding job control, there is differences for men and women since among men job control lost its association with exhaustion after mutual adjustment for the three psychosocial work factors. As authors stated men's being smaller in sample size than of women needs to be taken into consideration for this finding. In addition, it was stated that for men job control's being correlated with other two psychosocial work factors and not having distinct relation to exhaustion but than to other health problems. Whereas, regarding organizational injustice and witnessing bullying at workplace, these two psychosocial work variables have strong associations with exhaustion for both men and women. Generally, in the study it was found out that physical factors' adjustment's effect on associations was only slight diminishing effect. Authors claimed that this might be explained by findings of the previous literature that work exhaustion is being intertwined with work-related psychosocial and mental experiences instead of physical ones. The results of the study provided insight for grasping and preventing what creates base for exhaustion to prevent further burnout also (Helkavaara, Saastamoinen, and Lahelma, 2011).

A study that was carried out with 219 teachers in Belgium shows that emotional exhaustion has a positive correlation with emotional job demands and surface acting. However emotional job demands has explained more of the variance in emotional exhaustion than of emotional labor did and the emotion work was found to be relatively more important than emotion regulation.

In a study that is done with 256 health care personnel in public hospitals' emergency services with a capacity of 50 or more beds in Kocaeli, Turkey revealed that low levels of emotional exhaustion and high levels of perceived job satisfaction lead to high levels of affective commitment (Akpinar, Tas and Okur, 2013).

Another study that was conducted in Turkey with 219 nurse managers drawn from 17 hospitals with a capacity of 100 or more beds in Istanbul demonstrated that the sample has generally low levels of emotional exhaustion and depersonalization and high levels of personal accomplishment. However, in public hospitals, the scarcity of resources and rewards, and less participation to decision making due to the autocratic structure of these hospitals is related with nurse' managers having more levels emotional exhaustion and depersonalization. As an another important finding, education was not found to affect burnout levels among nurse managers. Moreover, workplace and administrative experience

had an impact on emotional exhaustion which may be explained by the increasing responsibilities of the nurse managers. In addition, age, organization, work and administrative experience had an influence on depersonalization, and administrative experience had an influence on the feeling of personal accomplishment. The authors have suggested that reasons for burnout can be investigated with further studies that use qualitative methodology and taken these factors into consideration further steps can be taken to reduce and/or eliminate the factors that lead to burnout among nurse managers (Altuntas, Seren and Baykal, 2009).

In one of the studies the job- and institution-related attitudes of academicians nurses were reviewed. It was found out that from five different attitude dimensions, namely; job satisfaction, organizational commitment, job engagement, motivation, and intent to stay, the most studied one is job satisfaction in the sample of academicians, nurses, and academicians nurses. Summarily in literature, role conflicts and job demands were found to be important stressors. Emotional exhaustion was found to be related with being satisfied with work environment, depersonalization was found to be related with work pressure, and personal accomplishment was found to be related with job satisfaction. Furthermore, role satisfaction was found to be intertwined with organizational commitment. The authors stated that for the sake of nurse academicians' developing positive attitudes for the job and organization, it is needed to be responsive to these factors and findings that are responsible for affecting their attitudes and taking steps for amelioration of their conditions (Cam and Yıldırım, 2009).

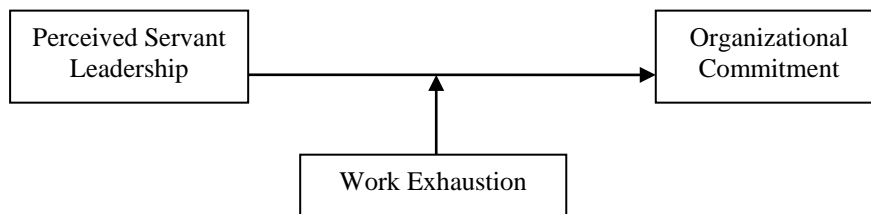
As seen in aforementioned paragraphs, perception of servant leadership behavior is expected to affect positively the employee outcomes such as employee commitment. However work exhaustion with its positive relations with negative work outcomes may deteriorate this relationship. This study aims to understand the moderating effect of work exhaustion on the relationship between servant leadership perception of employees and organizational commitment.

As such, based on the previous literature evidences, the second hypothetical proposition is presented as follows and the theoretical research model of the relationships among the research variables is illustrated with Figure 1.

Hypothesis 2: There is a negative relationship between perceived work exhaustion and organizational commitment.

Hypothesis 3: Work exhaustion moderates the relationship between perceived servant leadership and organizational commitment. (The higher the work exhaustion, the weaker the relationship between perceived servant leadership and organizational commitment)

Figure 1: The Proposed Research Model



3. METHODS

3.1. Sample and Procedure

For this study population considered were employees working in different sectors such as education, banking and insurance institutions. The sample consisted of the respondents working in a university and a bank in Istanbul-Turkey who report to one supervisor/manager in their institution. Thus, the data was collected from banking and insurance employees and academic staff working in universities. A sample of 150 employees was considered for analysis and received back 102 questionnaires with response rate of 75%. The structured questionnaire was constructed with the scales of servant leadership, organizational commitment and work pressure. The questionnaires were delivered by face to face meetings with the respondents and via electronic mail system.

3.2. Measures

Although there were number of typologies, categorization and instrumentation for measuring servant leadership, organizational commitment and work exhaustion, the most reliable and valid measures were identified for the research aim of the current study. The relevant measures are described as follows.

Dependent Variable; Organizational Commitment:

The dependent variable, organizational commitment was measured using the widely-used revised Organizational Commitment Scales (Meyer, Allen and Smith, 1993) that is, the Affective Commitment Scale (ACS), the Continuance Commitment Scale (CCS) and the Normative Commitment Scale (NCS) with 18 questions on 5-point Likert scales. The authors of this study translated each of the items in Turkish and also independent academicians evaluated the Turkish translation for enhancing a cross check. The Affective Commitment Scale measured affective organizational commitment and examples for the items are “This organization has a great deal of personal meaning for me”, “I really feel as if this organization’s problems are my own”. The internal consistency for the Affective Commitment Scale was .85 (Meyer and Allen, 1997). The Normative Commitment Scale measured normative organizational commitment. The scale consisted items such as “I would feel guilty if I left my organization now”, “This organization deserves my loyalty”. The internal consistency for the Normative Commitment Scale was .73 (Meyer and Allen, 1997). The Continuance Commitment Scale measured continuance commitment. “It would be hard for me to leave my organization right now, even if I wanted to” and “Too much of my life would be disrupted if I decided I wanted to leave my organization right now” were the examples of the items of the scale. The internal consistency for the Continuance Commitment Scale was .79 (Meyer and Allen, 1997). 18 items were rated on a 5- point Likert scale, with 1 representing “strongly disagree” and 5 representing “strongly agree.”

Independent Variable; Servant Leadership:

Servant leadership was measured using Vidaver-Cohen, Reed, and Colwell’s (2010) 25-item executive servant leadership instrument. That instrument was preferred for being one of the up-to-date measures and being well-suit for the purpose of the study. The valid and reliable scale measures employee perceptions of five dimensions of their immediate supervisor’s servant leadership: (a) interpersonal support, (b) building community, (c) altruism, (d) egalitarianism and (e) moral integrity. The 25 items are rated on a 4-point Likert scale, with 1 representing “strongly agree” and 4 representing “strongly disagree”. However, in this study, for providing the coherence of the all measures it was used as a 5-likert type scale. The authors of this study translated the well-suit measure for the purpose

of the study in Turkish and also independent academicians evaluated the Turkish translation for enhancing a cross check. The examples of the items for each of the dimensions of the scale are presented below.

Interpersonal Support: “Recognizes when employee morale is low”, “Nurtures employee leadership potential”.

Building Community: “Considers effects of organizational decisions on community stakeholders”, “Values diversity and individual differences”.

Altruism: “Sacrifice personal benefit to meet employee needs”, “Serves others willingly with no expectation of reward”.

Egalitarianism: “Encourages debate of his/her ideas”, “Invites constructive criticism”.

Moral Integrity: “Inspires employee trust”, “Refuses to use manipulation or deceit to achieve personal goals”.

Moderating Variable; Work Exhaustion:

The scale developed by Moore (2000) was used to measure the perceived work exhaustion of the employees. That instrument was preferred since it is not only short, easy to answer, as Moore (2000) mentioned valid and reliable as but also not very commonly used in Turkish literature. The authors of this study translated each of the items in Turkish and also independent academicians evaluated the Turkish translation for enhancing a cross check. The example of items for the scale are; “I feel used up at the end of the work day” and “I feel fatigued when I get up in the morning and have to face another day on the job.” In original scale, it was a 6-likert type scale. However, in this study, consistently with other measures it was used as a 5-likert type scale and a higher score represents greater work exhaustion.

4. RESULTS

4.1. Descriptive Statistics

The study sample consisted of 102 individuals working in different sectors of academic institutions (public and private), banking companies, and insurance sector companies in Istanbul. Data were collected by convenience sampling. About 41.2% of the respondents were male and 58.8% were female. The sample included a wide age range and the mean of the age was 32. Majority of the samples (50%) were married and 44.1% were single. The work experience of the respondents varied between 1 and 17 years. About 65.7% of the respondents had been working for 1-5 years, 17.6% were working for 6-10 years, 10.8% were working for 11-16 years, and 5.9% were working for more than 17 years in their current organization. Descriptive statistics of the variables are shown below in Table 1.

Table 1: Means, Medians, Modes and Standard Deviations of the Variables

	Work Exhaustion	Servant Leadership Total	Org.Commitment Total
Mean	2,596	3,298	2,741
Median	2,400	3,440	2,750
Mode	2,20	3	2,560
St. Deviation	,893	,848	,521

4.2. Factor Analyses and Reliability Tests

The factor analyses were conducted for the scales used in the study and the reliability values were assessed (Table 2, Table 3, Table 4).

Table 2: Factor Analysis Results and Reliability of Servant Leadership Scale

Item No	Servant Leadership	Explained Variance %	Factor Loading	Cronbach α
	Factor 1: Integrity and Support	35,591		,93
Q20	Values integrity more than profit or personal gain		,811	
Q15	Treats all employees with dignity and respect.		,783	
Q24	Welcomes ideas and input from employees at all levels of the organization.		,775	
Q23	Values diversity and individual differences in the organization.		,756	
Q18	Promotes transparency and honesty throughout the organization.		,735	
Q16	Ensures greatest decision-making control given to employees most affected by decision.		,723	
Q25	Models the behavior he/she expects from others in the organization.		,712	
Q19	Listens carefully to others.		,711	
Q22	Believes our organization has a duty to improve the community in which it operates.		,696	
Q11	Refuses to use manipulation or deceit to achieve his/her goals.		,650	
Q10	Seems able to tell if something is going wrong in the organization.		,648	
Q12	Encourages a spirit of cooperation among		,634	
Q14	Places the interests of others before self-interest.		,592	
Q17	Freely admits his/her mistakes		,582	
Q13	Inspires organizational commitment.		,553	
	Factor 2: Altruism	31,399		
Q4	Sacrifices personal benefit to meet employee needs.		,814	
Q5	Encourages debate of his/her ideas.		,766	
Q7	Inspires employee trust.		,750	
Q3	Looks for ways to make others successful.		,722	
Q8	Invites constructive criticism.		,712	
Q6	Serves others willingly with no expectation of		,705	
Q2	Recognizes when employee morale is low without		,686	
Q9	Nurtures employee leadership potential.		,661	
Q1	Considers the effects of organizational decisions on		,570	
Q21	Prefers serving others to being served by others.		,544	
	KMO=,865 Chi-Square 236,3021 Bartlett's P=,000 Test=			

Table 3: Factor Analysis Results and Reliability of Organizational Commitment Scale

Item No	Organizational Commitment	Explained Variance %	Factor Loading	Cronbach α
Factor 1: Continuous-Affective		27,491		,79
Q4	I really feel as if this organization's problems are my own.		,777	
Q1	This organization has a great deal of personal meaning for me.		,770	
Q9	I owe a great deal to my organization.		,750	
Q2	I would be happy to spend the rest of my career in this organization.		,720	
Q7	I would feel guilty if I left my organization now.		,661	
Q11	Even if it were to my advantage, I do not feel it would be right to leave my organization now.		,655	
Q12	I would not leave my organization now because I have a sense of obligation to the people in it.		,623	
Q6	I do not feel "emotionally attached" to this organization.		,622	
Factor 2: Normative Commitment		16,569		,73
Q14	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.		,789	
Q17	Too much in my life would be disrupted if I decided to leave my organization now.		,769	
Q18	Right now, staying with my organization is a matter of necessity as much as desire.		,769	
Q16	I believe that I have too few options to consider leaving this organization.		,768	
Factor 3: Continuous Commitment		10,531		,71
Q15	If I had not already put so much of myself into this organization, I might consider working elsewhere.		,850	
Q13	It would be hard for me to leave my organization right now, even if I wanted to.		,676	
Factor 4: Affective Commitment		9,460		,66
Q3	I do not feel like "part of the family" at my organization.		,765	
Q5	I do not feel a strong sense of belonging to my organization.		,629	
KMO=,784				
Chi-Square Bartlett's Test= 638,651 P=0,000				

Principal Component's analysis is primarily used followed by confirmatory Principal Axis Factoring analysis. Initially, the items which have factor loadings less than .50 were excluded, and then items with equal factor loadings or weights were eliminated. At last, items which were loaded as a single item in one factor were considered to be excluded from the analyses. The sampling adequacy is tested by Kaiser- Meyer Olkin (KMO) coefficient which is expected to exceed, 60; and by Bartlett's test of Sphericity to be significant.

Findings of “servant leadership” scale can be seen in Table 2. In original scale, five factors were found (interpersonal support, building community, altruism, egalitarianism and moral integrity). However, in this study two factors are inferred which were discussed in detail at discussion part of this study. The first factor explains 35,591% of variance and Cronbach α is ,93. Factor loadings are between ,811 and ,553.

Due to the concern of validity and the probability of the exclusion of any of the items, factor analysis was done for the “work pressure” scale. The factor analysis report of the work exhaustion scale revealed that the total variance explained was as %66,104 and the Cronbach α value of the scale was ,87. As a result, none of the items were excluded and the remained 5 items were evaluated as the work exhaustion perception construct. Factor loadings were between ,871 and ,706. Table 4 presents the factor loadings and the internal reliability of the scale of work exhaustion.

Table 4:Factor Analysis and Reliability Results of Work Exhaustion Scale

Item No.	Factor Loading	% Variance Explained	Cronbach α
Factor 1: Work Exhaustion		66,104	0,829
I feel emotionally drained from my work.	,871		
I feel burned out from my work.	,869		
I feel used up at the end of the work day.	,821		
I feel fatigued when I get up in the morning and have to face another day on the job.	,787		
Working all day is really a strain for me.	,706		
KMO=,865			
Chi-Square Bartlett's Test= 236,021			
P=0,000			

4.3. Correlations and Hypotheses Testing

After the factor and reliability analyses, Pearson Correlation Analysis was conducted with all the variables of the research, in order to see the significance, direction and strength of the relations among the concepts of the research model (Table 5).

Table 5: Pearson’s Correlation Results

VARIABLES:	1	2	3
1.Servant Leadership	1	,210*	-,159
2.Organizational Commitment	,210*	1	-,034
3.Work Pressure	-,159	-,034	1

*Correlation is significant at the 0,05 level (2-tailed). All the variables are scored on a 1 to 5 point scale. (N: 102)

The result of the correlation analysis showed that total construct of servant leadership was positively correlated to total construct of organizational commitment. A significant, weak and positive relationship was revealed between perceptions of servant leadership and organizational commitment ($r= ,21$; $p<.05$). On the other hand, the moderating variable work exhaustion was negatively correlated to both dependent and independent variables of

the research model. In Table 5, it is seen that the total of organizational commitment and the work exhaustion are related to each other with “Pearson Correlation r value” of -0,034 which indicates a correlation on the very weak level. Table 5 also indicates that total of servant leadership and the work exhaustion are related to each other with “Pearson Correlation r value” of -0,159 which shows a correlation on the very weak level.

According to the correlation test, it can be suggested that first hypothesis of the study is supported which was “H1: There is a positive relationship between perceived servant leadership and organizational commitment”. The relationship is found to be positive. In addition, the results of the correlation test indicated that perceived work exhaustion had negative weak relationship with organizational commitment, thus the second hypothesis of the study which stated that “H2: There is a negative relationship between perceived work exhaustion and organizational commitment” is supported.

With the third hypothesis it was proposed that perception of work exhaustion moderates the relationship between perceived servant leadership and organizational commitment. For testing this hypothesis regression analysis was conducted. An indication of a significant correlation between dependent variable and independent variables is one of the assumptions of the regression analysis. With that respect, to explore the relationships between independent (servant leadership) and dependent variable (organizational commitment), simple regression analyses were performed and to test the role of the moderating variable, hierarchical multiple regression analyses were conducted.

In order to see the affect of servant leadership perceptions of the employees on their organizational commitment level, simple regression analysis was conducted. In addition, multiple regression analysis was conducted for evaluating the affects of two dimensions of servant leadership with the construct of organizational commitment.

Table 6: Multiple Regression Analysis Results for Dimensions of Servant Leadership and Organizational Commitment

Dependent Variable: Organizational Commitment			
Independent Variables	Beta	t value	p value
Integrity and Support	0,175	4,060	0,000
Altruism	0,054	1,341	0,022
R = 0,341; R ² = 0,205; F = 88,404; p = 0,000			

Table 6 indicates that dimensions of servant leadership explain 20,5% of the variance in organizational commitment construct and it is seen that integrity and support dimension significantly explains organizational commitment with the p value of $0,000 < 0,05$. Similarly, p value of “altruism” is $0,022 > 0,05$ for organizational commitment which represents that the dimension is statistically significant in explaining the construct of organizational commitment. In addition, as the results show in Table 6, total servant leadership construct has significant effect on organizational commitment construct with the p value of $0,044 < 0,05$ and the explanatory power of 4,4%.

Table 7: Simple Regression Analysis Results for Servant Leadership and Organizational Commitment

Dependent Variable: Organizational Commitment			
Independent Variable	Beta	t value	p value
Servant Leadership - Total	0,210	2,046	0,000
R = 0,20; R ² = 0,044; F = 4,187; p = 0,000			

Moreover, in order to test the third hypothesis of the study, the moderating role of work exhaustion on the relationship between servant leadership and organizational commitment was evaluated. After conducting hierarchical multiple regression analysis, it was seen that the second hypothesis of the study which was “Perception of work exhaustion moderates the relationship between perceived servant leadership and organizational commitment” was supported.

Table 8: Hierarchical Multiple Regression Analysis Results:
The Moderating Role of Work Exhaustion

Dependent Variable: Independent Variables	Organizational Commitment					
	R ²	ΔR ²	F	Beta	T	p
1.Servant Leadership	0,044	0,033	4,187	0,210	2,046	0,044
2. Servant Leadership	0,044	0,023	2,076	0,201	1,536	0,000
Work Exhaustion				-0,014	-1,105	0,025
3. Servant Leadership	0,063	0,032	2,006	,091	,589	0,000
Work Exhaustion				-,669	-1,333	0,000
Servant Leadership x Work Exhaustion				-,610	-1,352	0,04

In the first stage, the independent variable “servant leadership” was entered to the model and in the second step, the moderator “work pressure” was added to the model. In the third stage of the hierarchical regression, the interaction term was introduced which contributed to an increase in R² (from 0,044 to 0,063) for the organizational commitment construct. This change in R² represents the increase in the explanatory of the research model. As a result of statistically significant interaction effects shown in Table 8, work exhaustion was found to moderate the relationship between servant leadership and organizational commitment. Even the explanatory power of the model increases with a small change (1,9%), the model is significant and thus, it is indicated that the higher the perception of work pressure, the weaker the relationship between perceived servant leadership and organizational commitment.

4.4. Comparative Analysis of Gender in Terms of Organizational Commitment

For an additional analysis, a comparative analysis was done for the dependent variable of the research model. To examine the possible significant differences between the participants’ gender groups in terms of the dependent variable (organizational commitment) of the current study, independent samples t-test was performed. When the grouping variable is gender which is measured on a nominal scale and the dependent variable is “organizational commitment” which is measured with an interval scale, there is a significant difference (with the p value of 0,02 and t value of 2,371) between male and female employees. The mean values indicate that female employees’ organizational commitment level is higher than the male employees’ commitment level (4,328 > 4,056). As such, the significant results for gender groups and organizational commitment are presented with below Table 9.

Table 9: Independent Samples T-Test Results for Organizational Commitment and Gender

		N	Mean	Standard Deviation	t value	p value
Organizational Commitment	Female	60	4,328	1,196		
	Male	42	4,056	1,215	2,371	0,02

5. DISCUSSION

The purpose of this study is to examine the moderating effect of perceived work exhaustion on the relationship between perceived servant leadership and organizational commitment. For this reason, a survey design was used. Participants were recruited from different sectors mainly banking-insurance employees and academic staff. Although the sample size was not large, significant results were gained which reveals that the data is well enough. Due to the narrow sample size we did not do any comparative analysis among the institution groups.

Before the test of hypotheses, explanatory factor analyses were conducted for the study variables. The factor structures were found different from the original scales in both perceived executive leadership and commitment measures as can be seen in Table 2 and 3. Regarding perceived executive servant leadership measure two factors instead of five factors were found out. Moral integrity and interpersonal support dimensions are combined as one factor which is called in our study as “Integrity and Support” dimension. Altruism has remained as another dimension. Building community and egalitarianism dimensions which entail subtopics such as being aware and thoughtful of the effects of organizational decisions on community network, being open to criticisms and different ideas, and appreciating diversity are dispersed in these two factors. This finding might be intrinsic to the Turkish cultural “servant leader” image which puts the emphasis much more on the relationship-orientation. Integrity and support dimension includes virtues such as valuing honesty, being transparent in ways to achieve aims, being a good listener, welcoming contributions of all employees regardless of their levels in the organization, valuing and encouraging diversity, cooperation, and commitment in organization. Altruism dimension includes the virtues such as serving altruistically, understanding employee morale, creating and maintaining supportive and trusted relations in organization, developing employee success and leadership potential, being aware and thoughtful in effects for decision of organizations on community, and being open to different ideas, debates and self-criticism.

Regarding commitment scale, a fourth dimension was emerged as both a combination and an intersection of continuous, affective commitment and even normative commitment according to the items of original scale. This dimension includes the themes of seeing organization’s problems as own problems, giving it to a personal meaning, owing a great deal to it, willing to spend rest of his/her career in the organization, feeling guilty if he/she leaves organization, even it is to his/her advantage, leaving the organization is a wrongdoing, and feeling a sense of obligation and also feeling an emotional attachment. As can be seen, these expressions require another commitment style which might entail the complexity and multitude of feelings and ideas which are intertwined. Whereas this study’s affective commitment dimension only includes the two items which are feeling like part of family and feeling a strong sense of belonging. This finding can be explained by the original scale’s affective commitment item such as “this organization has a great deal of personal meaning to me” is not enough to create an affective bond for this sample population. It might relate to the Turkish cultural characteristic that emphasizes the importance of the family and its strong positive relation with affection. In addition, study’s

findings show that continuous commitment dimension entails the themes of putting a lot to organization and finding it hard to leave the organization even the person wants to leave the organization. Lastly, normative commitment dimension includes the commitment due to the scarcity of available alternatives, too few other options, necessity and for life's not to be disrupted. However, feeling guilty if person leaves the organization which is found in original scale under normative category is in affective-continuous category in our sample. These findings are crucial in the sense that showing cultural specific perceptions for commitment and perception of servant leadership.

According to the descriptive statistics of the sample group, it was revealed that majority of the sample was women and the data indicated that perceived work exhaustion had a moderating effect on the relationship between perceived servant leadership and organizational commitment. Although in original scale, five factors were found, in our factor analysis, two factors were inferred. The first factor "integrity and support" explained 35,591 of variance and Cronbach α is .93. The second factor was named as "altruism". Organizational commitment has studied a lot in the literature, and it has three factors. However, in the current analysis four factors were inferred. Affective commitment and continuance commitment items were loaded in the same factor. Even though, as the hypothesis of this study defined organizational commitment as one construct, the difference on factor structure is not a problem.

In order to see if there is an item threatening the overall internal consistency of the work exhaustion variable, factor analysis was conducted too. Work exhaustion was found as one factor and used as a moderator. It was seen that, internal consistency was high, therefore no item was excluded.

Then, for the aim of hypothesis testing of the study, correlation and regression analysis were done. The results have revealed that the relationships between the variables are significant but weak. Especially the weak effect of servant leadership on organizational commitment seems interesting. Our results were different from some of the literature studies which have revealed weak or negative relationship between servant leadership and organizational commitment such as Drury's (2004) study that showed a negative relationship between organizational commitment and servant leadership.

In addition to observe the relationships between the variables, regression analysis was done for investigating the moderating effect of work pressure. The explanatory power of perceived servant leadership on the variance of organizational commitment was found 44%. R^2 indicated that the explanatory power of the perceived servant leadership on the variance of 4%. Even it is a low explanatory power, it is significant. Here, it can be suggested that there are many other variables that have effect on this relationship as we can suppose.

We also wanted to see the effect of work exhaustion on organizational commitment. It was seen that work exhaustion has negative effect on organizational commitment. In order to test the second hypothesis, hierarchical regression analysis was conducted. It is seen that the explanatory power of the model increased, after the inclusion of the interaction term of perceived servant leadership and work exhaustion (from 0.44 to 0.63). Work exhaustion has created a weak effect. However, this results have indicated that the higher the exhaustion, the weaker the positive relationship between perceived servant leadership and organizational commitment. Thus second hypothesis was supported.

According to the results that have been gained in this sample, perceived servant leadership and work exhaustion had weak effects on organizational commitment. The results reveal that servant leaders are perceived as people who have supportive attitudes, integrity, and

who are altruistic and that positive perception of servant leadership affects organizational commitment in our study, whereas this relationship weakens if employees themselves feel exhausted.

6. CONCLUDING REMARKS

As a concluding remark, it is suggested that this study has also organizational implications. When leaders are perceived as servants, this makes a positive effect on employees' commitment to organization. However, demanding aspects of work may result in exhaustion, lack of motivation and withdrawal (De Beer, Rothmann, and Pienaar, 2012). Therefore, it was proposed that high work exhaustion has negative effects on positive employee attitudes and its diminishing effect on the positive relationship between perceived servant leadership and organizational commitment was found out.

As a contribution to the literature, no study has examined the moderating effect of work exhaustion on the relationship between perceived servant leadership and organizational commitment before in Turkey. We recommend to future studies to include other variables as individual variables (self-efficacy, self-esteem, personality) and contextual variables (organizational justice). Obviously, many moderator variables may be included.

This study used self-report technique. In further studies, multiple resources technique can be used. Due to the sample size of the study, the results cannot be generalized. In order to increase the generalizability of the results, the future studies can add participants from different sectors, scales and occupations. As an example, workers in other demanding jobs such as call center and sales may also require servant leaders to further work and communication-related process efficiently and effectively within the teams, national and/or multinational companies. In recruitment processes, the ten attributes that was mentioned by Spears (2010) can be assessed and evaluated. In addition, with feedbacks and trainings these attributes can be developed which will in return not only beneficial to the organization but to the community as a whole.

REFERENCES

- AKPINAR, A. T., TAS, Y. and OKUR, M. E. (2013). "The Effect of Job Satisfaction and Emotional Exhaustion on Affective Commitment of Emergency Services Employees", *British Journal of Economics, Finance and Management Sciences*, 7 (2): 169-176.
- ALLEN, N. J. and MEYER, J.P. (1990). "The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization", *Journal of Occupational Psychology*, 63:1-18.
- ALTUNTAS, S., SEREN, S. and BAYKAL U. (2009). "Yönetici Hemşirelerin Tükenme Düzeyleri ve Etkileyen Faktörler", *Hemşirelikte Eğitim ve Araştırma Dergisi*, 6 (2):16-21.
- ASLAN, S. and OZATA, M. (2011). "Sağlık Çalışanlarında Hizmetkâr Liderlik: Dennis-Winston ve Dennis-Bocerna Hizmetkâr Liderlik Ölçeklerinin Geçerlik ve Güvenirlik Araştırması", *Yönetim ve Ekonomi*, 18 (1):139-154.

- BABAKUS, E., YAVAS, U., and ASHILL, N. J. (2011). "Service worker burnout and turnover intentions: Roles of person-job fit, servant leadership, and customer orientation", *Services Marketing Quarterly*, 32(1):17–31.
- BENKHOFF, B. (1997). "Ignoring commitment is costly: new approaches establish the missing link between commitment and performance", *Human relations*, 50(6):701-726.
- BLACK, G. L. (2010). "Correlational analysis of servant leadership and school climate", *Catholic Education: A Journal of Inquiry & Practice*, 13(4):437–466.
- CAM, O. and YILDIRIM, S. (2010). "Akademisyen Hemşirelerde İşe ve Kuruma Yönelik Tutum", *Anadolu Hemşirelik ve Sağlık Bilimleri Dergisi*, 13 (2):76-80.
- CERIT, Y. (2009). "The effects of servant leadership behaviors of school principals on teachers' job satisfaction", *Educational Management Administration & Leadership*, 37(5):600–623.
- CUNNINGHAM, R.L. (2008). *An Examination of the Relationship between Servant-Leadership Behavior of the Elementary School Principal, School Climate and Student Achievement as Measured by the 4th grade Mathematics and Reading Michigan Educational Assessment Program*. Unpublished Doctorate Dissertations, Department of Leadership and Counseling Eastern Michigan University.
- DE BEER, L., ROTHMANN Jr., S. and PIENAAR, J. (2012). "A Confirmatory Investigation of a Job Demands-Resources Model Using A Categorical Estimator", *Psychological Reports: Human Resources & Marketing*, 111(2):528-544.
- DENNIS, R. and WINSTON, B. E. (2003). "A Factor Analysis of Page and Wong's Servant Leadership Instrument", *Leadership and Organization Development Journal*, 24, (7/8):455–459.
- DING, D., LU, H., SONG, Y. and LU, Q. (2012). "Relationship of Servant Leadership and Employee Loyalty: The Mediating Role of Employee Satisfaction", *Business*, 4: 208-215.
- DRURY, S. L. (2004). "Servant leadership and organizational commitment: Empirical findings and workplace implications", *Servant Leadership Research Roundtable*.
- EBENER, D. R. and O'CONNELL, D. J. (2010). "How might servant leadership work?", *Nonprofit Management and Leadership*, 20 (3):315–335.
- EISENBERGER, R., KARAGONLER, G., STINGLHAMBER, F., NEVES, P., BECKER, T. E., GONZALEZ-MORALES, M. G. and STEIGNER-MUELLER, M. (2010). "Leader-member exchange and affective organizational commitment: The contribution of supervisor's organizational embodiment", *Journal of Applied Psychology*, 95 (6):1085-1103.
- ERKUTLU, H. V. and CHAFRA, J. (2006). "Relationship between leadership power bases and job stress of subordinates: Example from boutique hotels", *Management Research News*, 29 (5):285-297
- GARBER, J. S., MADIGAN, E. A., CLICK, E. R. and FITZPATRICK, J. J. (2009). "Attitudes towards collaboration and servant leadership among nurses,

- physicians and residents”, *Journal of Interprofessional Care*, 23(4):331–340.
- GHOLIPOUR and HAZRATI (2010). “Explaining the measurement tools of servant leadership in governmental organizations in Iran”, *Journal of Management Researches*, 2 (3):5-27.
- GRAHAM, J.W. (1991). “Servant-leadership in organizations: Inspirational and moral”, *Leadership Quarterly*, 2:105-119.
- GÜÇEL, C. and BEGEÇ, S. (2012). “The effect of the servant leadership on organizational citizenship behavior: Case study of a university”, *International Journal of Social Sciences and Humanity Studies*, 4(1):1-16
- HAMILTON, F., and BEAN, C. J. (2005). “The importance of context, beliefs and values in leadership development”, *Business Ethics: A European Review*, 14(4):336–347.
- HELKAVAARA, M., SAASTAMOINEN, P. and LAHELMA, E. (2011). “Psychosocial work environment and emotional exhaustion among middle-aged employees”, *BMC Research Notes*, 4 (10):1-8.
- IRVING, J. A. and LONGBOTHAM, G. J. (2007). “Team effectiveness and six essential servant leadership themes: A regression model based on items in the organizational leadership assessment”, *International Journal of Leadership Studies*, 2(2):98–113.
- JACKSON, D. (2008). “Servant leadership in nursing: a framework for developing sustainable research capacity in nursing”, *Collegian*, 15 (1):27-33.
- JONES, D. (2012). “Does Servant Leadership Lead To Greater Customer Focus and Employee Satisfaction?”, *Business Ethics Journal*, 4 (2):21-35.
- JOSEPH, E. E. and WINSTON, B. E. (2005). “A correlation of servant leadership, leader trust, and organizational trust”, *Leadership & Organization Development Journal*, 26 (1):6–22.
- KARASEK, R. (1979). “Job demands, job decision latitude, and mental strain: Implications for job redesign”, *Administrative Science Quarterly*, 24:285–308.
- LAUB, J. A. (1999). “Assessing the servant organization: development of the organizational leadership assessment (OLA) instrument”, Unpublished Dissertation, Florida Atlantic University, Boca Raton, FL.
- LOVELACE, K. J, MANZ, C.C. and ALVES, J. C. (2007). “Work stress and leadership development: The role of self-leadership, shared leadership, physical fitness and flow in managing demands and increasing job controls”, *Human Resource Management Review*, 17:374-387.
- LUTHANS, F. (2007). “Organizational Behavior”, Prentice Hall, U.S.A.
- MASLACH. C. and JACKSON, S. E. (1981). “The measurement of experienced burnout”, *Journal of Occupational Behavior*, 2: 99-115.
- MASLACH, C. and JACKSON, S. E. (1986). “Maslach burnout inventory manual”, (2nd ed.). Palo Alto, CA: Consulting Psychologists Press.

- MATHIEU, J. E., and ZAJAC, D. M. (1990). "A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment", *Psychological Bulletin*, 108(2): 171.
- MEYER, J.P. and ALLEN, N.J. (1991). "A Three-Component Conceptualization of Organizational Commitment", *Human Resource Management Review*, 1 (1):61-89.
- MEYER, J.P., ALLEN, N.J. and SMITH, C. A. (1993). "Commitment to Organizations and Occupations: Extension and Test of a Three-Component Conceptualization" *Journal of Applied Psychology*, 78 (4):538-551.
- MEZARCI, E., HOSHYAR, M. and NOURBAKHSI, P. (2013). "The relationship between servant leadership style and organizational commitment", *Scholars Research Library, Archives of Applied Science Research*, 5 (1):312-317.
- MOORE, J. E. (2000). "One Road to Turnover: An Examination of Work Exhaustion in Technology Professionals", *MIS Quarterly*, 24 (1):141-168.
- MOORE, J. E. (2000). "Why Is This Happening? A Causal Attribution Approach to Work Exhaustion Consequences", 25(2): 335-349.
- NARING, G., VLERICK, P. and VAN DE VEN, B. (2012). "Emotion work and emotional exhaustion in teachers: The job and individual perspective", *Educational Studies*, 38 (1): 63-72.
- NEUBERT, M. J., KACMAR, K. M., CARLSON, D. S., CHONKO, L. B., and ROBERTS, J. A. (2008). "Regulatory focus as a mediator of the influence of initiating structure and servant leadership on employee behavior", *Journal of Applied Psychology*, 93(6): 1220–1233.
- OFFERMANN, L. R. and HELLMANN, P. S. (1996). "Leadership behavior and subordinate stress: A 360 view", *Journal of Occupational Health Psychology*, 1(4): 382-390.
- ONER, Z. H. (2012). "Servant Leadership and Paternalistic Leadership Styles in the Turkish Business Context. A Comparative Empirical Study", *Leadership & Organization Development Journal*, 33 (3): 300-316.
- PARRIS, D. L. & PEACHEY, J. W. (2013). "A Systematic Literature Review of Servant Leadership Theory in Organizational Contexts", *Journal of Business Ethics*, 113:377- 393.
- RAHIM, M. A. (1988). "The development of a leader power inventory", *Multivariate Behavioral Research*, 23:491-502.
- ROBERTS, G. E. (2013). "Leadership coping skills: Servant leader workplace spiritual intelligence", *Journal of Strategic Leadership*, 4(2): 52-69.
- SALAMEH, K. M. (2011). "Servant leadership practices among school principals in educational directorates in Jordan", *International Journal of Business and Social Science*, 2 (22):1-21.
- SCHAUFELI, W. B., LEITER, M. P., and KALIMO, R. (1995). "The General Burnout Inventory: A self-report questionnaire to assess burnout at the workplace", Paper presented at Work, Stress and Health '95: Creating Healthier Workplaces, Washington, DC.

- SCHEIN, E. H. (2004). “Organizational Culture and Leadership”, U.S.A..
- SMITH, B. N., MONTAGNO, R. V., and KUZMENKO, T. N. (2004). “Transformational and servant leadership: Content and contextual comparisons”, *Journal of Leadership and Organizational Studies*, 10 (4):80-91.
- SONNENTAG, S. and KUTTLER I., FRITZ, C. (2010). “Job stressors, emotional exhaustion, and need for recovery: A multi-source study on the benefits of psychological detachment”, *Journal of Vocational Behavior*, 76 (3):355-365.
- SPEARS, L. C. (2010). “Character and Servant Leadership: Ten Characteristics of Effective, Caring Leaders”, *The Journal of Virtues and Leadership*, 1 (1):25-30.
- TAYLOR, T., MARTIN, B. N., HUTCHINSON, S. and JINKS, M. (2007). “Examination of leadership practices of principals identified as servant leaders”, *International Journal of Leadership in Education*, 10(4):401–419.
- VEY, M. A. and CAMPBELL, J. P. (2004). “In Role or Extra Role Organizational Citizenship Behavior: Which Are We Measuring?”, *Human Performance*, 17(1):119-135.
- VIDAVER-COHEN, D., REED, L and COLWELL, S. (2010) “Executive Servant Leadership: A New Scale to Test if Leaders Dare to Care”, Best Paper Finalist, Social Issues in Management Division, Academy of Management Annual Meeting Proceedings, Montreal, QC.
- WALUMBWA, F. O., HARTNELL, C. A., and OKE, A. (2010). “Servant leadership, procedural justice climate, service climate, employee attitudes, and organizational citizenship behavior: A cross-level investigation”, *Journal of Applied Psychology*, 95(3):517–529.
- WASTI, A.S. and CAN, Ö. (2008). “Affective and Normative Commitment to Organization, Supervisor, and Coworkers: Do Collectivist Values Matter?” *Journal of Vocational Behavior*. 73:404-413.