Chapter 5

Synthesizing the Literature on Servant Leadership Theories and Decision Making:
Suggestions for Potential Moderators and Mediators

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ABSTRACT

This chapter presents the different theories and models of servant leadership styles and strategic decision-making styles. The number of models and theories of both the variables are presented in this chapter. Also, at end of this chapter, new moderators and mediators are introduced with the help of the diagram. Future researchers can use this new model and explore the new model of servant leadership styles with strategic decision making.

INTRODUCTION

Servant leadership got popularity in 1976 from the book "served as the leader" written by Robert k Green leaf. According to Leaf (1976), servant and leader are two different terms when these two terms brought together a new paradigm raised. For a leader, it is essential to be a servant first to society, community and subordinates. Servant leadership is very close to transformational leadership (Spears, 2005). The servant leader is not complete without followers. Servant leader should set his/

her interest in a side and work for the betterment of the followers (Spears, 2005; Sendjaya, Sarros, &Santors, 2008).

There are very few and limited studies done on the servant leadership, there is no specific model given on the servant leadership, there is no meta-analysis on servant leadership done up till now (Green, Rodriguez, Wheeler, Hinojosa, 2015). It is necessary for meta-analysis that same variable should be used at least in the six studies then meta-analysis can be done (Hunter &Schimdt, 2004). According to Green *et al.,* (2015) there are less than 300 articles and books published on the servant leadership.

In this paper, I have tried to mention and bring all available models given by researchers on servant leadership and relate then with decision making by introducing different decision-making styles as moderators and mediators in the models of the servant leadership and leadership effectiveness.

The question arises here why to relate the servant leadership with decision making? This answer is given by Leaf (1976) cited by Spears (2005) that servant leader has to work for the interest of employees, community and followers and also servant leader has to promote and share the sense and power of decision making among the employees, followers. It is believed from the previous research that participating in the decision making brings the employees closer to management and it increases the motivation and makes the employees more committed (Mughal &Busari, 2017; Busari, Mughal, Khan, Rasool, &Kiyani, 2017). Now, another question arises what type of decision-making style or potential moderators or mediators should be used by the servant leaders in order to make right decisions for the betterment of the employee, subordinates, and followers?. In the following section, I have discussed in detail the different models given by researchers about servant leadership and decision making.

BACKGROUND OF THE SERVANT LEADERSHIP

Definition of the servant leader is given by Leaf that "natural feeling that one wants to serve, serve first". Also, the servant should assure that the interest of employees should be a top priority (Leaf, 1976, Spears, 2005; Irving, 2004). Servant leadership is a long-term transformational approach that can bring positive change in the societies (Spears, 2005). The idea of servant leadership was taken by Robert K Greenleaf from the book written by Herman Hesse's "A short journey to the east". A group of people was going on a religious quest. They had one servant who works for them until he disappeared and people found that they are unable to carry on their religious quest because their servant who as leading them is disappeared. From that book, Greenleaf got the idea and wrote a book name "servant as Leader".

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