



**SERVANT LEADERSHIP AND ORGANIZATIONAL SUCCESS OF DEPOSIT MONEY BANKS OF RIVERS STATE,
NIGERIA**

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ABSTRACT

This empirical study investigated the relationship between servant leadership and organizational success in Deposit Money Banks in Rivers State. A sample size of 140 respondents which consisted of managers and supervisors was determined from a population of 220 respondents. The study adopted cross-sectional survey research design as it collected data from vast respondents. 140 copies of questionnaire were distributed and 122 copies were found useful for analysis. The questionnaire was analyzed using descriptive static while the study hypotheses were tested using Spearman's Rank Order Correlation Coefficient. The findings revealed that servant leadership components affect organizational success measures, and recommended that Management should develop the idea of empowering subordinates to enable continued growth of the financial institutions. Management should develop humility and show by example in order for subordinates to emulate their style of leadership as these would facilitate realizations of institutions continuous existence and growth. Management should ensure that their behaviour exerts positive influence on subordinates towards achievement of organizational success.

Keywords: *Servant Leadership, Empowerment, Humility, Organizational Success, Continuous Growth, Continuous Existence*

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INTRODUCTION

With the intensity of competition manifested in business environment, many organizations strive to embark on different strategies, concepts and mechanisms to remain in business operations. Their aim includes working hard in order to attain success in the business performance. Therefore, organizational success becomes the main reasons for business operations. Fleck (2009) claim that organizational success is a central issue in organizational studies. Fleck (2009) believed that growth and continued existence were the main indicators of success of the organization. Long-term organizational success has inspired much-needed research and has been alluded to in numerous ways in the literature regarding the company's goals (Scherer, 1990). One organization's success may not be the same as the other (Fleck. 2009). According to Miller and Friesen (1978), success has to do with the extent to which companies can accomplish their goals subject to long-term constraints.

The self-perpetuating capability of the modern enterprise is the outcome of two concomitant successes: continuing growth and continued existence. Chandler (1977) claimed that growth brings about new opportunities for expansion and renewal. While continued existence, which is a process that has to do with the organization's ability to preserve its integrity and avoid becoming an expendable tool leads to organizational success. Fleck (2009) asserted that the key to organizational success is having an organizational survival aggravation in place, which has to do with empowerment and effective communication.

While there are many factors that tend to affect an organizational success (e.g. nature, organizational stage, and ship leadership style) that has captured the attentions of researchers over the years (Kocka, 1990), much research on servant leadership and organizational success has not been carried out. As noted by Liden, Wayne, Zhao, and Henderson (2008),

servant leadership focuses primarily on serving followers with ethical, empowering, supportive, and empathic behaviour. While other approaches to leadership, such as transformation leadership, focus on aligning follower behavior with the organization's goals. Servant leadership focuses heavily on providing the tools and support to followers.

If followers are empowered, supported, and trust their leaders, they naturally shows their commitment, and especially discretionary, behaviors (Liden, *et al.*, 2008). The development of a valid measure of servant leadership has resulted in two major research efforts by researchers. Research has revealed that servant leadership consists of seven components or dimensions: emotional healing, (involving the degree to which the leader is concerned about the personal problems and well-being of followers); creating value for the community, capturing the involvement of the leader in helping the organization's community and encouraging followers to be active); Conceptual skills, (reflecting the ability of the leader to solve work related problems and understand the goals of the organization); empowering (assessing the degree to which the leader entrusts responsibility, autonomy and decision-making influence to followers); and assisting subordinates to grow and succeed (capturing the extent to which the leader helps followers reach their full potential and succeed in their success).

In addition, most of the previous research on servant leadership and behavioral outcomes occurs in developed countries (Hunter, Neubert, Perry, Witt, Penny & Weinberger 2012). Therefore, from an African perspective especially in Nigeria, there seems to be no dearth of studies focusing on the same. In particular, research that investigates servant leadership's influence on organizational success in the African context, particularly in Nigeria's Rivers State, remains scanty. Thus, this has required the need for the current empirical study. This research study aims to achieve four goals in the light of the above. First,

the purpose of this study is to examine the relationship between servant leadership dimensions and organizational success measures adopted in this work. Second, the study will attempt to apply the theory of Leader-Member Exchange (LMX theory) and dwell on the idea of servant leadership by Greenleaf 1977 in the discussion. This effort is deemed to provide the recent research with a strong theoretical foundation. On the whole, it is anticipated that the study's findings will make a contribution and new insights to the existing literature on servant leadership in Nigeria. In addition, new or different aspects or perspectives of servant leadership are intended to provide valued implications of business growth and organizations continued existence in Nigeria.

Statement of the Problem

In order for any organization to succeed, the mechanisms for success should be discovered. Fleck (2009) asserts that the establishment of mechanisms implies specific actions by organizational stakeholders interested in the company's continued existence. Continuing growth is often thought to be a sufficient indicator of organizational success (Fleck, 2009). Poor growth was evidenced in financial institutions in Rivers State and business was unable to continue operations that resulted in business failures. Business cannot be considered successful if it has experienced poor growth in its existence. This involves lack of empowering subordinates, poor managerial behavior (lack of humility) involving destitute understanding of the subject of operations and being unable to put their subordinates' keen interests at the heart of their planning and decision-making. These have resulted in lack of commitment and lack of confidence in leaders.

Organizational success have adversely been affected as many subordinates complain of poor wage scale, improper termination of employment and poor level of leadership that commanding and authoritative be style which does not confirm with subordinates interests. These might have affected subordinates'

morale to improve performance towards organizational growth and continued existence. These problems are traced to managers' inability to empower their subordinates by helping them pursue organizational goals as well as theirs. The aforementioned problems has becomes the thrust of this study. Hence, this study seeks to examine the relationship between servant leadership and organizational success in deposit money banks in Rivers State with the following specific objectives:

- To examine the relationship between humility and continued growth of deposit money banks in Port Harcourt.
- To examine the relationship between humility and continued existence of deposit money banks in Rivers State.
- To examine the relationship between empowerment and continued growth of deposit money banks in Rivers State.
- To examine the relationship between empowerment and continued existence of deposit money banks in Rivers State.

Research Hypotheses

Ho₁: There is no significant relationship between empowerment and continued growth of deposit money banks in Rivers State.

Ho₂: There is no significant relationship between empowerment and continued existence of deposit money banks in Rivers State.

Ho₃: There is no significant relationship between humility and continued growth in deposit money banks in Rivers State.

Ho₄: There is no significant relationship between humility and continued existence of deposit money banks in Rivers State.

LITERATURE REVIEW

Theoretical Framework

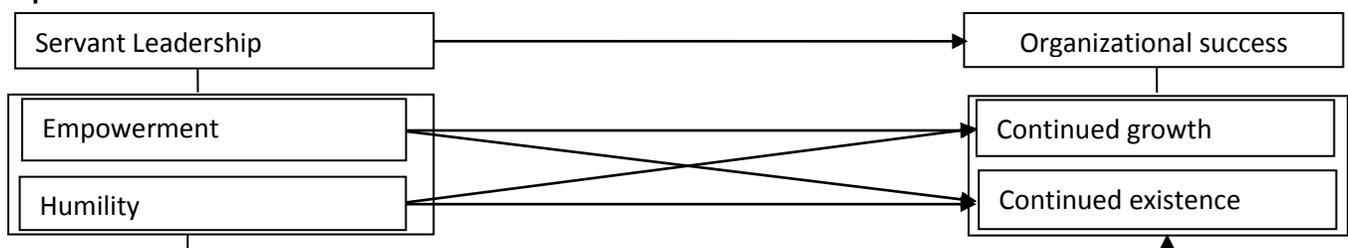
This empirical paper adopted Leader-Member Exchange Theory that assists in explaining the concept of servant leadership of Green Leaf idea in

1977. Greenleaf (1977) argued that true leadership is essentially synonymous with service and great leaders are identified by the service they perform for individuals and society. The Leader-Member Exchange (LMX) perspective, according to Liden and Maslyn (1998), is unique among leadership theories as it focuses on dyadic relations between leaders and followers. The theory argues that leaders with their respective followers form various types of exchange relationships that facilitate the achievement of organizational goals (Liden & Maslyn, 1998). The theory of LMX is encouraging leaders in providing personal healing, developing followers, and encouraging leaders to serve the community. Therefore, servant leadership is related to the theory of LMX because servant leadership behaviors contribute to the development and maintenance of strong interpersonal relationships in modern organizations.

Servant leadership practices involve participatory leadership (McMahon, 1976) and shares some of the transformation leadership characteristics (Bass, 1998; Stone, Russell & Patterson, 2003). According to Bass

(2000), servant leadership is close to inspiration and individualized consideration transformational components. Servant leadership is also similar to steward leadership, as both models emphasize the need to replace self-interest with service to others as the basis for power utilization. Thus, servant leadership is opposed to the command-and-control type of autocratic leadership. The modern management theorists Avolio (1999) posited that the autocratic leadership needs to be replaced by leadership that empowers workers. In today's environment, command-and-control leadership no longer works, because leaders must earn people's respect and trust and this is the core heart of servant leadership. Servant leaders are available and flexible (Blanchard & Hodges, 2003; Wong & Page, 2003). This is because their own need for power and patriotism no longer incarcerate them. According to Hersey, Blanchard, and Natemeyer, (2001), they are willing to use various types of legitimate power to facilitate the development of workers and achieve organizational goals.

Operational Framework



Source: Researcher/s conceptualization (2019)

This study's conceptualized framework is based on the concept of servant leadership dimensions in relation to organizational success measures as adopted in this study. Despite repeated intervention efforts, however, servant leaders can and will dismiss workers whose performance and attitude have a negative impact on other workers. Kahl and Donelan (2004) strongly argued that servant leaders are not "sweet" or "weak."

Concept of Servant Leadership

The concept of servant leadership is contributing to the recent development on leadership in organizational literature over the decades (e.g., Page & Wong, 2000; Wong, & Page, 2003; Hoveida, Salari, & Asemi, 2011; Jones, 2012;. Russell & Stone, 2002; Kool, & Dierendonck, 2012; Parris, & Peachey, 2013; McCann1, Graves, & Cox, 2014). Servant leadership has always been the most influential leadership

model within the Christian community, with numerous publications focusing on Christian leadership. For instance, the word 'servant' refers to a service or service-based idea of servant leadership which originated from religion and is deeply rooted in it. Ancient scripture refers to Jesus Christ's leading servant example.

Thus, Matthew recorded the words of Jesus: "You know that the Gentile rulers lord it over them, and their high officers exercise authority over them. Not that with you. Rather, you must be your servant whoever wants to be great among you" (Matthew 20:25-26, New International Version). The implications from this scripture are that servant leadership emphasizes personal integrity and serving others, including staff, clients, and communities (Liden, Wayne, Zhao & Henderson, 2008). Servant leaders also motivate supporters to grow and prosper by offering opportunities to improve the skills of followers (Page & Wong, 2000; Wong, & Page, 2003; Hoveida, Salari, & Asemi, 2011; Jones, 2012; Kool, & Dierendonck, 2012; Parris, & Peachey, 2013; McCann1, Graves, & Cox, 2014).

A servant leader, for example, will follow up on promises made to followers to show their adherence to strong ethical values (Wong, & Davey, 2007; Sendjaya, Sarros, & Santora, 2008). These leaders demonstrate conceptual skills, such as balancing with future vision on a daily basis. They also have the followers reciprocate for the support received by engaging in behaviors that benefit their leaders and fellow members, such as citizenship behaviors (Ehrhart, 2004; Ehrhart, 2012). They are also more likely to develop high leader-member exchange (LMX) relationships in their work groups because servant leaders focus on building the leadership potential in followers (Liden et al., 2008). Subordinates may take on informal leadership roles in their groups, helping to meet the needs and desires of fellow group members. By training leaders in these styles, organizations may help foster productive

leader—subordinate relationships in large or diverse groups (Page & Wong, 2000; Wong, & Page, 2003; Kool, & Dierendonck, 2012; Parris, & Peachey, 2013).

Liden *et al.* (2008) believed that planning to build a working environment that provides staff empowerment strong emotions, resulting in better performance. Besides positive performance results, organizations that value servant leaders promote followers ' metamorphoses into servant leaders themselves, thus creating a culture of servant leadership. Employees in organizations using this leadership model may be more committed to organizational values and maintain high-performance levels (Kool, & Dierendonck, 2012; McCann1, Graves, & Cox, 2014). Indeed, Greenleaf (1977) initially suggested that servant leaders develop followers into servants who are autonomous moral agents who continue to develop others into servants themselves.

Liden (2008) believed that planning to create a working environment that would provide strong emotions for staff empowerment, leading to better performance is a means of serving others. In addition to positive performance outcomes, organizations that value servant leaders promote the metamorphoses of followers into servant leaders themselves, creating a culture of servant leadership. Employees in organizations that use this model of leadership may be more committed to organizational values and maintain high levels of performance (Wong, & Page, 2003; Hoveida, Salari, & Asemi, 2011; Jones, 2012; Parris, & Peachey, 2013). Indeed, Greenleaf (1977) initially suggested servant leaders develop their followers into servants who are autonomous moral agents and continue to develop others into their own servants. This shows that servant leaders live a life of example to others and consistently in such leadership style will encourage subordinates to follow through and contributes to organizational success.

Empowerment

Empowerment is another critical component of servant leadership. Empowerment is the extent to which leaders provide greater freedom of action, freedom of work, responsibility and self-control in deciding how to do things for the staff (Laub, 1999). Empowerment is the examination of the extent to which the leader endows responsibility, independence and impact decision-making to devotees. Empowerments encourage the followers to take actions on decisive matters by the leaders and seek ways to improve their performance which enable the organization to succeed in business operations. As leaders look to followers' interests and that of the organization, they facilitate mutual sharing of responsibilities and power with followers, and include feedback from followers in developing the vision of the organization. Followers are more likely to perceive the leader and culture as servant-oriented as they pursue their interest and that of the organization knowing that the organization is the major player for their survival.

Humility

Humility is second component of servant leadership adopted in this study and it is described as "the blossom of which death to self is the perfect fruit. He says "the highest glory of man is in being only a vessel, to receive and enjoy and show forth the glory of God. Only if man is willing to be nothing in him may God be all' (Murray & Wong, 2000). Sandage and Wiens (2001) opines that humility involves the willingness to take a humble relational posture (when appropriate) by surrendering the motives of selfish ambition and grandiosity while considering the needs of others above one's own. They stated that humility allows one to keep their accomplishments and talents in perspective, and includes being focused on others rather than being self-focused.

Hunter (2004) explains the paradox of humility in leadership. He stated that humble leaders realize they came into the world with nothing and will leave with nothing. Although, people mistakenly associate

being humble with being overly modest, passive, or self-effacing. To the contrary, humble leaders can be very bold when it comes to their sense of values, morality, and doing the right thing (Wong, & Page, 2003). They view their leadership as an awesome responsibility that affords them a position of trust and stewardship to take care of the people entrusted to them. Humble leaders are very willing, even eager, to listen to the opinions of others, including those with contrary opinions. In this case, humility will contribute to the organizational success.

Concept of Organizational Success (Continued Growth)

Firm growth has been studied by researchers for many years. Different terms have been used by different authors to define the stages of an enterprise growth, but the events through which each enterprise passes remain more or less the same. Most of the researchers suggest that each enterprise has to start, then grow while facing various challenges and crises, and finally mature and decline. There are also many precursors that will allow a company to move from one stage to the next. There are two sets of researchers' thoughts prevailing; some suggest that the company's path of growth is linear or predictable, and others suggest that growth is fairly opportunistic or unpredictable (Gupta, Guha, & Krishnaswami, 2013). Whatever be the case, comprehension of a company's growth depends on defining what the company is, how much it has grown, and what it offers to the market.

Continued Existence

Penrose (1980) and Chandler (1977) contend that setting up and fostering a pool of managerial resources was crucial to the profitable growth of the modern company because the managerial hierarchy provided the seeds of continued existence for the modern company. It had a regenerating capacity that allowed the company to survive its members because "when a manager died, retired, was promoted or left an office, another was prepared and trained to take

his place (Chandler, 1977). Another seed of continued existence was managers pursuing a life-long career. As Chandler asserts, "the continued existence of their businesses was essential for their life-long careers for salaried managers. Therefore, maintaining an ongoing existence involves handling challenges that threaten the survival of the organization. Without being directed by the leader to do so, followers serve coworkers and customers over time. To be able to measure it accurately, it is essential to be able to harness the power of servant leadership by organizations.

Servant Leadership and Organizational Success

Melrose (1995) shows a style of servant-leadership with a sense of stewardship rather than ownership of his resources. Melrose stated that leadership is not a position; it is a combination of what you are (character) and what you do (competence). If leadership is considered as a position, subordinates will suffer in their performance because there is a possibility to lord over them which may go contrary to their interest. Melrose warns that developing a trust environment is almost impossible. He adds that "people who are concerned about personal power preservation are unlikely to accept the idea of leader as servant." Melrose also admits that it is not an easy task to embrace the servant-leader model. It allows the greatest number of people to experience the greatest good, however, as the leader provides an optimal condition for followers to emulate.

Joseph and Winston (2005) believed that servant leadership does become clearly apparent via a particular set of leadership qualities and behaviour patterns, and one is trust. They also propose behaviors affecting trust in the leader and the organization by a servant leader. Farling, Stone and Winston (1999) stated that servant leaders have a pool of confidence that helps to create an organizational climate that facilitates cooperation. It is imperative that a capable leader is in place for organizational efforts to be successful. The leader

provides support and ensures the necessary tools are available to the team to complete assigned tasks. Also, the leader may delegate certain responsibilities to other qualified people (Melrose, 1995).

Servant leadership's main advantage is that it is flexible. Whether you are a charismatic intuitive leader or a methodological down-to-earth leader type, you can always take advantage of servant leadership practice. By adopting only one leadership style, no leader can be effective in a culturally diverse workplace. Another major benefit is that it aims to curb the widespread evil of power abuse. It has been well documented that SL is superior to autocratic leadership (Farling, Stone, & Winston, 1999; Laub, 2003; Page & Wong, 2000; Russell & Stone, 2002;

Sendjaya & Sarros, 2002). Servant Leadership prevents and reduces all kinds of issues that are directly related to control and control Re-engineering, restructuring, downsizing, merger and hostile take-over strikes fear in the hearts of employees whose jobs are directly affected. Often leaders simply shuffle workers around as pawns on a chess board without ever considering how these changes might impact their lives and performance. Servant leaders can help navigate troubled waters and make inevitable changes less stressful for the employees.

There is evidence that the leadership of the servant is good for business. Success by Romig (2001) with thousands of employees have shown that when servant leadership practices are implemented through business leadership training, performance improved by 15-20 percent and productivity in the working group by 20-50 percent. This means a profitability increase (Romig, 2001). Fortune magazine's annual rankings of the best 100 corporations to work for show that companies that practice servant leadership consistently rank within the top 10 in the business environment. Thus, the importance of servant leadership in organizational success cannot be over emphasized.

METHODOLOGY

Cross sectional research design was adopted in this research. The rationale for the research chosen for this study was therefore the survey research design, which is an aspect of quasi-experimental design, based on a cross-sectional examination of the study's accessible population, as data was collected from a very wide range of the study element to enable the researcher to have a wide range of knowledge. This research design showed how data was collected and analyzed. The target population was made up of all financial institutions in Rivers State. However, for easy accessibility, the researcher focused on only those financial institutions that had their branches in Port Harcourt and used convenient sampling method to study eight (8) of these financial institutions, namely; Sterling Bank, Uba Bank, First Bank, FCMB Bank, Zenith Bank, Access Bank, Ecobank, and Fidelity Bank all having their branches situated in Port Harcourt, Rivers State. The population of this study consists of two hundred and twenty five (220) respondents that made up of heads of department, managers, supervisors (leaders) and employees. The sample size for the study was determined using Krejcie and Morgan sample table hence, the ample size becomes 140 respondents. Data for this study was collected through structured questionnaire.

The predictor variable was servant leadership. The dimensions of the servant leadership included: empowerment and humility.

Empowering: Assessing the degree to which the leader entrusts followers with responsibility, autonomy, and decision-making influence. Five item statements were used to measure this variable on a Likert 5-point scale (e.g. *I am willing to risk mistakes by empowering others.*" *I consistently encourage others to take initiative* etc.). The response mode ranges from 1-5 points. Where score of 1 = strongly disagree; 2= disagree; 3= undecided; 4= agree; and 5= strongly agree.

Humility: The ability to put one's own accomplishments and talents in a proper perspective. Five item statements were used to measure this variable on a Likert 5-point scale (e.g. *I listen to the opinion of my subordinates before taking decision on the organizational matter.*

The dependent variable is organizational success. Its measures include continued growth and continued existence. These were assessed using four item statements on a Likert 5-point scale.

Continued growth: (e.g. *My organization has more branches*). The response mode ranges from 1-5 points. Where score of 1 = strongly disagree; 2= disagree; 3= undecided; 4= agree; and 5= strongly agree.

Continued Existence: (e.g, *my organization survived any environment threats and remains solid in operations*). The response mode ranges from 1-5 points. Where score of 1 = strongly disagree; 2= disagree; 3= undecided; 4= agree; and 5= strongly agree.

For validity and reliability, the study used content validity because it is concerned with the degree to which the sample of test items represents the content that the test is designed to measure. In other words, it deals with the extent to which it measures that which it appears to measure according to the researcher subjective assessment. The reliability test of the instrument for the study was ascertained through the use of Crombach's Alpha test. The following scores were obtained in line with Crombach (1951), alpha test of reliability scale. Empowerment = 0.77, humility= 0.84; continuous existence = 0.81 and continuous growth = 0.77.

RESULTS

The data analysis technique adopted in analyzing the data gathered on the demographic variables was a simple percentage, while the major test statistic technique for the research variables was the Spearman Rank Correlation Coefficient statistic. This

was applied to test the formulated hypotheses of the study with the aid of SPSS (Version 21.0) developed for social sciences.

One hundred and forty 140(100%) copies of the questionnaires were distributed to managers,

supervisors and employees selected from seven (7) registered deposit money banks, out of which only 122(91.7%) were retrieved, while 11 copies which is (8.3%) were rejected. Thus, the 122(91.7%) formed the basis of the analysis.

Test Of Hypotheses

Test of Hypothesis One

H_{01} : There is no significant relationship between empowerment and continued growth.

Table 1: Correlation between empowerment and continued growth

Correlations				
			Meaningful work	Continued growth
Spearman's rho	Meaningful work	Correlation Coefficient	1.000	.634**
		Sig. (2-tailed)	.	.000
		N	122	122
	Continued growth	Correlation Coefficient	.634**	1.000
		Sig. (2-tailed)	.000	.
		N	122	122

** . Correlation is significant at the 0.05 level (2-tailed). SPSS Output, (2019)

The hypothesis stated sought to determine the extent to which empowerment relate to continued growth. The result revealed that empowerment has a moderate positive relationship (.634) with continued growth when the P-value = .000 < 0.05. Therefore, H_{01} is rejected and accepted that there is a significant

relationship between empowerment and continued growth in deposit money banks in Rivers State.

Test of Hypotheses Two

H_{02} : There is no significant relationship between empowerment and continued existence.

Table 2: Correlation between empowerment and continued existence

Correlations				
			Meaningful work	Continued existence
Spearman's rho	Meaningful work	Correlation Coefficient	1.000	.647**
		Sig. (2-tailed)	.	.000
		N	122	122
	Continued existence	Correlation Coefficient	.647**	1.000
		Sig. (2-tailed)	.000	.
		N	122	122

** . Correlation is significant at the 0.01 level (2-tailed). SPSS Output, (2019)

The second hypothesis stated to examine the extent to which meaningful relates to continued existence in deposit money banks in Rivers State. The result

revealed that empowerment has a significant and moderate positive relationship of .647 with continued existence, when the P-value = .000 < 0.05). Therefore, the study rejected H_{02} and

accepted that there is a significant relationship between empowerment and continued existence in deposit money banks in Rivers State.

Test of Hypotheses Three

H₀₃: There is no significant relationship between humility and continued growth.

Table 3: Correlation between humility and continued growth

Correlations				
			Humility	Continued growth
Spearman's rho	Humility	Correlation Coefficient	1.000	.650**
		Sig. (2-tailed)	.	.000
		N	122	122
	Continued growth	Correlation Coefficient	.650**	1.000
		Sig. (2-tailed)	.000	.
		N	122	122

** . Correlation is significant at the 0.01 level (2-tailed). SPSS Output, (2019)

The third hypotheses stated focused on the extent to which humility relate to continued growth. The result revealed that humility has a strong positive and significant relationship of 0.650 with absence of incidence of strike, when the P-value = .000 < 0.05). Therefore, the study rejects H₀₃ and accepted that

there is a significant relationship between humility and continued growth in deposit money banks Rivers State.

Test of hypotheses Four

H₀₄: There is no significant relationship between humility and continued existence.

Table 4: Correlation between relationship between humility and continued existence

Correlations				
			Humility	Continued existence
Spearman's rho	Humility	Correlation Coefficient	1.000	.630**
		Sig. (2-tailed)	.	.000
		N	122	122
	Continued existence	Correlation Coefficient	.630**	1.000
		Sig. (2-tailed)	.000	.
		N	122	122

** . Correlation is significant at the 0.01 level (2-tailed) SPSS Output (2019).

The fourth hypotheses stated examined the extent to which humility relates continued existence. The result of the analysis shows that humility has a significant and moderate positive relationship of 0.630 with continued existence, when the P-value = .000 < 0.05) Therefore, we reject H₀₄ and accepted that there is a significant relationship between humility and to continued existence in deposit money banks in Rivers State.

DISCUSSION OF FINDINGS

The analysis of hypothesis one revealed that empowerment has a strong relationship with continued growth. This finding is supported by the work of Jack McCann, Graves & Cox (2014). They studied the relationship between servant leadership and employee satisfaction, as it affects organizational performance in Rural Community Hospitals. Two hundred nineteen surveys were completed from 10 community hospitals. Their findings revealed that

revealed that servant leadership and employee satisfaction are strongly correlated. In addition, servant leadership has a significant correlation between intrinsic satisfactions.

The analysis of hypotheses two revealed that empowerment has a strong relationship with continued existence. This finding is supported by the work of Abraiz, and Tabassum, (2012) as they examined the relationship between empowerment and job satisfaction in Pakistan's service sector. They found a significant relationship between empowerment and job satisfaction. Four dimension of empowerment were identified, Autonomy, Responsibility, Information, Creativity. All have more impact on job satisfaction. The study concludes that employee empowerment plan should consider different scope of empowerment. At least, managers need to keep in mind the four dimensions of empowerment discussed in their research. Understanding different dimensions of empowerment will enable managers to design and implement a successful empowerment plan and then, delegate authority and responsibility to subordinates.

Hypothesis three analyses revealed a strong relationship between humility and continued growth. This finding is supported by the work of Milliman *et al.* (2003), who examined how three dimensions of servant leadership (meaningful work, humility, value alignment) explain work-related attitudes such as organizational commitment and desire to leave. They asserts that it had to be made known by managers that people on the team had to work together to get things done. Cooperation requires respect for the abilities of other people, which is easy. A good manager will find the right fit for your talents, but you will have to take on the role and harmonize with others because some staff had excellent presentation skills.

The analysis of hypotheses four revealed that humility has a strong correlation with continued

existence. This finding is supported by the work of Baldoni (2009) who found that managers who practiced servant leadership concept used humility to improve performance. He adds that managers need to expect their employees to be humble, led by example and be humble themselves. Such managers never ask the impossible. They support people with resources and manpower, and in crunch time, pitch in with the work load. Listen more than they speak, and actively encourage employees to voice their ideas.

CONCLUSION

The major interest of the researcher was to examine if there is any significant relationship between servant leadership and organizational success of deposit money banks in Rivers State with a view to provide solutions to the problems that affect organizational success. Data gathered were analyzed and the hypotheses tested. The findings from this study are based on the results of the analyses of the data collected for the research study. There is a significant relationship between empowerment and continued growth in deposit money banks of Rivers State. There is a significant relationship between empowerment and continued existence in deposit money banks of Rivers State. There is a significant relationship between humility and continued growth in deposit money banks of Rivers State. From the analysis, it is found that there is a significant relationship between servant leadership and organizational success in deposit money banks of Rivers State.

RECOMMENDATIONS

Based on the findings the following recommendations are provided to boost the impetus for servant leadership that will ensure organizational success:

- Management should develop the idea of empowering subordinates to enable continue growth of the financial institutions.
- Management should develop humility and show by example in order for subordinates to emulate their style of leadership as these will facilitates

realizations of institutions continuous existence and growth

subordinates towards achievement of organizational success

- Management should make ensure that their behaviour exerts positive influence on

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