



## **A RESEARCH ON THE RELATIONSHIP BETWEEN SERVANT LEADERSHIP AND ORGANIZATIONAL TRUST<sup>1</sup>**

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### **ABSTRACT**

In this study, the relationship between servant leadership and organizational trust has been considered through an empirical research. The aim of the study is to exploit the relationship between servant leadership and organizational trust on employees of a state hospital. Servant leadership and the trust concept have been exploited theoretically within the framework of this study. In this perspective then, the relationship between servant leadership and organizational trust has been defined empirically. In order to obtain the data needed for this study, there have been used 230 usable questionnaires from employees of a hospital operating in Aksaray district. Data obtained within the framework of this study have been analyzed by the statistical program package SPSS. Based on the findings, there has been identified statistically a significant and positive relationship between servant leadership and organizational trust. In this context, the subcomponents of servant leadership such as empowerment, modesty, responsible leadership, forgiving, give an account and courage organizational trust have positive impacts on the level of organizational trust of workers. In addition to this, standing behind, forgiving, give an account, responsible, modesty and empowerment have a positive impact on the subcomponents of organizational trust such as trust the manager, trust the colleagues and trust the organization individual success feeling.

**Keywords:** Leadership, Servant, Trust, Organizational Trust

### **1. INTRODUCTION**

More humanist and participant leadership approaches emerged due to the rapid developments that started in the middle of the 20th century, and due to the fact that traditional approaches to leadership were not meeting the needs of the organizations. This leadership type has been conceptualized by Robert K. Greenleaf (1970) and has been included in the literature as servant leadership. The basic philosophy is based on the motivation and the idea of the leader who serves others (Duyan and Dierendonck, 2014; Greenleaf, 1977: 20; Kurnaz and Abul, 2016: 565-566). Servant leadership is an important leadership approach that has been a topic for researchers lately. Throughout the history, people who aimed to be leaders started their way with the purpose of serving others. Nowadays the rate of those who apply the servant candidacy from theory to practice is very low.

The main reason for focusing on servant leadership is the exhibition of the behavior of the leader towards trust and in accordance with moral norms; focusing on serving to all stakeholders instead of personal interests; long-term loyalty towards organization and employees, distant from egoism giving instead of taking. At the same time, servant leadership shows some differences from other leadership styles as it takes the human as the reference point and since it focuses specifically on the needs of stakeholders and followers, and helping their development (Page and Wong, 2000; Fındıkçı, 2013; Taylor and Pearse, 2009: 225).

Servant leadership is an important approach that aims to provide all knowledge and tools for employees to motive, to make them stronger, to make them work more effectively and more productively in order to use their creative potential. Servant leadership includes an approach that

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despite the topic, any effort can be spent for the happiness and the well-being of the followers (Fındıkcı, 2013; Stone and Petterson, 2005, Van Dierendonck, 2011). Servant leadership concept firstly has been used by Robert K. Greenleaf in 1970 and the main characteristic of this approach is its representation that considers the leader as the servant to the followers. The leader is not satisfied with the position and its benefits rather he is satisfied and motivated with the benefits that he provides to the followers during his leadership. Empirical researchers related to this leadership approach are new in the journals. Even though researchers on leadership have grown lastly there is a lack of field research.

Nowadays, with the continuous change in the competitive environment, the most important advantage of organizations is to use properly and effectively human resources. It is estimated that trusting the organizations will enhance the performance, motivation, organizational loyalty, productivity, and it will lessen the chaos and uncertainty within the organization (Demircan and Ceylan, 2003: 142; Tüzün, 2007). The organizations where the feeling of trust has been developed can be safer and healthier. Therefore, the innovations within the organization and outside will be more successful. Trust component is important for the groups outside the organization and for the employees (Baş and Şentürk, 2011; Daft, 2015).

Organizational trust is related to the trust and the loyalty of employees towards the organization. Thus, trusting the organization plays an important role in building some organizational activities such as collaborative behavior development, performance measuring and evaluation, goal setting, leadership, and team spirit. The feeling of trust in organizations is needed in order to maintain a long-term relationship, and establish a healthy interaction with each other and organizations. The development of organizational trust from the perspective of individual and organization has an important role in organizational success (Koçel, 2015; Büte, 2011: 174; İşçan and Sayın, 2010: 202). Based on this knowledge, in this study, it is aimed to define the relationship between servant leadership and organizational trust. In the theoretical section of this study, there are explanations on servant leadership concept and its extent. Afterwards, the organizational trust definition has been evaluated. In the empirical section, the research has been explained and the results have been presented.

## **2. THEORETICAL FRAMEWORK**

### **2.1. Servant Leadership Concept, Definition and Extent**

Servant Leadership entered literature with the article “The Servant as Leader published by Greenleaf in 1970. In the essence of the term “servant leadership” used by Greenleaf is the will to serve (Sanı et. al., 2013: 64). The will to serve is a natural feeling; leadership, on the other hand, is a conscious choice (Baytok and Ergen, 2013: 106-107; Ateş, 2015: 75-76). Greenleaf (1970) defined servant leadership as; the leadership type encouraging collaboration, trust, loyalty, the capability of looking to the future, and using authority and power to meet other people’s needs (Uğurluoğlu et. al., 2015; Balay et. al., 2014: 230-231; Akyüz, 2012)

The servant leader gains the trust and the credibility of the followers and builds a vision through virtues such as high morality and kindness. Thus, he gains an authority and leading effect on others (Farling, 1999; Dennis and Bocernea, 2005). According to Blanchard and Hodges (2003) servant leader gives priority to the development of his followers, considers its position as temporary, sees himself at the ground point, tries to prepare the upcoming leader with the consciousness that one day his duty will be over (Akyüz, 2014: 34-35; Akiş and Toduk, 2004: 4-5). A servant leader, altogether with meeting the needs of his followers, stresses the importance of responsible leadership in order to keep the organization moving forward. Thus, he considers creating a sustainable organizational future as a responsibility of top management (Taylor and Pearse, 2009: 225-226).

Since servant leadership is a complex concept and it composed of many dimensions, it is not possible to provide one single definition (Page and Wong, 2000). Buchen (1998) defines servant leadership as idealist individuals who establish relationships with other individuals based on mutual trust and opens

new horizons with their vision. According to Laub (1999), the servant leader is a paternalist liter who appreciates people, who contribute to their development and is not authoritarian. Russell (2001) defines servant leader as the individual with a vision, gives confidence to the followers, guides has a strong effect, and serves to them all together with making them stronger. Micminn (2001) defines servant leader as the individual who holds a vision, guides his followers towards specific goals, and has a high level of motivation (Sousa and Dirk Van Dierendonck, 2015: 881). It is possible to define the difference between servant leadership and other leadership approaches by observing the different behaviors (Russell and Stone, 2002: 145).

Spears (2010) after reading the published and the unpublished works of Greenleaf has defined ten critical characteristics of servant leadership (Joseph and Winston, 2005; Fındıkçı,2013; Bakan and Doğan,2012:7-8 Duyan and Dierendonck, 2014: 5): These are listening, empathy, healing, awareness, persuasion, conceptualization, discretion, serving, stewardship, responsibility and development, and focusing on the society.

**Listening:** Leadership is mainly known and evaluated through the communication and persuasion skills. Successful leaders own a benefit brought by being a good listener. “Listening to others” skill is an essential characteristic in order to establish a healthy communication with other people. This approach of the leader towards the followers causes being more attached.

**Empathy:** Servant leader should listen to the followers and should try to understand them. He should present alternative solutions by forming an empathy with them. In other words, he should consider a particular situation through the perspective of the individual in front.

**Healing:** Learning healing to people is a strong force for the change. The servant leader has the potential to heal him and others emotionally, and to form a unity.

**Awareness:** In general, the leader should possess the ability to notice and deal with the current problems of the organization, and should be aware of the changes around him.

**Persuasion:** Persuasion is an exceptional characteristic found in all leaders. One of the most important characteristics of the servant leader is his high persuasion potential. Servant leader should leave a positive impression and constructive effect on his followers through words, gestures, implication, and behaviors.

**Conceptualization:** Servant leaders develop their capabilities in order to fill their world of dreams. They think of the afterward, and reinforce their capabilities with big dreams.

**Foresight:** This capability enables the servant leader to take lessons from everything happening around, to see the truths, and to plan the future. In other words, this is the situation of having information on a problem’s potential results, lessons from the past, the truths of the current day, and potential results from the undertaken decisions.

**Stewardship:** This means to put other’s needs in front of his own need and to think the wellbeing of others. He considers as an important moral value to serving others and meeting their needs.

**Commitment to the growth of people:** Servant leader is responsible for the development of all individuals who follow him. He should spend high efforts for their spiritual, individual, and professional development.

**Building community:** Among the factors, that sharpened people’s life is education. This means that the leader should provide an inclusive environment for all the stakeholders; he should seek to unify the community.

Beside these characteristics specified above; Fındıkçı (2013) has ranked the characteristics that should be found within a servant leader as: human sensitiveness, family values, person with a good heart, modesty, moral and honesty, educating family and children, fairness curiosity search, systematic, information and being scientific, hard-working, sharing and transmitting, communication and persuasion skills, charisma, motivation, high success motivation, innovativeness, personal

development, and learning habits, struggling and ambition, courage, entrepreneurship, and risk-taking, general intelligence and emotional intelligence, moral intelligence, self-confidence, time management and planning, work focus, consultation, guide, educator, customer focused, and harmony. Different from others; Russell and Stone (2002) have considered servant leadership under two main groups that are functional attributes and accompanying attributes that complete functional attributes, composed of 20 characteristics. Following this perspective, among functional attributes we have vision, honesty, integrity, being a model, being a leader, appreciation. On the other hand, the accompanying attributes are communication, trustworthy, capability, stewardship, vision distance, influence, persuasion, listening, encouraging, teaching, and empowering (Bakan and Doğan, 2012: 9). If we have a look at the activities related to servant leadership that has been carried out in the Western societies, we observe that it is a popular concept. "Servant Leadership" works become concrete for the first time at "Practical Ethics" center founded in 1964 as an institute and educational institution. Starting from then, this institution has become a big international center and serves in the United States of America, State of Indiana; the city of Indianapolis as "Servant-Leadership-Robert K. Greenleaf Center". This center each year organizes the "International Servant Leadership Conferences" that aims to promote this new leadership approach to individuals and organizations through practical courses, seminars, and meetings. The center has published many documents on leadership including books, booklet, and other documents appealing to the eyes and ears. Servant Leadership did not stay only in the boundaries of the theory but it has been implemented, and, it has been defended in the most successful companies in Europe (Levering and Moskowitz, 2000).

For example, Southwest Airlines, TD Industries, and Synovus are included in the Fortune's "Top 100 Best Companies to Work for in America" and "Top Ten Employers" categories during period 2000-2005 and are companies considered as an example of the servant leadership. In order for the servant leader to have a role, the most important thing is to overcome egoism. Servant leaders chose as their priority the stewardship. These characteristics show that they are natural leaders. Thus, the servant leader is not limited to serving to the followers, at the same time is the servant (Vinod and Sudhakar, 2011; Senjaya and Sarros, 2002).

## 2.2. Organizational Trust Concept and Definition

Trust is placed among the most discussed concepts in the organizational literature. The main factors that have caused these discussions are the views of researchers like Fukuyama (1995) and Putnam who declared their views on organizational trust, and the importance that this topic gained for the modern societies (Aslan and Özata, 2009: 102-103). Due to the growing environmental and economic changes, growing need for flexibility and cooperation, the rise of trust level towards organization and employees, the change of carrier patterns and relations with employees, the importance of organizational trust has increased (Güven, 2006: 25-26; Tüzün, 2007: 105-106).

The concept of trust is among the main feelings that have a significant importance in the relationship between people. Due to its abstract attribute, trust only can be defined through the feeling. Therefore, people start form specific situations and facts while developing the feeling of the trust towards others. People are mainly based on behaviors and attitudes, social relations, and the life expectations while building the trust towards others (Baş and Şentürk, 2011; Demircan and Ceylan, 2003: 142; Tüzün, 2007).

Organizational trust represents the trust among organizations and the trust within the organization. When the trust within the organization is examined, we can see that there are several sub-dimensions. These sub-dimensions are trusted towards colleagues, trust towards managers, and trust towards organization (Çubukçu and Tarakçıoğlu, 2010: 58). Organizational trust is considered as an important element of the organizational success. Even though there are plenty of definitions of organizational trust, definitions indicating the building of the trust are not enough as quantity and content. The main reason is the continuous change that occurs on the organizational functioning and human factor (Gider, 2010: 85). Shockly-Zalabak et. al. (2000) defined organizational trust as being opened, specific, interested trusted, and as the identification of the beliefs and values of the other party. Neves

and Caetanu (2006) consider organizational trust as an important psychological relief atmosphere where justice is settled within the organization, the social relations within the organizations are at the desired level and built through the cooperation of the employees within the organization. Taylor (1989) defined organizational trust as a phenomenon gained as the result of mutual respect for organizational members' wellbeing and welfare, and behaviors and attitudes based on respect and courtesy. These definitions related to the organizational trust indicated that organizational trust has plenty of different faces.

Based on these definitions many experts explain organizational trust grounded in these fundamentals (Demircan and Ceylan, 2003: 142):

- **Multi-level:** The trust feeling represents the relations born through the arrangements with colleagues, and organization.
  - **Culture-based:** Trust phenomenon is strongly related to the organizational norms, beliefs.
  - **Communication-based:** Trust is the result of communication behaviors such as correct information providing, explanation of decisions, looking sincere and open. In other words, it is a result of honest and sincere behaviors.
- Dynamic:** Trust phenomenon shows continuous changes within the cycle that has the levels of start, consolidation, and disengagement.
- **Multi-dimensional:** Trust is composed of mental, emotional, and behavioral factors that affect the perception of each individual towards trust.

Taking into consideration the aforementioned fundamentals of the trust the definition of organizational trust can be as follows: organizational trust is the degree of establishing relationships within the organization altogether with performing the responsibilities for both managers and the employees. In other words, organizational trust is defined as the trust tendency of organizational members towards the organization (İşcan and Sayın, 2010: 203-204; Mishra and Morrissey, 2000).

### 2.3. The Relationship Between Servant Leadership and Organizational Trust

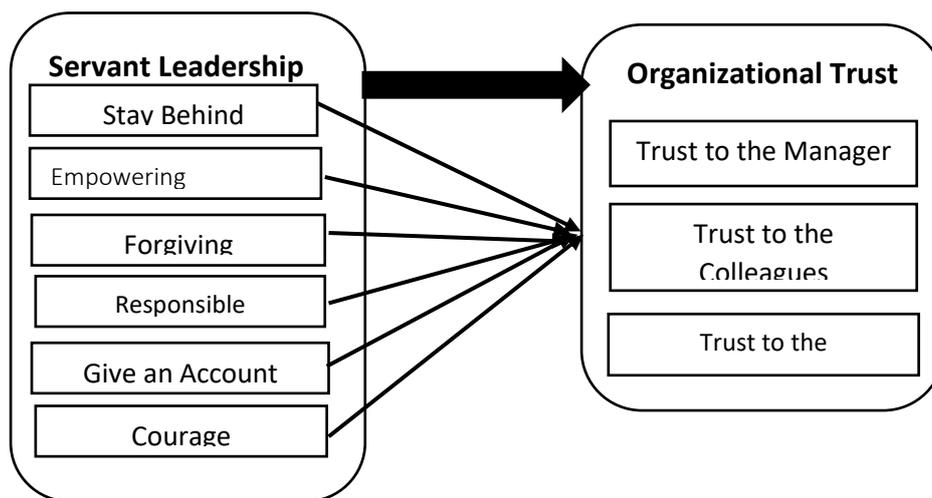
Trust is a concept that has been the topic of many types of research in social sciences from different perspectives. How in what conditions do people trust, who do they trust, how are the relations based on trust shaped, and the output of trust and its effect on organizations are among the topics that have been researched conceptually and empirically in organizational behavior and management organization since the beginning of the 1990s (Sam et. al., 2013: 66). The basic definition of trust in the form of belief that we hold for the fulfillment of the expectations, the way of behavior of people that we are related to. On the other hand, organizational trust represents the belief of the employees towards the capabilities of their colleagues and managers; towards the decision-making of fair, tolerant, and ethical decisions within the organization, and the application process (Uğurluoğlu, 2015: 247).

The trust among the individuals within an organization is evaluated under two dimensions that are cognitive and emotional dimensions. Cognitive trust shows the intellectual model of other people towards one's reliability, honesty, and loyalty. The effect of personal characteristics of the manager on the attitude and behaviors of the employees is important for the cognitive trust. Emotional trust, on the other hand, is developed through the interest and care towards individuals and represents a special and strong relationship that reflects the emotional link. The care and interest shown during the established relation and interaction between the manager and employee are very crucial for emotional trust (Koç and Yazıcıoğlu, 2011: 47). According to the cognitive-based dimensions, individuals can select to whom they want to trust. The care and interest shown during the established relation and interaction between the manager and employee are very crucial for emotional trust (Uğurluoğlu, 2015: 248; Tüzün, 2007: 99; Koç and Yazıcıoğlu, 2011: 47-48).

The trust towards the leader and the organization are different but they are accepted as concepts that are related to each other and when considered as a whole are entitled to organizational trust. Organizational trust is defined also as the perception of the employee towards the support by the organization, the belief that the leader is committed to the given word, and in this perspective, trust enables the ground for relations within the organization horizontally and vertically (Demircan and Ceylan, 2003: 142). Trust is not related only to servant leadership and is considered as an important component for all leadership styles (Sendjaya and Sarros, 2002). According to servant leadership approach; trust, honesty, and fairness enhance the acceptance of the leader by his followers.

In servant leadership, first of all, a role model is presented to the followers through sources, information and accelerated feedback processes that enhance the trust of followers. In order to build trust perception via servant leadership the place of trust of followers towards the leader and the organization is undeniable (Ateş, 2015: 78). Trust is in the essence of servant leadership and the legitimacy of the servant leader is enabled by the trust and the loyalty of the followers towards him (Uğurluoğlu, 2015: 247-248).

The main distinctive point of servant leadership is helping people to be completed, to overcome their deficiencies, and assisting them to produce added value. Servant leader considers primarily the expectations and the needs of the society to his own and he even can devote his life to the social expectations (Balay, 2014: 230; Fındıkçı, 2013). In the perspective of this information, this research aims to search for the relationship between servant leadership and organizational trust. In this perspective, therefore, the research model and the hypothesis have been presented in the following section.



**Figure-1:** Research Model

**H<sub>1</sub>:** Servant Leadership behavior has a positive and significant effect on the organizational trust for employees.

**H<sub>1a</sub>:** Staying behind of the servant leader has a positive and significant effect on the organizational trust for employees.

**H<sub>1b</sub>:** Empowering servant leader has a positive and significant effect on the organizational trust for employees.

**H<sub>1c</sub>:** Being forgiving servant leader has a positive and significant effect on the organizational trust for employees.

**H<sub>1d</sub>:** Shoving responsible leadership from the servant leader has a positive and significant effect on the organizational trust for employees.

**H<sub>1e</sub>:** Being a courageous servant leader has a positive and significant effect on the organizational trust for employees.

**H<sub>1f</sub>:** Being a servant leader who gives an account has a positive and significant effect on the organizational trust for employees.

**H<sub>2</sub>:** There is a significant relationship between servant leadership and the sub-dimensions of organizational trust.

### 3. RESEARCH METHODOLOGY

#### 3.1. Research Sample and Methodology

This study carried out within a quantitative framework aimed to exploit the relationship between servant leadership and organizational trust. Survey method has been used in order to collect data for this study. The questionnaire has been developed by using scales that had their reliability and validity already proven. The data of this study has been collected through a survey aiming to define servant leadership, organizational trust and the demographic characteristics of the participants. The questionnaire is composed of three sections. In the first section of the questionnaire, there are items related to servant leadership, in the second section, there are items aiming to define organizational trust whereas in the third section there are items related to the demographic characteristics of the participants.

Servant leadership scale; the scale developed by Van Dierendonck and Nuijten (Servant Leadership Survey) in their study has been used. The items in the scale have been ranked with a 5-Likert Scale from "1= I strongly disagree" towards "5= strongly agree". The scale is composed of 30 items and 7 sub-dimensions.

Organizational trust scale; it has been benefited from the organizational trust inventory developed by Bromiley and Cummings (1996). In the research; in accordance with the application techniques, for each sub-dimension of organizational trust it has been as follows: the model of managerial trustworthy behavior developed by Whitener et. al. (1998); in order to define the level of trust towards the manager it has been used the trust model developed by Mayer et. al. (1995), and lastly, in order to define the trust level towards colleagues it has been used the interpersonal trust scale developed by McAllister (1995). The items in the scale have been ranked with a 5-Likert Scale from "1= I strongly disagree" towards "5= strongly agree". The scale is composed of 27 items and 3 sub-dimensions. The population of the study is composed of employees working at the Aksaray State Hospital in the Aksaray district. The sample of the study has been chosen by simple random sampling method among employees in this hospital and it has been distributed 300 questionnaires.

In order to define the sample, it has been referred to the table prepared by Yazıcıoğlu and Erdoğan (2004) of the representing sample for a given population. In this context, with the condition of being  $\pm 0,05$  the sampling error = 0,05 (X rate observation within the main population) and  $q= 0,05$  (X rate non-observation within the main population), the sampling number has been defined as 278. From the 300 distributed questionnaires, only 230 have been collected back. Accordingly, the answer rate is approximately 77% whereas compared to the sample rate it has been calculated as 82%.

Those calculations and rates show us that the sample is adequate to represent the main population. Therefore, the sample for this study type is considered to be within the limits of acceptance (Akgül, 1997; Cristensen et. al, 2011; Hair, Joseph, Anderson, & Tatham, 1998).

### 4. RESEARCH FINDINGS

In this section, it can be found the evaluation of the analysis and findings carried out by the SPSS statistical program and the interpretation of these findings resulting from the evaluation of the questionnaires that were included in this study.

#### 4.1. Demographic findings

The demographic characteristics of the participants in this study have been shown in Table 1. According to the results indicated in the table, the vast majority of respondents were as follows: married females, within the age range 25-49, having a pre-university and university education, and working 1-5 years in their current institution. When considering the distribution of the employees

according to their position it can be seen that the vast majority is composed of nurses and other healthcare employees.

**Table 1.** Demographic Variables

Demographic Characteristic	Frequency	Percentage (%)
<b>Age</b>		
18-24	20	%8.7
25-35	106	%46.09
36-49	100	%43.47
50-65	4	%1.7
More than 65	-	-
<b>Gender</b>		
Male	107	%46.5
Female	123	%53.5
<b>Education Status</b>		
Elementary School	-	-
High School	3	%1.3
Pre-University	61	%26.52
University	160	%69.57
Master/ PhD	6	%2.61
<b>Marital Status</b>		
Married	121	%52.84
Single	108	%47.16
<b>Organizational Status</b>		
Doctor	16	%6.96
Nurse	89	%38.87
Technician	30	%13.04
Administrative	20	%8.95
Other position	75	%32.60
<b>Working years in the current organization</b>		
1-5 years	112	%48.69
7-15 years	80	%34.78
16v and more than 16 years	38	%16.52
<b>Monthly Income</b>		
1001-1500 TL	8	%3.5
1501-2000 TL	28	%12.17
2001-2500 TL	26	%11.30
2501-3500 TL	52	%22.60
3000-3500 TL	100	%43.47
More than 3500 TL	16	%6.95

#### 4.2. Factor Analysis and Reliability Analysis

At the end of factor analysis in order to test whether the question set is appropriate for the factor analysis or not it has been used the Kaiser- Meyer-Olkin (KMO) test and the Bartlett test, and the values were as follows: KMO sample fitness test value (KMO VALUE 0,861), at the end of Bartlett's test of sphericity Chi-Square value ( $\chi^2= 4420,620$ ,  $df= 378$ ,  $Sig<,000$ ). These values indicated that the data set is appropriate for the factor analysis. The naming of the factors has been conducted as in the original scales. Since there was no need of reverse coding when evaluation the standard factor loads and when taking as = 0,30 as criteria, the items 22 and 23 have been drawn from the scale because they were below these criteria and disrupted the general construct of the scale.

After it has been understood that servant leadership scale is valid for factor analysis, there has been used Varimax rotation method in order to define the sub-dimensions that can be commented. At the end of factor analysis, 7 sub-dimensions resulted. One of the dimensions has been left out of the evaluation since it was composed only of two items and the factory loads were low. Factor analysis has been conducted for servant leadership scale and it was observed that six dimensions were

appropriate. These factors were entitled as Stay Behind, Empowering, Forgiving, Responsible Leadership, Give an Account, and Courage.

Table 2 shows the factor and reliability analysis results for the servant leadership. The participants of this study have perceived servant leadership under six sub-dimensions. The servant leadership scale composed of 30 items and seven sub-dimensions has been evaluated one by one under 30 items and 6 sub-dimensions.

The percentages of the servant leadership sub-dimensions were as follows: Stay Behind component has the highest value as 7, 10 and it represents the 34,298% of the explained variance. Empowering component's value is 3, 12 and it represents the 11,792% of the explained variance. Forgiving component's value is 2, 88 and it represents the 9, 19% of the explained variance. Responsible Leadership component's value is 2,275 and it represents the 5,824% of the explained variance. Give an Account component's value is 2,605 and it represents the 8,056% of the explained variance. Courage component's value is 1,755 and it represents the 3,663% of the explained variance. All the six sub-dimensions represent 73,552% of the total variance.

**Table 2.** Servant Leadership Factor Analysis

KMO Barlett's Test Kaiser-Meyer-Olkin sample sufficiency =0,861 Barlett's Test of Sphericity (Approximate Chi-Square ( $\chi^2$ )=4420,620 df (degree of freedom) =378 Sig. =,000			
No	Items	Factor Load	Factor explanatory %
<b>Staying behind Factor</b>			
7	My manager is offering many possibilities to gain new competencies.	0,719	34,298
8	My manager provides the possibility to show themselves for other employees by staying behind.	0,792	
9	My manager does not expect any reward or appreciation for the goodness towards people.	0,693	
10	My manager feels pleasure and happiness for the success of the employees more than for his own successes.	0,593	
<b>Empowering Factor</b>			
1	My manager offers to me the needed information to conduct my job well.	0,684	11,792
2	My manager encourages me to use my capabilities.	0,850	
3	My manager helps me for my self-development.	0,853	
4	My manager encourages the employees to generate new ideas.	0,762	
5	My manager allows me the autonomy to take some decisions that facilitate my job.	0,688	
6	My manager, instead of telling me one by one what I have to do, deals himself in person with the problems to help me solve them.	0,600	
<b>Forgiving Factor</b>			
14	My manager criticizes the employees because of their mistakes.	0,782	9, 919
15	My manager is rigid towards those who encumber him on job issues.	0,794	
16	My manager does not easily forgive the bad memories experienced in the past.	0,809	
<b>Responsible Leadership</b>			
24	My manager seeks to improve based on the critics coming from the top management.	0,649	5, 824
25	My manager accepts his mistakes in front of the top management.	0,790	
26	My manager benefits from the different views and opinions of others.	0,721	
27	If someone criticizes my manager he/she tries to benefit from these critics.	0,746	
28	My manager gives importance to the "seeing of the glass half full".	0,811	
29	My manager has a long-term vision.	0,837	
30	My manager gives importance to the socially responsible side of our job.	0,780	
<b>Give an Account</b>			
11	My manager finds me responsible for the works that I carry out.	0,422	8, 056
12	My manager finds me reliable from the performance point of view.	0,665	
13	My manager supports the way in which my colleagues and I perform a particular work.	0,824	
<b>Courage Factor</b>			

17	My manager is always careful towards what is happening around.	0,525	3, 663
18	My manager takes a risk and does what he believes is the right thing to be done.	0,650	
19	My manager is opened towards his borders and weaknesses.	0,774	
20	My manager is continuously careful towards what is happening around.	0,703	
21	My manager expresses his feelings even when unexpected results happen.	0,620	
a. Rotation converged in 3 repetitions. (It resembled in the common point). Deductive Method: Maximum Likelihood. Rotation: Promax with Kaiser Normalization. Compliance testing: $\chi^2= 50,729$ , df= 24, Sig<,000			
	Variable Name	Eigen value	Variance
	Staying behind:	7,10	34,298
	Empowering:	3,12	11,792
	Forgiving:	2,88	9,19
	Responsible Leadership:	2,775	2,605
	Give an Account:	2,605	8,056
	Courage:	1,755	3,663
	Total explained variance:	73,552 %	

Table 3. Organizational Trust Factor Analysis

KMO Barlett's Test Kaiser-Meyer-Olkin sample sufficiency =0,891 Barlett's Test of Sphericity (Approximate Chi-Square ( $x^2$ )= 5954,809 df (degree of freedom) =351 Sig. =,000			
No	Items	Factor Load	Factor explanatory %
<b>Trust to the Manager Factor</b>			
9	My manager is a trusted person.	0,666	8, 179
10	My manager is a coherent person.	0,703	
11	My manager has enough skills and knowledge for his job.	0,712	
12	My manager is a helpful person	0,734	
13	My manager keeps his word.	0,793	
14	My manager protects the interests and the rights of the subordinates.	0,809	
15	My manager does not create tension.	0,803	
16	My manager enables the participation of the employees in the decisions he takes.	0,808	
17	My manager supports the employees	0,717	
18	My manager creates a positive workplace.	0,675	
<b>Trust to the Colleagues Factor</b>			
19	My colleagues are trustworthy.	0,512	15, 278
20	My colleagues are honest and opened.	0,618	
21	My colleagues are compatible	0,728	
22	My colleagues are competent in their job.	0,774	
23	My colleagues have a high trust level among them.	0,795	
24	My colleagues are responsible persons.	0,776	
25	My colleagues are helpful in every hard situation.	0,724	
26	My colleagues do not misuse the rules within the workplace.	0,726	
27	My colleagues do not show political behaviors.	0,678	
<b>Trust to the Organization Factor</b>			
1	I always trust to the organization I work for.	0,667	42, 865
2	The organization I work for generally is ruled with transparency.	0,772	
3	The organization I work for functions based on honesty and rightness.	0,817	
4	The organization I work for behaves with justice towards the employees.	0,832	
5	The organization I work for is respectful towards employees.	0,813	
6	The organization I work evaluates the performance with objectivity.	0,822	
7	The organization I work for behaves fair in the topic of freedom rights.	0,783	
8	In the organization, I work for the trust level among managers and employees is high.	0,675	
a. Rotation converged in 3 repetitions. (It resembled in the common point). Deductive Method: Maximum Likelihood. Rotation: Promax with Kaiser Normalization. Compliance testing: $\chi^2= 52,726$ , df= 21, Sig<,000			
	Variable Name	Eigen value	Variance
	Trust towards manager:	4,255	8,179
	Trust towards colleagues:	6,855	15,278

Trust towards organization: 11,122	42,865
Total explained variance: 66,323%	

In Table 3 there are shown the results of factor analysis and reliability analysis for organizational trust. The participants of this study have perceived organizational trust under three sub-dimensions. The organizational trust scale composed of 27 items at the end of factor analysis has been evaluated one by one under three sub-dimensions. The percentages of the organizational trust sub-dimensions were as follows: Trust towards manager's value as 4,255 and it represents the 8,179% of the explained variance. Trust towards colleagues' value as 6,855 and it represents the 15,278% of the explained variance. Trust towards organization's value as 11,122 and it represents the 42,865% of the explained variance. All the six sub-dimensions represent 66,323% of the total variance. Below it is shown the factor analysis separately for servant leadership and organizational trust. When conducting reliability analysis "alpha" model is among the used approaches. Cronbach alpha indicates the conformity value of the correlation among questions. This alpha value under the factor indicates the reliability level of the questions. In general, in social sciences researchers, a value of Cronbach alpha coefficient greater than 0.60 shows a high reliability of the scale (İslamoğlu and Alnıaçık, 2013: 278). Cronbach alpha has been used in order to test the reliability of the scales within the questionnaire used for this study. Table 4 shows the Cronbach alpha values for the scales and the sub-dimensions.

**Table 4.** Reliability Analysis

Scale	Item Number	Cronbach Alpha Coefficient
Servant Leadership	28	0,911
Staying behind	4	0,843
Empowering	6	0,905
Forgiving	3	0,846
Responsible Leadership	7	0,920
Give an Account	3	0,703
Courage	5	0,832
Organizational Trust:	27	0,947
Trust towards manager	10	0,935
Trust towards colleagues	9	0,914
Trust towards organization	8	0,936

As it can be seen in Table 4, the whole used scale has a reliability coefficient above 0,60. These results show that the reliability of the used scale is high.

### 4.3. Correlation Analysis

Prior to the initiation of the regression analysis, it has been carried out a correlation analysis in order to define whether there is a linear relationship between the variables. Correlation analysis is an analysis used to define whether there is a relation between two variables (İslamoğlu and Alnıaçık, 2013: 340).

According to the results of correlation analysis, there is a negative relationship among forgiving (one of the sub-dimensions of servant leadership) with all the sub-dimensions of organizational trust. Other sub-dimensions have a statistically significant positive relationship with each other.

At the end of correlation analysis, it has been found a positive significant relation between servant leadership and organizational trust (Pearson's  $r=0,691$ ,  $p<0,01$ ), a positive relation with the level of (Pearson's  $r=0,652$ ,  $p<0,01$ ) with trust towards manager, a significant positive relation between trust towards colleagues and trust (Pearson's  $r=0,419$ ,  $p<0,01$ ); trust towards organization a positive relation (Pearson's  $r=0,603$ ,  $p<0,01$ ).

It has been found a positive relation (Pearson's  $r=0,424$ ,  $p<0,01$ ) between empowering (sub-dimension of servant leadership) and trust towards manager (sub-dimension of organizational trust);

a positive relation (Pearson's  $r=0,299$ ,  $p<0.01$ ) with trust towards colleagues; a positive relation (Pearson's  $r=0,426$ ,  $p<0.01$ ) with trust towards organization.

It has been found a positive relation (Pearson's  $r=0,604$ ,  $p<0.01$ ) between responsible leadership (sub-dimension of servant leadership) and trust towards manager (sub-dimension of organizational trust); a positive relation (Pearson's  $r=0,316$ ,  $p<0.01$ ) of responsible leadership sub-dimension with trust towards colleagues; a positive relation (Pearson's  $r=0,537$ ,  $p<0,01$ ) of responsible leadership sub-dimension with trust towards organization.

It has been found a positive relation (Pearson's  $r=0,444$ ,  $p<0.01$ ) between give an account (sub-dimension of servant leadership) and trust towards manager (sub-dimension of organizational trust); a positive relation (Pearson's  $r=0,368$ ,  $p<0.01$ ) or give an account sub-dimension with trust towards colleagues; a positive relation (Pearson's  $r=0,426$ ,  $p<0,01$ ) or give an account sub-dimension with trust towards organization.

It has been found a positive relation (Pearson's  $r=0,466$ ,  $p<0.01$ ) between courage (sub-dimension of servant leadership) and trust towards manager (sub-dimension of organizational trust); a positive relation (Pearson's  $r= 0,353$ ,  $p<0.01$ ) of courage sub-dimension with trust towards colleagues; a positive relation (Pearson's  $r=0,400$ ,  $p<0.01$ ) of courage sub-dimension with trust towards organization. The Correlation Coefficients of Servant Leadership with its sub-dimensions and Organizational Trust with its sub-dimensions are shown in the following table.

**Table 5.** The Correlation Coefficients of Servant Leadership and Organizational Trust

	1	2	3	4	5	6	7	8	9	10	11
<b>1. Servant Leadership</b>	1										
<b>2. Stay Behind</b>	0,806**	1									
<b>3. Empowering</b>	0,787**	0,660**	1								
<b>4. Forgiving</b>	0,451	,0361	0,656	1							
<b>5. Responsible Leadership</b>	0,766**	0,445**	0,393**	-0,047	1						
<b>6. Give an Account</b>	0,651**	0,511**	0,424**	-,195**	0,437**	1					
<b>7. Courage</b>	0,650**	0,479**	0,294**	-,305**	0,480**	0,473**	1				
<b>8. Trust to the Manager</b>	0,652**	0,508**	,424**	-0,046	0,604**	0,444**	0,466**	1			
<b>9. Trust to the Colleagues</b>	0,419**	0,355**	0,299**	-0,126	0,316**	,368**	0,353**	0,434**	1		
<b>10. Trust to the Organization</b>	0,603**	0,503**	0,426**	-0,073	0,537**	0,426**	0,400**	0,685**	0,370**	1	
<b>11. Organizational Trust</b>	0,691**	0,562**	0,473**	-,096	0,604**	0,502**	0,500**	0,884**	0,707**	0,852**	1

Note: \* $p<0.05$ , \*\* $p<0.01$ .

#### 4.4. Regression Analysis

In order to test the effect of servant leadership sub-dimensions on organizational trust, a regression model has been created. Regression analysis is a method that enables the possibility to estimate the value of a dependent variable by using one or more than one independent variables (İslamoğlu and Almaçık, 2013: 348-349). In Table 6 there are shown the regression analysis results on the relationship between servant leadership and organizational trust. F value shown in the table is the value that indicates the significance of the established model. The F value was measured as 38,839 ( $p<0.01$ ) and it shows that the model is highly significant. As it can be seen the regression analysis results show  $R= 511$ . The  $r^2$  value, on the other hand, is 0, 425. Therefore, all servant leadership sub-dimensions can explain only the 42,5 % of the organizational trust.

In the model, there has not been found a significant statistical relationship among organizational trust ( $P>0.01$ ) and the sub-dimensions *forgiving* and *empowering* of the independent variable servant leadership. On the other hand, it has been found a positive significant relationship between the other sub-dimensions of servant leadership with the organizational trust. P value in the model has been found respectively: 0.004, 0.102, 0.000, 0.022, 0.02. T value, 2, 877. 1,640. -,019. 6,015. 2, 300, 2,

312. Beta value respectively 0.201, 0.105, -0.001, 0.346, 0.136, 0.142. In the end of regression analysis, the data belonging to the established model are shown in Table 6.

**Table 6.** The Effect of Servant Leadership Sub Dimensions on Organizational Trust

Independent Variables	B	T	p significance value
Stay Behind	0.201	2, 877	0.004
Empowering	0.105	1, 640	0.102
Forgiving	-0,001	-0,019	0.985
Responsible Leadership	0.346	6, 015	0.000
Give an Account	0.136	2, 300	0.022
Courage	0.142	2, 312	0.022
<b>R<sup>2</sup></b>		0, 425	
<b>F</b>		38, 839	
<b>p significance value</b>		0.000	

\*\*Significant at the Value level of 0, 01.

\* Significant at the Value level of 0,05.

#### 4.5. Hypothesis Testing

In this section can be found the hypothesis of this research and explanation related to the method used to test these hypotheses.

**Table 7.** Hypothesis Testing

Hypothesis	Used Analysis Method	RESULT
<b>H<sub>1</sub></b> : Servant Leadership behavior has a positive effect on the organizational trust for employees.	Regression Analysis	ACCEPT
<b>H<sub>1a</sub></b> : Staying behind of the servant leader has a positive effect on the organizational trust for employees.	Regression Analysis	ACCEPT
<b>H<sub>1b</sub></b> : Empowering servant leader has a positive effect on the organizational trust for employees.	Regression Analysis	ACCEPT
<b>H<sub>1c</sub></b> : Being a servant leader who gives an account has a positive effect on the organizational trust for employees.	Regression Analysis	REFUSE
<b>H<sub>1d</sub></b> : Being forgiving servant leader has a positive effect on the organizational trust for employees.	Regression Analysis	REFUSE
<b>H<sub>1e</sub></b> : Being a courageous servant leader has a positive effect on the organizational trust for employees.	Regression Analysis	ACCEPT
<b>H<sub>1f</sub></b> : Being a modest servant leader has a positive effect on the organizational trust for employees.	Regression Analysis	ACCEPT
<b>H<sub>1g</sub></b> : Shoving responsible leadership from the servant leader has a positive effect on the organizational trust for employees.	Regression Analysis	ACCEPT
<b>H<sub>2</sub></b> : There is a significant statistical relation among servant leadership and the sub-dimensions of organizational trust.	Correlation Analysis	ACCEPT

## 5. RESULTS AND SUGGESTIONS

This study considered and exploited empirically the relationship between servant leadership and organizational trust. This study investigated the effect one of the modern leadership styles, servant leadership on organizational trust. Given that servant leadership is a new leadership approach most of the used sources are non-Turkish sources which provides a limitation for our study. This leadership understanding has been brought by Robert K. Greenleaf (1977) and it indicates leaders who provide guidance for their employees, are committed to serving them and try to do their best in every case.

In order to measure the servant leadership behavior attitude towards the managers of the hospital of the hospital employees, the scale developed by Van Dierendonck and Nuijten (Servant Leadership Survey) with its sub-dimensions has been used. On the other hand, to measure the organizational trust it has been used the scale developed by Bromiley and Cummings (1996). The results of the analysis

that were carried out defined the servant leadership scale reliability coefficient (Cronbach Alfa value) as 91,1. This indicates the "high reliability" of the scale. The reliability coefficient (Cronbach Alfa value) of organizational trust scale was 94, 7, and it indicates the "high-reliability level" of the scale. The questionnaires prepared in the framework of this research were applied to the 230 employees of the hospital. Afterwards, the obtained data has been transferred in the SPSS program. After converting the data into numerical records in SPSS, factor analysis has been conducted to define the sub-dimensions of the scales. In order to define whether the scale is suitable for factor analysis, KMO and Barlett tests were conducted. KMO coefficient of servant leadership was found to be 0, 861, thus greater than 0, 5. Similarly, the Barlett test was found to be p-value 0,000, thus  $p < .05$  which means that there is a significance level. KMO coefficient of organizational trust scale was found to be 0,891), thus greater than 0, 5. The Barlett test was found to be p-value 0,000, thus  $p < .05$  which means that there is a significance level. Therefore, at the end of the analysis, it has been found that the scales are suitable for factor analysis.

At the end of factor analysis, servant leadership scale was separated into seven sub-dimensions. However, one of the sub-dimensions was drawn since it contained only two items, and since it was disrupting the general structure of the scale. Hence, the scale contained six sub-dimensions that are staying behind, empowering, forgiving, responsible leadership, give an account, and courage. Organizational trust, on the other hand, was separated into three sub-dimensions at the end of factor analysis. The scale has been examined under three sub-dimensions that trust towards the manager, trust towards the colleagues, and trust towards the organization. In this study, it has been benefited from the servant leadership survey developed by Van Dierendonck and Nuijten (2011).

In the work of Duyan (2012) at the end of validity and reliability, analysis originated 30 items with eight sub-dimensions but since it disrupted the general structure of the scale, the authenticity factor has been drawn from the analysis. Thus, the scale was examined under seven sub-dimensions; empowering, give an account, forgiving, courage, modesty, and responsible leadership.

In order to analyze in details, the relationship between servant leadership and organizational trust in this study, correlation, and regression analysis have been conducted. At the end of correlation analysis, no significant relationship existed between *forgiving* and *give an account* (both sub-dimensions of servant leadership) with *organizational trust*. A significant positive relation was found between all other variables. The main servant leadership factors that effect on organizational trust were found to be *staying behind* and *empowering* sub-dimensions.

This study is limited to the employees working at the State Hospital in the Aksaray district. This weakens the generalization of the findings. It should be taken into consideration that the study has been evaluated only based on the data that belongs to a specific period. Results that were estimated in general prior to the study occurred. At the end of the analysis. As it can be seen from the study when managers value the employees, contribute to their development, and approach towards them with a servant leadership mentality without any doubt enhances their productivity, and the trust and loyalty towards the organization they work for. *Some suggestions for researchers and managers are as follows:*

- ✓ Individuals who work as managers in public institutions should use actively their servant leadership skills to enhance the trust and the loyalty of their employees. Especially behavioral forms such as trust, modesty, empowering, staying behind can have an immense contribution to the employees.
- ✓ Throughout the research, there is a focus on the positive effect that servant leadership can have on organizational trust. Thus, they can evaluate the positive ideas that include servant leadership in the formal and informal relations that occur with the organization's other components.
- ✓ The effect of servant leadership on the trust environment within an organization, corporate identity, job lifetime quality, organizational performance, employee belongingness, quitting the job can provide new research areas for researchers.

- ✓ This study has been conducted only within one organization. There can be a new direction for similar researchers with different organizations in other districts.
- ✓ It is estimated that it would be beneficiary for the literature to use servant leadership scale by researchers who would prefer to make research in this field by taking into consideration different structures of institutions, corporates, and organizations.
- ✓ This study can be evaluated by enhancing its sample and taking into consideration a particular region or the whole country. Moreover, researchers that include different samples from different industries or organizations would be beneficiary to the literature.
- ✓ The field where servant leadership model can be primarily applied includes hospitals, local management, institutions that provide religious service, university departments who teach courses related to leadership and management.
- ✓ It is possible to make this study with the employees working in private hospitals and to compare the results, and lastly as stated previously the study can be carried out in different industries and job categories and the results can be compared.

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