Chapter 9
A Cross-Cultural Measure of Servant Leadership Behaviors

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ABSTRACT
This chapter presents items comprising three scales that measure servant leadership using three key dimensions: service, humility, and vision. The instrument was used to measure servant leadership behaviors experienced by followers in the United States and Ghana. Reliability and validity evidence is included from two research studies. A discussion of the relationship of servant leadership behaviors with employee outcomes assessed in these studies concludes the chapter.

BACKGROUND: THE NATURE OF SERVANT LEADERSHIP
An examination of the variety of concepts used to describe servant leadership could suggest that what appears to be a relatively straight-forward concept is either quite complicated or lends itself to elaboration with a wide variety of terms. For example, scholars (Barbuto & Wheeler, 2006; Dennis & Bocarnea, 2005; Farling, Stone, & Winston, 1999; Hale & Fields, 2007; Liden, Wayne, Zhao & Henderson, 2005; Page & Wong, 2000; Patterson, 2003; Sendjaya, 2003) describe servant leadership with behaviors or leader characteristics including:

- Humility
- Relational power
- Service orientation
- Follower development
- Encouragement of follower autonomy
- Altruistic calling
- Emotional healing
- Persuasive mapping

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• Wisdom
• Organizational stewardship
• Moral love (also termed agape love)
• Altruism
• Vision
• Trust
• Service (behavior)
• Follower empowerment
• Influence
• Credibility
• Voluntary subordination
• Authentic self
• Covenantal relationship with followers
• Responsible morality
• Transcendental spirituality
• Transforming influence
• Creating value for the community
• Conceptual skills,
• Helping subordinates grow and succeed
• Putting subordinates first
• Behaving ethically

Despite the vast array of terms various formulations of servant leadership have employed, three major descriptors originally employed by Greenleaf (1977) consistently are cornerstones of servant leadership. These are:

• **Service:** To followers, an organization, and society. Based on the alternative descriptions of servant leadership noted above, this dimension may include service orientation, follower development, organizational stewardship, follower empowerment, covenantal relationship, responsible morality, helping followers grow, and putting followers first.

• **Humility:** Putting the success of followers ahead of the leader’s personal gain. This dimension may include relational power, altruistic calling, emotional healing, moral love, altruism, credibility, voluntary subordination, authentic self, transcendental spirituality, emotional healing, and behaving ethically from the various alternative servant leadership formulations above.

• **Vision:** Having foresight combined with the ability to communicate vision to and influence followers in developing a shared vision for an organization. This dimension includes wisdom, persuasive mapping, influence, transforming influence, credibility, creating value for the community, and conceptual skills from the various alternative servant leadership formulations above.

These three cornerstone concepts guided the selections and adaptation of eighteen items from forty-three statements used by Dennis (2004). The three resulting scales described the servant leadership behaviors of service to followers, humility in interactions with followers, and involvement of followers in establishing vision. Table 1 presents the scale items. The items employ a Likert-type response ranging from 1 to 7, where 1 = strongly disagree and 7 = strongly agree.

Two studies, one of which examines its nature across culture, tested the resultant relatively parsimonious measure of servant leadership.

**RELIABILITY AND VALIDITY**

In this section, we discuss the reliability and validity tests performed on the three proposed dimensions of servant leadership with two studies. In the first study, Hale and Fields (2007) used the three scales in research concerning working adults who were also studying in two Christian seminaries, one located in Ghana, and the other located in the mid-Atlantic region of the United States (Hale & Fields, 2007). The sub-sample from Ghana contained 60 people, 93% of which were male, with average age of 34.5 years. The Ghanaians in our sample had average work experience of 6.5 years. Sixty-five percent of the Ghanaian sub-sample worked in churches or other religious organizations, 18% worked in schools,