

## INVESTIGATION OF THE RELATIONSHIP BETWEEN SERVANT LEADERSHIP WITH EMPLOYEE SATISFACTION AND COMMITMENT WITH THE MEDIATING ROLE OF PSYCHOLOGICAL EMPOWERMENT IN SOCIAL SECURITY ORGANIZATION

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**Abstract.** Instability and complexity may be too low and predictable environment on the impact of emerging leadership. In an unstable environment, a new style of management which enables the development of intangible assets and capabilities to enable dynamic activity, it is important. With this interpretation of the purpose of this study was to determine the relationship between servant leadership and commitment of staff satisfaction with the mediating role of psychological empowerment. The purpose of applied research and study of the nature and content of the survey is descriptive and correlational. In this study, random sampling method is available. The results showed that servant leadership theories with satisfaction and employee commitment had a significant relationship with the mediating role of psychological empowerment.

**Keywords:** Servant Leadership, Employee Satisfaction, Employee Commitment, psychological Empowerment, Social Security Organization in Ardebil Province

### 1. Introduction

Today, the Department of large organizations and advanced owes everything to competent manager, informed and competent with the knowledge and management techniques have been successful in carrying out this important task (LAN and Wei, 2015). One of the tasks of managers in process management, leadership and organization. In fact the essence of leadership, and is increasing its considerable influence exerted by leaders on subordinates and is an institutional priority (Ergeneli, et al., 2007). This led one of the prominent features and essential feature of any real manager. Conditions, the nature of their work and tasks and characteristics of selected employees. Leadership of an organization to adapt to change and to survive and thrive in new environments, specific features generally requires managers to respond to them are facing many problems (Lee et al., 2015). One of the most important characteristic that can help leaders and managers in response to these changes, is servant leadership. Among the important factors that could cause extensive research in the field of management, the appeal of the concept and style of management (Ambali et al., 2011). Because no matter when executives began to do "what" to do something, create a new way for teams or stimulate activity, however, is that their success depends on "how" to do this. Burns (2010) found that managers with the management style of his servants to challenge others to do exceptional things and trying urge. Larry Spears identified ten main properties which are central to the development of a servant-leader. These specifications are listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to growth of people, and building community. Burns continued his argument stating that "the only style of servant managers that are able to draw the necessary routes for organizations because they are the source changes, the changes are fully dominant aristocracy and the winds of change are at" (Petrimulex, 2012).

In the meantime, employees of an organization to adapt to changes and trends in order to survive and thrive in new environments, specific features generally requires managers to respond to them are facing many problems. One of the most important characteristic that can help leaders and managers in response to these changes, leadership behaviors. Employees subject tendencies that try to explain and define the role of attitudes in human capabilities. Employees that have appropriate behaviors, effective resources that the targets with maximum productivity, satisfaction and commitment make researcher (Hafmann, 2012). Today, many organizations are subject to

change and any change requires employees and managers to be adaptable and adapt to changes. The social interaction in a proper way and fruitful for most managers and leaders has become increasingly important as a key element in the management of organizational changes. Studies have shown that overtaking will be future managers and effective so that they can effectively communicate with their human resources and their behavior and attitudes appropriate to take a position (DonPage and Paul, 2014). psychological empowerment of employees through the process of strengthening the feeling of self-identification and elimination of those organizational conditions that lead to powerlessness and inability to have them Managers using the mechanism of leadership and approaches to the elimination of powerlessness and inability to create the tendencies in human resources employees (Msbtrgray and real insight) in the direction of the organization. The main problem in this study is whether the satisfaction of servant leadership and staff commitment had a significant relationship with the mediating role of psychological empowerment? This study investigates the mediating role of job involvement in servant leadership and the mediating role of psychological empowerment in social security organization. The next section proposes the theoretical foundations and the literature and elaborates on the conceptual pattern and theories.

### 2. Research Method

The purpose of applied research and study of the nature and content of the survey is descriptive and correlational. The study also in terms of field data collection and questionnaire tool. The population of this research included all employees and managers of social security Ardebil province a total of 207 persons. Morgan will be used to select the sample studied sample of 130 people with 95% reliability is achieved. In this study, random sampling method is available. Collecting the required data, the field using a standard questionnaire. Referring to the workplace in Ardebil province will be the Social Security Organization. Three questionnaires were used to collect data, a questionnaire that will be used in the form of a single form. Scale questionnaire consisted of servant leadership (Lan and Wei, 2015) consists of 24 questions, a standard questionnaire Ergeneli, et al., (2007), consists of 15 questions in order to assess the psychological empowerment and ultimately standardized questionnaire Hoffman (2012) in order to measure the adherence of work (satisfaction and employee commitment) consists of 10 questions (5 questions about employee satisfaction and employee commitment 5 items), respectively.

Conceptual model is a model based on the theoretical relationship between the factors and variables affecting the subject of research. Figure 1 depicts the conceptual pattern of the present research.

The above model presents that servant leadership directly affects social security organization and indirectly when mediated by job involvement. In addition, job involvement, also, has direct effects on social security organization.

### 3. Finding

In this study, a questionnaire was used for data collection. Therefore, using confirmatory factor analysis research questionnaires about the overall structure of content is validated. For confirmatory factor analysis and structural equation modeling standard loadings and t-statistic is calculated. (Figures 1, 2, 3). Also, the results of the evaluation of the structural model are presented in table 1.

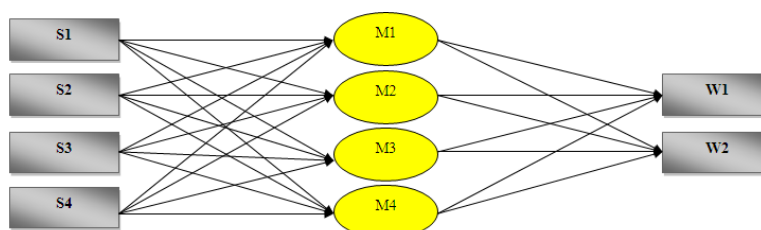


Figure 1. Conceptual model

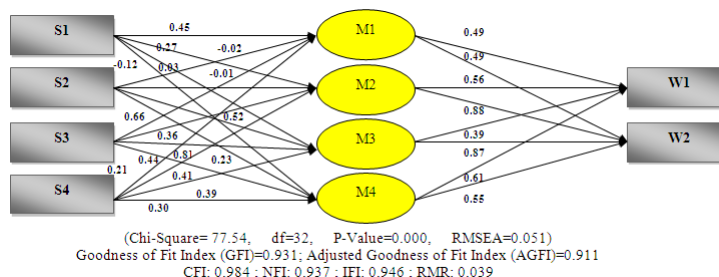


Figure 2. The relationships between variables

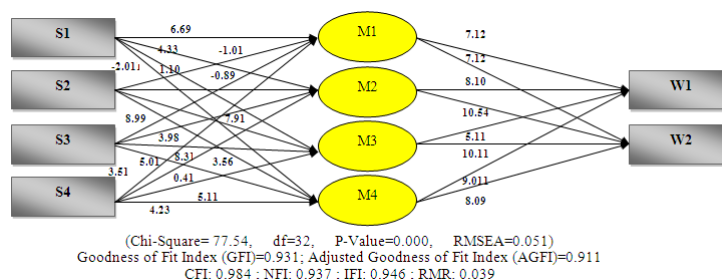


Figure 3. Significant numbers of variables

Table (1): The results of the evaluation of the structural model

Path to from	Data	t	Bias	Lower Bounded	Upper Bounded	sig
xyz	0.549	2.135	0.0007	0.00022	0.0894	0.034
xye	0.223	2.433	0.0006	0.00035	0.0824	0.015
x1yz	0.155	2.049	0.0005	0.00025	0.0885	0.041
X2yz	0.310	2.555	0.0060	0.00055	0.0748	0.011
X3yz	0.201	2.183	0.0055	0.00011	0.0807	0.030
X4yz	0.223	2.433	0.0088	0.00088	0.0801	0.015
x1ye	0.243	2.555	0.0054	0.00095	0.0777	0.009
X2ye	0.017	4.017	0.0007	0.00074	0.0811	0.000
X3ye	0.449	4.386	0.0006	0.00068	0.0963	0.000
X4ye	0.128	2.304	0.0099	0.00027	0.0325	0.022

Due to the amount of t-test statistics calculated for the difference between intervals +1.96 and 1.96 is not (critical region of 95%), on the one hand due to the significant level calculated that less than the level of accuracy (0.05), which was also due to lack of zero between lower and upper confidence interval for this route and thus confirming the hypothesis suggests a significant way related to it. (table1).

The findings of this research confirmed the positive effect of server leadership on job satisfaction. These findings are coordinated with the results of researches that has been carried out by Scuderi (2010). The findings of this research confirmed the positive effect of server leadership on organizational citizenship behavior (H4). These findings are coordinated with the results of other researches (Zehir et al., 2013). The server leaders provide peace, security and confidence in the work atmosphere, which increases the citizenship behaviors of the staff.

In addition, job involvement has positive correlation with commitment, organizational citizenship behavior, motivation, and positive performance and has negative correlation with absenteeism and turnover. Job involvement is also associated with the identification. The involved individual usually knows his job as introducer for himself (Kahn, 1999). Thus, with respect to the benefits of job involvement for organizations, and on the other hand, servant leadership which has a positive relationship with job involvement, top managers of most organizations are recommended to develop serving in order to take advantage of job involvement.

**4. Conclusion**

The design of this study is descriptive in nature. To examine the research question, one sample t-test and structural equations modeling were used. The obtained data from the instrument were

put into SPSS 20 for data analysis that proposed the following issues:

1. By creating an exchange of ideas between think tanks and human resources, exchange of knowledge between employees and managers, and integrate the context of a strong sense of commitment to the goals of the Bank provides
2. According to the kindness and love of their heads and make it operational.
3. In order to promote independence as a lever Trust staff also recommended that the deputies and executives from the principle of absolute authority.
4. By creating think tanks and holding brainstorming sessions, field staff and provide dynamic interaction between them and creating the atmosphere full of peace and humility provide.
5. By improving the work life and continued support for the staff, improve human capital at all levels provide banks.

The servant leadership topic is important for all organizations so it is suggested that leaders of organizations take this topic as a serious business and foster it as much as possible in order to improve organizational identification and job involvement. Without a shadow of doubt, job involvement has undeniable benefits and it is associated with organizational identity. It also has significant benefits for organizations. So the servant leadership can serve as a bridge to cross today's turbulent and changing environment. In conclusion, it should be highlighted that scientists should conduct more researches investigating different aspects of this field of research in various contexts.

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