Chapter 6
Servant Leadership
Within the Context of Organizational Efficacy

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ABSTRACT
Notwithstanding the proliferation of studies on servant leadership in the last decades, there is still a lack of coherence and clarity around the concept, its nature, and how it can lead practice within organizational structures and processes. The authors provide an integrative and comprehensive discussion on servant leadership by examining the related literature, and in so doing expand knowledge in the field in four different ways. First, they provide an introduction describing the change in paradigms of management, followed by a brief evaluation of leadership. Second, they discuss the developmental process of servant leadership throughout decades. Third, they map various definitions and dimensions of servant leadership and different approaches towards the concept. Fourth, they provide discussion on the role of servant leadership approach within organizational structures. All in all, this review presents a holistic picture of where attempts have been and where they should go into the future in terms of conceptualization of servant leadership and its application within organizational structures.

INTRODUCTION
The traditional managerial approaches are shaped around managerial principles rather than leadership approaches and principles. The essence of the traditional managerial approaches relies on the understanding that change is rarely possible and, therefore, the mission of organizations should be to maintain the current status of the organizational systems in a stable manner. In this approach, instead of a collaborative and team-based approach, the managers and staff are divided into two groups: the manager elite and their followers. Therefore, in these approaches managers do not possess the tendency to share responsibility.

DOI: 10.4018/978-1-7998-0058-3.ch006
and jurisdiction with their followers. Instead, they prefer getting tasks done in a hierarchical and commanding manner. As a result, the role of managers in traditional approaches is to take decisions, make plans, indicate objectives when needed and expect staff members to realize these aims.

On the other hand, the contemporary leadership approaches are acknowledged as more modern approaches and followed by a number of management schemes. In a modern world, according to these approaches, it is rarely possible to maintain status quo in organizations and keep them in an unchanged, stable and enclosed climate. The reason for this is that the pace of change is more rapid compared to past. While the rapid pace of change brings some challenges, it also provides opportunities in terms of innovation, creativity, collaboration, difference and flexibility. Therefore, institutions should be designed in ways that they contain more flexibility and diversity, adapt to change and convert new situations into opportunities. Combined with the fact that almost all institutional structures are currently at the edge of chaos, organizational structures that ignore change and transformation can rarely sustain their existence in the modern world. With this in mind, today’s managers of institutions need to be aware of change and be equipped with leadership qualities and potentials that facilitate transformation and change. These qualities may be obtained through leadership attitudes and practices which aim to motivate individuals to work through influence, rather than authority.

A BRIEF EVALUATION OF LEADERSHIP

The main qualities that need to be possessed by a manager can be identified under the concept of organizational leadership. In that sense, leadership employs a perspective based on targeting the most superior, enduring development and progress, and assuming responsibility to make changes when needed. Such a perspective finds more meaning by the establishment of a bond and relationship between the leader and those being led. Thus, leadership at an organizational level represents the effort to gather workers under shared objectives and activate them towards a shared vision.

Schafer (2002) states that leadership can be evaluated within a cluster of several dimensions. However the main element needs to focus on communication. Communication skills enable leaders to manage through persuasion and inspiration rather than hierarchical and coercive methods. This enablement helps to build a sense of belongingness, fidelity and cooperation between leaders and their followers during management while it can base a foundation for non-bureaucratic management systems.

In a number of leadership research, leadership is defined as a strong influence. Yukl (2006) defined leadership as a combination of traits involving personal traits, influence, relationships and managerial positions. Spears (1998) also defines leadership as the cluster of behaviors related to character, motivation and relationships with people. According to Greenleaf (1991), a group leader has a higher intuition than others, in terms of deciding upon what should be done now and in the future as well as leading towards improvement in the organization. Covey (2002) focuses on the four main roles of leadership. These are modeling, building shared vision and values, adaptation towards collaboration and empowering followers. Bennis and Nanus (1985) state that an effective leader should possess qualities involving focusing on a vision, communicating effectively, building trust, and being transparent towards their followers. In addition, Bolman and Deal (2003) argue that leadership is the sum of ethical behaviors which search for beyond what exists. Studies conducted on leadership investigate the influence of leaders on workers and how they build social and communicative relationships with them. This means that leadership depends on the leader-worker communication and the quality of their communication.
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