

Sustainable Development through Leadership, Servant Leadership Influence on Commitment Role for Competitive Advantage in Education

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Abstract---The Leadership phenomena discussed in literature continuously to understand motivation and manifests that impact organizational development. The link of organizational development to environmental management has been negated [1], which is important to make the environment friendly/green and gain competitive advantage for sustainable development in organizational behaviour studies. Such as, improvements for positive benefits for now and future, there is a need to develop deep learning about sustainable educational leadership, [2]. Therefore, leadership and its effects in organizational settings remained the topic of scholarly discussions for decades. Leadership addresses positive psychology, attributes of a person as influencing factors in organizational life particularly towards their job commitment. The current study discussed the servant leadership and its multi-dimensional factors helping to increase commitment in employees. Through literature review, a casual model has been developed, results revealed that all components of servant leadership remain significant and increase organizational commitment to gain competitive advantage in development organizations.

Keywords: Sustainable Development through Leadership, Servant Leadership Influence, Commitment Role for Competitive Advantage

I. Introduction

The literature on sustainable change in higher education, focus of leadership studies remains on transforming practice and thinking for social justice in organization. Leadership for sustainability education includes key learning areas including commitment, self-understanding and systematic view of the world as tool for sustainability, [3, 4]. Team building is important for micro level administration to enable improvement of team members by quick transfer of knowledge, [5]. Increasing role technologies in current age required good governance to avoid emerging conflicts. Emergence of technology is bringing more complexities therefore, trustworthiness and ethical behaviours as positive psychology of leaders become important tool, [6, 7, 52]. Organizational Commitment plays a vital role in team building, thus commitment which is a definite psychological state of attachment the pursuit organizational performance. It is believed that the employees who work harder contribute more to an organization's performance. The commitment is the degree of a person's dedication to a job thus, the success of an organization hidden in the commitment and participation of its employees [8, 9]. Commitment brings incredible changes in organizational. It reduces retention rate and bring organizational life-satisfaction. Satisfaction increase commitment and employees wants to contribute more effectively to achieve the organizational goals by performing well through personal and professional efficiency which is required to achieve organizational goals and objectives [10]. Studies about servant leadership

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role in education sustainability is limited [11]. Teachers as servant leaders exhibit humbleness, and they put their ego aside to enrich the learning environment and administer educational institutes to others. This positive self-serving psychological state of attachments pushes towards better performance and then organizational commitment becomes certain for achieving strategic vision [12, 13, 53]. Organizational commitment becomes vital in educational research due to moral value and predictability as workplace behaviour. Servant leadership is a set of moral principles holding the self-authority to lead others freely through self-interest for the betterment of organizational and their followers [14]. Servant leaders generate trust, which ranks high moral, cultural and social standings across the globe so through gaining followers trust and positive actions for others obliged them with positive returns. It also influences follower's motivation towards serving others like keep positive psychological stimulation forward. Therefore, servant leadership is considered producing positive impact in engaging followers to work for the betterment of the organization internally, [15, 16, 17]. New management strategies may keep philosophy of educational management aligned with servant leadership for positive social and cultural justice within educational institutes, [18]. The main focus of research remains positive influence of leadership developments in educational institutes [19]. Requirements of leadership developments in educational setting is largely acceptable because a variety of administrative challenges are emerging to modern educational institutes. Issues related to class room teachings, research culture within organization, external challenges, faculty, staff and other administrative related matters are increasing more than ever. Therefore, trustworthy, transparent and genuine leadership is required to cope challenges and bring educational excellence, [20, 21]. Servant leaders invite open social and cultural systems and offer open communication for negotiation in complex situations. Positive behaviour helps in combating socio-cultural differences and offers slow and continuous change within the organization [22, 23, 24].

Over the past years, personal religious beliefs become topic of many scholarly discussions due to the increased influence of religious psychology yet its role to determine effects in employee psychology in education is missing, [25] may be its role was removed from commercial organizations. General religiosity questions are included to measure impact over two different kinds of styles in organizational life, [26]. The relationship of religiosity and organizational commitment discuss as mediating role, [27] because religion has deep relation with spiritual and mental wellbeing of a person which comes through religious commitment only. Religion is considered as important factor producing positive emotions for coping stress. It is also viewed as cultural description of society [28]. Religion provokes people positively and boosts tolerance towards society. All religions teach love for others, therefore diversity issue can be addressed easily. Social inclusion from minority groups comes through religion, [29]. All spiritual and social differences which are important to mankind at personal level [30] works as a signal of commitment [31] for individuals. These individuals in organizational settings through religious lessen of tolerance accept diverse perception and promote social harmony in employees working together within same organization [32]. The concept of religiosity as theology, spirituality, attribution of followed religion is concept of the locus of control in which Almighty has supreme powers for Muslims and they believe working as His committed servant only [33] yet their commitment in organizational setting is passive. Religion provides the platform humans need always [34] therefore role of religiosity and psychological adjustments are consistently related. Religion has a positive relationship of mental health, an ideology which produces stronger with personal devotion.

II. Hypothesis of the study

The study has some hypothesis based on the literature proposed in this paper are;

H₀: Servant has Positive effects on Commitment

H_A: Servant has negative effects on Commitment.

H₀: Religiosity Moderates Servant leadership impact on Commitment

H_A: Religiosity does not Moderate Servant leadership impact on Commitment

III. Material and Methods

The current study focused on quantitative research method. The targeted population of the study are the employee of the public and private universities in Pakistan. The universe of the study is Pakistan. Simple random sampling is the purest form of sampling which is easy to complete and explain while interviews may have errors of significant effects. The sample is 301 consists of male and female. The study instils the insights into the level of commitment, the effect of servant leadership dimensions and religiosity. The mechanism aimed at variables remained amended from different researches and hovered in Universities in Islamabad for the survey. Furthermore, the study opted the SPSS -20 to set the data analysis.

IV. Results and discussion

Human resource provide source for developing and maintain competitive advantage, [35] as value-driven leadership can be observed in organizational development [36] following conceptual and literature guided model has been developed for examining organizational commitment. For achieving superior performance of organization required strategy and servant leadership for management and decisions making is required for organization. Effective strategic decisions can be made through servant leadership and sustainable leadership approaches, [37]. Literature support the link between leadership, innovation and sustainability [38] while servant leadership style has capacity of building global leadership development for sustainable competitive advantage. The concept of religiosity as theology, spirituality, attribution of followed religion is concept of the locus of control in which Almighty has supreme powers for Muslims and they believe working as His committed servant only [33] yet their commitment in organizational setting is passive. Therefore, role of religiosity in servant leadership has been build conceptually as mediator in current study. Figure 1 illustrates conceptual model framework of the study.

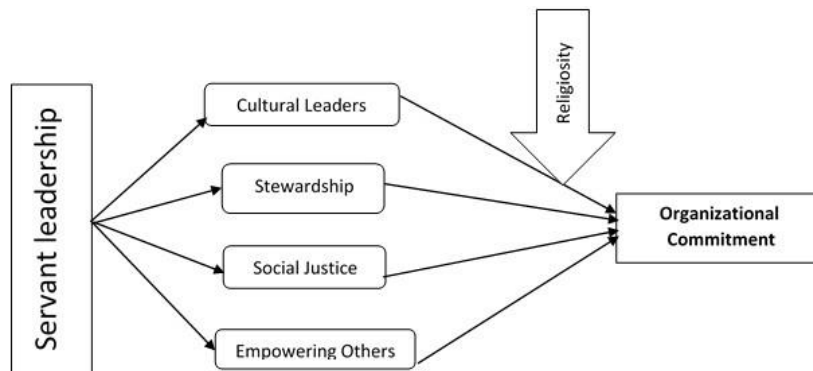


Figure 1. Conceptual Model

The figure I shows the proposed model of servant leadership for organizational commitment and moderating effects of religiosity. Table I shows the demographics of the research population. Male respondents are 217(72.1%) respondents while 84 females (27.9%) while respondents having bachelor’s degree (29.5%), MS or M. Phil (60.5%) and (10%) Ph.D. participated in current research. Based on demographics, we can clearly assume that our population is well educated and experienced, (age, 41.70), (experience, 9.75%).

Table 1. Regarding the demographic statistics of the respondents

Categories	Mean	ST
Age	41.70	1.16

Experience	9.75	0.74	
	Description	N	%
Marital Status	Single	106	35.2
	Married	195	64.8
Education	Bachelors	109	29.5
	MS/MPhil	182	60.5
	PhD	10	10
Sector	Public Sector	111	36.9
	Private Sector	190	63.1
Gender	Male	217	72.1
	Female	84	27.9
	Total	301	100%

The KMO and Bartlett's test statistics for measuring sampling adequacy (table II) depicts that the data is mediocre and good enough for the present study. Cumulative loading is 70.152% pointing middling range of KMO test which indicates data suitability for factor analysis positively. The majority (64.8%) of the respondents are married in the study, while rest single are more than half (35.2%). The table further indicates the gender of the respondents, majority (72%) of the respondents are male and less than half (27.9%) are female. In last, the table also finds that the majority (63.1%) of the respondents belonged to the private sector universities, while only 36% of the respondents are from public universities.

Table 2. Factor Analysis KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.655	Cumulative loading
Bartlett's Test of Sphericity	Approx. Chi-Square	2587.907	70.152
	Df	15	
	Sig.	.000	

The outcomes showed (table III) that the mean value of Servant Leadership is $r=.546$ with significant p value 0.000 shows that servant leadership is significant and high correlated predictor of organizational commitment

Religiosity as moderator, the results show that the value of $r=.483$ which is decreased from previous r value shows that religiosity moderates the relationship negatively but significantly as p value remain 0.000.

Table 3. Regression table between servant leadership and religiosity

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Change Statistics			Sig. F Change
					F Change	df1	df2	
1	.546 ^a	0.298	0.289	0.66814	31.437	1	299	0.000
2	.483 ^b	0.234	0.288	0.69586	45.410	2	298	0.000

a. Predictors: (Constant), servant Leadership

b. Predictors: (Constant), servant Leadership x religiosity

Dependent Variable: organizational Commitment

Regression weight in (table IV) of servant leadership components through AMOS modeling revealed significant p value indicates that each predictor has significant individual relationship with the dependent variable organizational commitment. The level of significance between servant leadership and religiosity is highly significant 0.000. This shows that there is very strong relationship between these dependent and independent variables.

Table 4. Regression Weights of Servant Leadership Components

DV		Components	Estimate	S.E.	C.R.	P	Label
Organizational commitment	<---	Empowering Others	0.736	0.185	3.97	***	W1
	<---	Cultural leaders	4.098	0.867	4.724	***	W2
	<---	Social justice	-3.551	0.872	-4.072	***	W3
	<---	Stewardship	-0.546	0.161	-3.394	***	W4

V. Practical Implications

This positive relationship implies that worker of higher ranks exhibits a higher level of commitments and might be a reason that they are more eager to learn and develop their skills. Academic Staff would like to stay in the organization for a more extended period when they receive job training from colleagues. Their effective commitment increases, when they feel support from management through training. An employee of the same class with a positive perception about practice will develop a strong bond with the organization. Consequently, they feel obliged, but they do not consider the massive cost of training as compensation. Other financial benefits like pension, compensation plans, and fear of losing pension or insurance may let them think for a more extended stay in the organization.

VI. Conclusion

Changing nature in higher educational institutes required effective leadership and commitment which is needed to cope with foisted demand for the development of the sector and sustainable development. Therefore, this become crucial for researchers to investigate and discover the different horizons of leadership in similar context. Theory of commitment [8] explains the understanding that how and when commitment develops. Individual behaviours and attitudes can anticipate the positive impact for change and increase with promotions, [39, 40]. Servant leadership characteristic address genuine servant hood of a person and inspires followers spiritually in care giving culture positively, [41, 42, 43]. Servant leadership helps others and bring spirituality in connection for trust promotion like religion does. Locus of control in Muslim society belong to Almighty Allah, and they believe personally as committed servants, but commitment related to workplace remains passive [33] which can be observed in current study from regression analysis in table III which shows r value reduces from $r=.546$ (servant leadership) to $r=.483$ (servant leadership and religiosity). The relationship remains significant $p=0.000$ thus it shows that both variables working together, in same direction produces commitment according to current study results. Educational institutes as spiritual and moral caregiving organizations influence students social and psychological wellbeing. Servant leaders in educational institutes enriches positive employment attitudes [44] as a desire of serving first. Commitment to achieve company goals [45, 46]. Employees commitment for availability for organization required personal attachment and involvement with work. Servant leaders can influence co-workers positively thus loyalty among teams can be increased and create sense of obligation to the employer [47]. Strategic configuration with organizational vision can bring active, normative and rational commitment in employees [48]. To create most suitable environment for ethical ideology and religiosity, which

predicts organizational commitment, [49, 50]. Due to demographic limitations, the results of this study are not generalizable, future studies can be conducted for investigating universal scope of servant leadership in educational institutes [51].

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