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The Impact of Servant Leadership and Employee Commitment in Ghana's Technical Universities

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Abstract

Leadership plays an important role in shaping the workforce for better performance. The purpose of this study is to understand the relationship between servant leadership and employee commitment in Ghana's technical universities. The researcher used 217 respondents for the study. It was a quantitative survey with data collected online via Qualtrics platform. The results of this study showed that the combined effects of the role of servant leadership were positively significant with an affective commitment. The individual analysis found that all the servant leadership factors had a positive, significant relationship with employee commitment. In addition, the relationship between servant leadership and affective commitment has generally been partially mediated by trust in the leader. Organizational management should adopt the findings of the study as a guideline for the development of strategies aimed at achieving excellence in organizational leadership. The competitive nature of the HEIs industry in Ghana calls for leadership strategies that can encourage managers to adopt best practices to be nurtured.

Keywords: leadership, servant leadership, employee commitment, Ghana, Technical Universities

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INTRODUCTION

This study is based on higher educational institutions in Ghana. HEIs as well as other businesses need effective leadership in order to thrive in today's competitive marketplace (Paz, 2019). "Human centric management" comes to the fore as it becomes increasingly important in an ever-evolving and changing world. For a long time now, the focus of corporate leadership has been on meeting the needs of employees while also focusing on generating more inventive and productive market capacity, motivating employees, and emphasizing ethical standards that go beyond short-term profitability. Administration and management at universities are expected to take the lead rather than manage. A true leader is not one who employs his or her might to exert authority over others (Northouse, 2013). There is a growing demand for university executives who are willing to assume more responsibility for the institution's success. The concept of servant leadership, which focuses on the creation and fulfillment of organizational members and the needs of the organization, can help educational institutions operate more efficiently and successfully. The conviction that a leader's primary responsibility is to promote the development and well-being of those under his or her care is at the heart of the servant leadership philosophy (Tischler, Giambatista, McKeage, & McCormick, 2016; Van Dierendonck & Nuijten, 2011). Servant leadership's focus on employees suggests that it may be able to minimize a company's high turnover rate. A company's high employee turnover can be reduced with the right leadership style. Servant leadership has been found to lower employee turnover and help businesses achieve their goals by enhancing employee engagement to the organization and the perception of organizational support (Piong, 2016).

Servant leadership has been described as a leadership theory that focuses on the importance of morality and devotion in the workplace (Carter & Baghurst, 2017). Emerging research in the topic of servant leadership focuses on ethics, values and morality (Lanctot & Irving, 2010; Parris & Peachey 2013). Since it emphasizes the importance of the leader's role as a subordinate and the need of putting the interests of others above one's own, it has piqued the interest of researchers in the field of organizational studies in recent decades (Lapointe & Vandernberghe, 2018; Liu, 2019; Newman et al., 2017). Rather than only focusing on leading, this new emphasis on serving others shifts the focus of leadership studies dramatically (Saleem, Zhang, Gopinath & Adeel, 2020). Enhanced teamwork and positive results from supporting practices (Mahembe & Engelbrecht, 2017; Neubert et al., 2008; Zhao et al., 2016) demonstrate that servant leadership can help workers adapt and negotiate in corporate environments.

Empirical research is lacking to show the link between servant leadership effectiveness and staff commitment in higher education establishments.

Additionally, when servant leadership is practiced, employees are more likely to remain loyal to their employer (Sokoll, 2017) and the corporation (Carter & Baghurst, 2017). Service-oriented management encourages employees to take on corporate citizenship responsibilities (Mahembe & Engelbrecht, 2017; Zhao, Liu & Gao, 2016) by providing opportunities for them to go above and beyond their job responsibilities.

Employee and organizational performance improve as a result of the firm's servant leadership. A growing body of evidence suggests that servant leadership in the workplace is an effective means of resolving workplace conflict (i.e., alignment and compromise) (Chandra, Sharma, Kawatra, 2016; Orlan & DiNataleSvetnicka, 2013). No research has been done in the field of Ghanaian education or in the sub-sector of higher education, according to the researcher's knowledge. The study's goal is to connect the five aspects of employee commitment proposed by Barbuto and Wheeler (2006) to theoretical frameworks of servant leadership.

Students and other stakeholders suffer from a lack of quality educational services due to the academic community's continued emphasis on alternative leadership styles and its failure to achieve established requirements for the retention of professionals and qualified workers (Cicolini et al., 2017). Financial and regulatory pressure from HEIs and society tend to add to the difficulties of other forms of leadership (Shi & Singh, 2017; Leary et al., 2013). The most pressing issue is whether or not a supervisor's servant leadership style influences employee devotion to the company. Another issue is a lack of knowledge in Ghana's higher education sector on servant leadership and employee loyalty. As far as pure commercial environments, retail (Tziner et al. 2011), banking (Zander and Mockaitis et al. 2012), and insurance (Tziner and Oren et al. 2011) have been studied extensively (Song et al., 2015). This report's literature assessment revealed a dearth of past studies exploring the relationship between university staff engagement and servant leadership. It was therefore hoped that this study would examine how university employees' views on their immediate supervisor's servant leadership actions were linked to their overall commitment towards work.

Research objectives

Main objective

The main goal of this study is to understand the relationship between servant leadership and employee commitment in Ghana's technical universities.

Specific Objectives

1. To examine the relationship between leader's stewardship and commitment
2. To find out the relationship between leader's altruistic calling and commitment
3. To find out the relationship between leader's emotional healing and commitment
4. To find out the relationship between leader's wisdom and commitment
5. To find out the relationship between leader's persuasive mapping and commitment

LITERATURE REVIEW

Theoretical Framework

Greenleaf's concept of servant leadership is at the heart of this investigation (1977). "The servant leader is first and foremost a servant," Greenleaf (1977) wrote. It all starts with a natural desire to give back to others, to put others' needs before one's own. "Aspiring to lead is only possible through a deliberate decision" (p. 27). As compared to other sorts of leaders, a servant leader is devoted to servicing his or her staff (Hoch et al., 2018). Theoretically, servant leadership can help employees' extra-role behaviors, like innovation, by facilitating those behaviors. Servant leaders assist their people and promote their growth and expansion, thereby bringing out the best in them. As a company, they place a high priority on the well-being and advancement of their

personnel (Greenleaf, 1977; Yang et al., 2018). This type of leadership relies heavily on personal interaction with people to gain an understanding of their strengths, interests, ambitions, and prospective. In order to assist their people fulfil their full potential, servant leaders use their understanding of each employee's individual qualities and interests (Liden et al., 2008). Numerous psychological and behavioral outcomes have been found to be positively affected by servant leadership. Psychological consequences include organizational commitment, psychological needs, positive psychological capital (Hsiao et al., 2015), and employee engagement (Lapointe and Vandenberghe, 2018). (Carter and Baghurst, 2014). An essential focus of the research is on behaviors outside of one's work, such as creativity (Lapointe and Vandenberghe, 2018), citizenship (Chiniara and Bentein, 2018), and innovation (Cai et al., 2018). (Liden et al., 2014). As Carter and Baghurst (2014), Green, Wheeler et al. (2015); Jaramillo et al. (2015); Liden et al. (2014); Sokoll (2014); and Zhao, Liu et al. (2016) have discovered, servant leadership is associated with lower turnover. This study is necessary because servant leaders' behaviour, which people interested assistance, knowledge, stewardship, emotional healing, persuasive mapping, and empowerment, can help enhance worker commitment and lessen turnover (Needham, 2019).

Empirical Literature

Leadership

Defining the term "leadership" is a challenge. There are a plethora of meanings based on various theoretical frameworks. The first three decades of the twentieth century, 1900 to 1929, saw a focus on power and concentration in the idea of leadership (Mulki, Caemmerer, & Heggde, 2015). In the 1930s, the dominant impact on leadership was no longer a person's dominance but rather one's own personality attributes (Northouse, 2015). In the 1940s, the person's behavior leading groups became a focus of leadership studies. The 1950s, 1960s, 1970s, and 1980s were characterized by the group members' emphasis, which led to the organizational behavior model of leadership in the 1970s.

The field of leadership theory began about a century ago. Leadership theory has evolved over time as a result of study conducted in a variety of settings (Kovach, 2018). According to Asrar-ul-Haq and Anwar (2018), the roots of leadership theory can be traced back to individual differences. Some employees gained authority in the industrial revolution because of their abilities, and this sparked a major shift in leadership philosophies. It is common for leadership study to focus on identifying the distinctive characteristics and traits of successful leaders (Kovach, 2018). From models, techniques, frameworks, paradigms and concepts from renowned thinkers are derived several theories of leadership.

Among a leader's duties include setting an example of purposeful leadership, communicating beliefs, demonstrating and teaching honesty, and inspiring subordinates (Ahmad Maez Al, 2017). Innovators, developers, and long-term thinkers are all under the leadership of a leader. When a leader behaves in accordance with charity, inspiration, and social justice, he or she is practicing ethical leadership. Those in positions of authority who lead ethically set an example by upholding the highest standards of moral character and conduct (Zhu et al., 2015). Employee stagnation is also prevented by a good leader (Zaharia, 2016). The values and beliefs of the profession

expressed by an organization and its leaders define professional standards and norms (Anderson et al., 2018). An organization's most important assets are its leaders. A clear vision and the ability to inspire others to achieve their full potential are the hallmarks of leaders who are effective (Jauhar et al., 2017). According to Bourne (2015), a company's performance can be improved through generations by making improvements to its leadership strategies. Accountability, engagement, effective communication, vision, and trustworthiness are the top five qualities of a good leader (Reed, 2017). The establishment of management tactics for evaluating employee performance is a part of leadership.

Servant leadership

According to Greenleaf (1991), servant leadership entails putting the needs of others ahead of one's own. Servant leaders put the needs of others ahead of their own, even if they don't always succeed in doing so (Muthia & Krishnan, 2015). Comparisons between servant leadership and transformational, charismatic, and member-exchange leaders (Hoch, Bommer, Dulebohn, & Wu, 2018). Servant leadership differs from other approaches to leadership in that it places an emphasize on directors putting the demands of their subordinates first (Needham, 2019).

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Attributes of servant leadership

Such attributes include altruistic calling, emotional healing, wisdom, Persuasive mapping

Altruistic Calling: Deep-seated desire to have a positive impact on others' lives by leaders. It's important to remember that the ultimate purpose of leadership is to serve others, so leaders with this trait will always put the needs of their followers ahead of their own. When a servant leader has an altruistic calling, he or she has a profound desire to help others and a willingness to sacrifice for the greater good. There is a strong connection between the traits of servant leaders such as appreciating the workforce, delivering leadership, sharing leadership, authenticity and community building and organizational commitment. In order to bring about good change in the lives of their followers, servant leaders empower their followers. Leaders that have a high altruistic calling put the interests of their followers first and engage in nice activities that benefit their followers (Searle, 2011; Barbuto & Wheeler, 2006). Servant leaders win the respect and loyalty of their flock by performing acts of altruism and selflessness. The foundation of servant leadership is an altruistic calling.

Emotional Healing: This refers to a leader's desire and ability to help people heal from emotional trauma or adversity. Emotional healing leaders have a keen sense of empathy and are excellent listeners. Leadership's ability to assist their followers recuperate spiritually from difficulties, failures, and trauma is referred to as "emotional healing" (Barbuto & Wheeler, 2006). Workers feel free to discuss both personal and work difficulties in these settings since they know they won't be retaliated against. The ability to nurture psychological restoration from suffering or tragedy is one definition of emotional healing. When a servant leader is able to empathize with their followers' wants and desires, they are able to help heal their followers' emotional wounds (Barbuto & Wheeler, 2006). This talent enables servant leaders to cultivate relationships and situations that encourage others to express their worries, thoughts, dreams, and issues and encourages emotional healing. They are skillful (Barbuto & Wheeler, 2006).

Wisdom: Wise people have a keen awareness of their environment and the ability to foresee the ramifications and repercussions of their findings (Barbuto & Wheeler, 2006). Leaders that possess a high level of knowledge are perceptive and adept at interpreting environmental signs. They are aware of how their immediate surroundings interact with the greater environment (Barbuto & Wheeler, 2006). It's important for leaders to be able to pick up on subtle clues in the surroundings and interpret their meanings. As a servant leader, you impact your subordinates in a variety of ways. It has been shown that leaders that demonstrate concern and genuine interest in their followers build trust and commitment in their followers, according to studies by Ebener & O'Connell (2010) and Yusuf (2010). In yet another survey by Jones (2012a), servant leaders are able to maximize performance by acquiring the trust of their followers. Servant leaders must be sensitive to the needs of their followers, and they must be able to take environmental cues in order to effectively encourage their followers to attain both individual and organizational objectives.

Persuasive mapping: Using sound thinking and mental frameworks is the degree to which the leader utilizes reasonable arguments. Leaders that have a top score in this trait are able to persuade people to do what they want them to do. Among the characteristics of the servant leader is the ability to persuade others, according to Greenleaf (1980, as cited by Russell & Stone, 2002, p. 151). Using persuasive mapping, a servant leader may better understand the needs of their

team members and convey the significance of their job in a way they can understand (Chin & Pan, 2011).

Organizational Stewardship: How well do leaders prepare their organizations to make an impact on societal structure via development initiatives, initiatives and outreach? This is an important question to ask! To ensure a positive legacy for the future, these leaders also try to cultivate a sense of community in the workplace. Strict servant leadership creates an environment in which followers feel empowered, leading to the development of servant leaders. (Melchar & Bosco, 2010) The development of new generations of servant leaders is a common characteristic of servant leaders.

Servant Leadership within Higher Education

Staff reported higher levels of job happiness than faculty/administrators, and within the personnel, support staff reported higher levels of job satisfaction than implementation staff. They also stated that "sharing leadership" was not a technique that they were familiar with; this was consistent with what the staff group had said. In McDougle's (2009) research of two- and four-year colleges, the top leadership/management group had a slightly different opinion of servant leadership techniques than the workforce group. The leadership/management group at both two-year and four-year universities, as well as the employees at both establishments, had similar attitudes of servant leadership methods. Overall, employees had a low or moderate opinion of servant leadership and a low or moderate opinion of their job satisfaction. While conducting research of the level of servant leadership at twelve different institutions within the university system, Padron (2012) looked into the relationship between servant leadership and student satisfaction. Research on the level of servant leadership was conducted by surveying university personnel at all levels. The levels of servant leadership within the institutions were not consistent. University system scores high enough on the exam to be regarded as a servant leadership organization even if the institutions' middle management scores were lower. Employees at all levels reported feeling very happy about their jobs, even though Padron found no link between the degree of servant leadership and student happiness. Colleges, on the other hand, may or may not be categorized as servant leadership institutions. Employees at five California community colleges were found to lack the characteristics of servant leadership, according to Hannigan (2008).

Employee Commitment

Organizations that include both emotional and institutional factors of employee (affective, continuous, and normative) empower their employees (Xiong, Ye, & Wang, 2017). Attachment to the corporation will be higher if there is a better connection between employee allegiance and staff commitment (Noranee et al., 2018). Employee commitment and turnover will be reduced if there is a positive relationship between the organization's management and its employees (Beane, Ponnappalli, & Viswesvaran, 2017). Increasing the level of employee commitment can lower the likelihood of staff turnover (AlAzzam, AbuAlRub, & Nazzal, 2017). In a company, a lack of commitment and a high turnover rate can cause problems (Deconinck et al., 2017). High staff churn and a lack of dedication will be problematic in the higher education industry (Bukach, Ejaz, Dawson, & Gitter, 2017).

New leadership teams should be formed in which all team members contribute equally and the contributions are distributed to create better results (Alzougool, Elbargathi, Habib, Khalaf, & Al-Qutub, 2015). Leaders' leadership styles reflect how they communicate their vision and strategy to the company's workforce (Nicholson-McCall, 2019). Employees need to be encouraged to do their best work, and a lack of motivation will eventually have a negative impact on their output (Asiri et al., 2016). Employee commitment can be improved when employers match applicants with open positions (Nicholson-McCall, 2019). Healthcare leaders, according to Asamani et al. (2016), are responsible for keeping new hires happy and productive. Employees that are dissatisfied in their existing jobs will look for new ones (Asamani et al., 2016).

It may be possible to uncover corporate failures or long-term ideas for success by setting up incentive systems (Vogel, 2017). As Stoyanova and Iliev (2017) found, the absence of incentive and recognition from upper-level management is the primary reason why millennials have the lowest level of organizational commitment. Organizations that use effective employee organizational commitment initiatives see improvements in employee performance, teamwork, a cleaner learning environment, and higher revenues for their organizations as a result of these attitudes and behaviors (Jha & Kumar, 2016). According to Holmberg-Wright and co-authors, it is often difficult to achieve a balance across generations, resulting in a lack of commitment to the organization.

Conceptual model and hypothesis

Servant leadership and organizational commitment

Organizational commitment was positively correlated with servant leadership, according to several academics (Ehrhart & Joseph & Winston 2005; Barbuto & Wheeler 2006). Using servant leadership standards and procedures can help organizations regain a feeling of community and focus (Brownell, 2010). Cerit (2010) also found a strong link between a principal's servant leadership style and the level of commitment among Turkish elementary school teachers. Conceptually, it has been claimed that there is a connection between servant leadership and employee dedication (Jacobs, 2006; Sokoll, 2014). Researchers such as Ebener and O'Connell (2010) and Winston (2004) have begun subjectively and experimentally investigating the relationship between servant leadership theory and employee commitment, and these findings have been verified by Liden, Wayne, Zhao, and Henderson (2008). It has also been established that servant leadership in the University of Isfahan has an important impact on the employee's commitment. There are a number of factors that contribute to the success of a project.

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H1: There is a significant positive relationship between stewardship and employee commitment

H1: There is a significant positive relationship between altruistic calling and employee commitment

H1: There is a significant positive relationship between emotional healing and employee commitment

H1: There is a significant positive relationship between wisdom and employee commitment

H1: There is a significant positive relationship between persuasive mapping and employee commitment

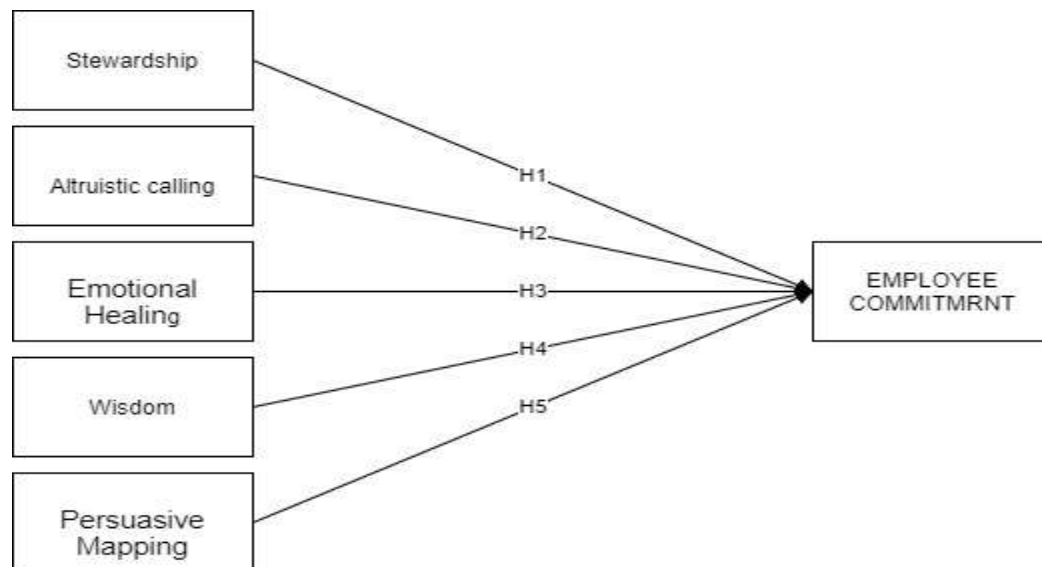


Figure 1: Conceptual model

METHODOLOGY

Research Design

Data collection and analysis methods are described in research designs by Saunders et al. (2016). The three main quantitative categories are experimental, quasi-experimental, and non-experimental (Bryman, 2016). This study did not necessitate the use of experimental or quasi-experimental methods because the researchers did not need to make causal inferences from their treatments. Two or more variables are examined in a correlation design (Curties et al., 2016). Correlational non-experimental architecture was used by the author. To study multivariate

correlations without such requirement for a control group or researcher adjustment of effects variables, researchers employ correlation designs (Martin & Bridgmon, 2012).

Based on the quantitative approach, this study collects and analyses quantitative data (Palinkas et al., 2015). Quantitative research entails the use of equipment to gather data for this research in order to verify a theories and hypotheses (Yilmaz, 2013). It was reasonable to utilize a quantitative research strategy in this study because it involved an evaluation of various survey variables. To evaluate the hypotheses, the researcher was looking for a positive and substantial association between servant leadership and employee commitment, hence a quantitative technique was appropriate for this thesis. It is impossible to examine participant interactions in quantitative studies because researchers must rely on variables that have already been set (Yin, 2018). In order to better comprehend a phenomenon, researchers have used a combination of qualitative and quantitative methods (Makrakis & Kostoulas-Makrakis, 2016).

Population and sample

Workers at TaTU are the focus of this investigation. Non-probabilistic convenience sampling is used as the sample method. Non- probabilistic sampling necessitates gaining a better understanding of the population being sampled (Landrum & Garza, 2015). It's a sample strategy known as convenience sampling that makes use of readily available, low cost, and simple to recruit individuals (Ingham-Broomfield, 2017). Because the survey is done via an online tool, convenience sampling is applicable for the analysis. 473 full-time employees of Tamale Technical University (TaTU) are the study's subjects and participants (TaTU HRD, 2019). The researcher used a quantitative method of obtaining the sample size using the formula of Yamane (1967) as follows: $n = \frac{N}{1+N(e)^2}$ with a confident amount of 95 per cent. The sample size, then, is 217.

Data Collection

This research relied on secondary data acquired from books, magazines, web articles, and government records, among other sources. Because of this, the author sought permission from Tamale Technical University's administration to collect data after selecting and deciding on the data collecting tool (questionnaire). A message was sent to each of the twenty-one directorates, departments, and units to educate all employees in their jurisdictions so that the researcher could collect the necessary data in July 2020. The researcher was able to work out the details with the directors and the heads of the various units and departments. The university also allowed the researcher to obtain the contact information for the ICT directorate's employees, including phone numbers and email addresses. Qualtrics was used to collect the information because it was entirely electronic (Qualtrics.com). via social media, email, and short message services, the survey was delivered (SMS).

Data was collected using a five-point Likert scale and a closed-item questionnaire by the quantitative method. There are two pieces to the instrument. Section A's goal was to gather information that could be used to identify individual participants. Data on servant leadership style was collected in Section B. It was decided to use Section C to gather data on employee commitment. Participants completed the surveys in English, which they were familiar with from their time at Ghanaian educational institutions. We've altered a few terminologies and phrases on the scales so that they're more understandable in this context.

Because of its many advantages, the survey questionnaire has been the primary tool for gathering data. In comparison to telephone or group interviews, a questionnaire is the most effective and equitable method of collecting data because respondents can answer the questions anonymously (Nidadhavolu, 2018). The respondents' ability to complete the survey with ease is also taken into consideration. As a result of this, respondents' biases will be eliminated, leading to a more open exchange of information (Nidadhavolu, 2018).

Measures

Using a survey designed by Barbuto and Wheeler (2006), we were capable of measuring the observed servant leadership of direct superior by employees. An extensive questionnaire, the Servant Leadership Survey had four questions for each of the five components: altruistic calling; emotional healing; intelligence; persuasion; and stewardship. As a result, the researcher modified Barbuto & Wheeler's servant leadership and commitment model (2006).

Table 1: Measures (Variables and items)

Servant Leadership constructs

Altruistic calling ($\alpha = .82$)

This person puts my best interests ahead of his/her own.

This person does everything he/she can to serve me.

This person sacrifices his/her own interests to meet my needs.

This person goes above and beyond the call of duty to meet my needs.

Emotional healing ($\alpha = .91$)

This person is one I would turn to if I had a personal trauma.

This person is good at helping me with my emotional issues.

This person is talented at helping me to heal emotionally.

This person is one that could help me mend my hard feelings.

Wisdom ($\alpha = .92$)

This person seems attentive to what's happening.

This person is good at anticipating the consequences of decisions.

This person has great awareness of what is going on.

This person seems in touch with what's happening.

This person seems to know what is going to happen.

Persuasive mapping ($\alpha = .87$)

This person offers compelling reasons to get me to do things.

This person encourages me to dream "big dreams" about the organization.

This person is very persuasive.

This person is good at convincing me to do things.

This person is gifted when it comes to persuading me.

Organizational stewardship ($\alpha = .89$)

This person believes that TaTU needs to play a moral role in society.

This person believes that the firm needs to function as a community.

This person sees TaTU for its potential to contribute to society.

This person encourages me to have a community spirit in the firm.

This person is preparing TaTU to make a positive difference in the future.

Job Commitment

I am willing to put in a great deal of effort in order to help TaTU be successful.

I talk up TaTU to my friends as a great organization to work for.

I would accept almost any type of job assignment in order to keep working for TaTU.

I am proud to tell others that I am a part of TaTU

I could just as well be working for a different organization as long as the type of work was similar.

TaTU really inspires the very best in me in the way of job performance

It would take very little change in my present circumstances to cause me to leave TaTU

I am very glad that I chose TaTU to work for, over others I was considering at the time I joined.

There's not too much to be gained by sticking with TaTU indefinitely.

I really care about the fate of TaTU

For me this is the best of all possible organizations for which to work.

Deciding to work for TaTU was a definite mistake on my part.

Data Analysis

Analysis of data includes assigning codes, sorting, and sifting through the information gathered from the participants (Chowdhury, 2015). Quantitative data was examined with IBM SPSS version 22 (Statistical Package for Social Scientists). Descriptive Statistics, a tool employed in IBM SPSS, was utilized to examine demographic data. Cronbach alpha (>0.70), composite reliability (>0.70), and average extracted variance ($AVE > 0.50$) were used to assess the variables' reliability (Hair et al., 2017). The Pearson r test was employed by the researcher to examine the relationship between the two variables previously indicated. Using beta values (0-1) and p-values (0.05), the hypothesis established the paths were servant leadership and employee commitment (Hair et al., 2017).

RESULTS

There were 217 questionnaires given, and every one of them was completed and returned. For a sample from a developing economy, the number of respondents was good. A number of respondents of 60 percent or above is generally recommended in survey method texts, according to Armstrong and Ashworth (2000), in order to ensure that survey participants accurately represent the population from which they were drawn. One explanation for the high response rate is the fact that the questionnaires distributed were closely monitored by calling the recipients on a regular basis. This chapter contains the findings and discussions that represent the primary research goals as indicated in above, in accordance with the original research questions and methods used.

Demographic statistics

The respondents were evenly split between men and women, with the majority (78; 35.9 percent) of TaTU employees aged 37 to 47 and the majority (56 percent) of those aged 28 to 37. (25.8 percent). People between the ages of 18 and 27 come in a close second (44; 20.3 percent). 35 of the 57-year-olds, or 16.1% of responders, were in this age range. In terms of the percentage of respondents, persons in their late 50s and early 60s make up only 1.8 percent of the workforce.

As a result, the majority of TaTU's employees are under the age of 30. Employees of Tamale Technical University comprised 154 (71 percent) men and 63 (29 percent) women in the study sample. Of the 217 people who did the survey, 96 (44.2 percent) had an HND, while 59 (27.2 percent) had a bachelor's degree or above. 43 people (19.8%) have a master's degree, while 6 people (2.8%) have a doctorate. Meanwhile, only 12 (5.5%) people have SHS, with the remaining 1 (.5%) people having SHS or less. To make matters worse, individuals who've worked at TaTU for 5 to 9 years (56; 25.8% of employees) and 3 to 4 years (50; 23%) are significantly overrepresented. Among those who answered the survey, 31 (14.3 percent) have worked at TaTU for 10 to 19 years, while 11 (5.1 percent) have done so over the course of 20 or more years. TaTU has employed 43 persons (12%) in the past year, while another 43 respondents (19.8%) have worked there for 1-2 years. Employee rank was also evaluated at this point. There were 175 people who answered the survey who worked in administration, while 11 people (5.1 percent) were professors, according to the results. Only 18 (8.0%) of the faculty were senior lecturers, while only 13 (6.0%) were Lecturers.

Table 1: Demographic data

| Age of respondents | | Frequency | Percent |
|---|----------------|-----------|---------|
| Vali | 18-27 | 44 | 20.3 |
| d | 28-37 | 56 | 25.8 |
| | 38-47 | 78 | 35.9 |
| | 49-57 | 35 | 16.1 |
| | 58 and Above | 4 | 1.8 |
| | Total | 217 | 100.0 |
| Gender of respondents | | Frequency | Percent |
| Vali | Male | 154 | 71.0 |
| d | Female | 63 | 29.0 |
| | Total | 217 | 100.0 |
| Qualification of the respondents | | Frequency | Percent |
| Vali | Less than High | 1 | .5 |
| d | School | | |
| | Senior High | 12 | 5.5 |
| | School | | |
| | HND | 96 | 44.2 |
| | 1st Degree | 59 | 27.2 |
| | Masters | 43 | 19.8 |
| | /Professional | | |
| | Doctorate | 6 | 2.8 |
| | Total | 217 | 100.0 |
| Rank of the respondents | | | |

| | | Frequency | Percent |
|------|-----------------|-----------|---------|
| Vali | Lecturer | 13 | 6.0 |
| d | Senior Lecturer | 18 | 8.3 |
| | Professor | 11 | 5.1 |
| | Administrator | 175 | 80.6 |
| | Total | 217 | 100.0 |

Duration of working in the University

| | | Frequency | Percent |
|------|------------------|-----------|---------|
| Vali | Less than 1 year | 26 | 12.0 |
| d | 1-2 years | 43 | 19.8 |
| | 3-4 years | 50 | 23.0 |
| | 5-9 years | 56 | 25.8 |
| | 10-19 years | 31 | 14.3 |
| | 20 years or more | 11 | 5.1 |
| | Total | 217 | 100.0 |

Reliability test

Cronbach's alpha coefficient was used to measure the instrument's reliability in a sample of 172 people (Cronbach, 1990). There is an appropriate level of reliability in the constructions for both the research variables. To see the findings, go no further than Table 2. All of the SL components' Cronbach alphas agree with those of Liden et al (2013). HEIs employees were asked to rate their coworkers' comprehension of SL supervisors, and the result was an overall internal consistency estimate of .84. For this study, the reliability test were slightly higher, which suggested that this scale was a reliable assessment of the SL behavior of university workers as seen by their superiors.

Tabl2: Reliability

| Variable | Item | Alpha | CR |
|---------------------------------|------|-------|-------|
| Altruistic Calling (AC) | 4 | 0.909 | 0.858 |
| Emotional Healing (EH) | 4 | 0.899 | 0.907 |
| Wisdom (WIS) | 5 | 0.851 | 0.786 |
| Persuasive Mapping (PM) | 5 | 0.908 | 0.874 |
| Organizational Stewardship (OS) | 5 | 0.843 | 0.802 |
| Employee Commitment (EC) | 7 | 0.717 | 0.773 |

Models of measurement: Factor loadings

For each revised measurement model, the completely standardized factor analysis results are summarized in Table 4. The fully standardized loading factor for all of the remaining units in the observed variables surpassed 0.50 excluding two factors (Hair et al., 2006). There appears to be a high degree of accuracy in the items' depiction of the constituent.

Table 4: Loading

| | Component matrix | | | | | |
|------|------------------|------|------|------|------|------|
| | Components | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| AC1 | .756 | | | | | |
| AC2 | .689 | | | | | |
| AC3 | .754 | | | | | |
| AC4 | .584 | | | | | |
| EH1 | | .708 | | | | |
| EH2 | | .753 | | | | |
| EH3 | | .694 | | | | |
| EH4 | | .719 | | | | |
| WIS2 | | | .746 | | | |
| WIS3 | | | .677 | | | |
| WIS4 | | | .711 | | | |
| WIS5 | | | .732 | | | |
| PM1 | | | | .740 | | |
| PM2 | | | | .763 | | |
| PM3 | | | | .772 | | |
| PM4 | | | | .699 | | |
| PM5 | | | | .647 | | |
| OS1 | | | | | .691 | |
| OS2 | | | | | .759 | |
| OS3 | | | | | .606 | |
| OS4 | | | | | .571 | |
| OS5 | | | | | .670 | |
| EC1 | | | | | | .637 |
| EC2 | | | | | | .554 |
| EC4 | | | | | | .697 |
| EC5 | | | | | | .528 |
| EC6 | | | | | | .567 |
| EC7 | | | | | | .537 |
| EC8 | | | | | | .604 |

Extraction Method: Principal Component Analysis.

a. 6 components extracted.

Summary of Descriptive Analysis

Five servant leadership factors were then tested to see if full-time workers at Ghana's higher education institutions demonstrated the traits of servant leadership by conducting tests of central trend. For example, Nunnally et al. (1994) found that a range of 1.00 to 2.00 was considered "low," 2.01 to 3.00 was considered "moderately low," 3.01 to 4.00 was considered "moderately high," and 4.01 to 5.00 was considered "high" (high). Respondents are most confident in their ability to

provide emotional support to others by soothing or helping them recover (Mean= 4.27; SD=.861), probably followed by those who believe their institution plays an important cultural role and that their organization is important to society (Mean= 4.35; SD=.736). The mean level of employee dedication (Mean = 4.12; SD = 1.048) was also high. Their actions and attitudes show that they fit the profile of an altruistic person (mean of 3.87; standard deviation of 1.121). Mean Confidence: 3.87; SD: 1.217 Persuasive mapping (Mean= 20.60, SD= 2.96) was again the least understood (Mean= 20.60, SD= 2.96). The major trend of the servant leadership constructions is shown in a rank-ordered manner in Table 5.

Table 5: Descriptive Statistics

| | Minimum | Maximum | Mean | SD | Skewness | Kurtosis |
|-----|---------|---------|------|-------|----------|----------|
| OS | 1 | 5 | 4.35 | .736 | -1.449 | 3.648 |
| EH | 1 | 5 | 4.27 | .861 | -1.411 | 2.562 |
| EC | 1 | 5 | 4.12 | 1.048 | -1.301 | 1.170 |
| AC | 1 | 5 | 3.87 | 1.121 | -.920 | .089 |
| PM | 1 | 5 | 3.87 | 1.217 | -.947 | -.085 |
| WIS | 1 | 5 | 3.84 | 1.244 | -1.171 | .440 |

Correlation analysis

The traditional interactions between the variables under consideration were examined using Pearson correlations. There is a correlation between employee job commitment and each of the following elements of servant leadership (Table 6): An analysis of the relationships between SL and employee commitment is shown in Table 6 in the form of a correlation matrix. For a correlation coefficient of 0.30 to 0.90, Krehbiel (2004) recommends that it fall within this range. From .319** to .900**, these five dimensions had relationships. Altruistic calling and emotional healing ($r=.900$) were the most strongly associated dimensions. After wisdom and organizational stewardship ($r=.843$) and helping subordinates grow and thrive ($r=.653^{**}$), the next strongest association was between wisdom and emotional healing ($r=.653^{**}$). And OS and EC are insufficient (.319). A smaller range of correlations (from 0.16 to 0.83) was found in the current study when comparing to Liden et al. (2008). The convergent validity presumption was further examined in the following linear regression analysis because some aspects of the SL scale had substantial correlations.

Table 6: Correlation

| Variables | AC | EH | WIS | PM | OS | EC |
|-----------|--------|--------|--------|--------|--------|----|
| AC | 1 | | | | | |
| EH | .900** | 1 | | | | |
| WIS | .891** | .817** | 1 | | | |
| PM | .730** | .777** | .729** | 1 | | |
| OS | .844* | .879 | .843 | .879 | 1 | |
| EC | .489** | .891** | .900** | .853** | .319** | 1 |

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

* . Correlation is significant at the 0.05 level (2-tailed).

Hypothesis testing

In a linear regression analysis, the link between servant leadership and employee commitment was found to exist. Table 8 shows the findings of the analysis. Employee commitment is significantly affected by the many dimensions of servant leadership, with a significant value of 0.00, at a significant level of 0.01. Although the correlation between employee commitment and a different persuasive mapping of service leadership was favourable, it was negligible ($=.114$; $p=.201$). As a result, H4 was not included. For individual predictors, the rest of the servant leadership characteristics exhibit both positive and significant relationships with the employee commitment. There was a significant and positive relationship between altruistic calling, emotional healing and employee commitment ($=.321$; $p=.000$), wisdom, and employee commitment ($=.108$; $p=.044$), as well as organizational stewardship ($=.218$; $p=.000$), in the study. Table 8 provides an overview of the hypothesis' findings.

Table 8: Hypothesis

| Hypothesis | Paths | Beta | Sig. | Decision |
|----------------|--------|------|------|----------|
| H ₁ | AC→EC | .320 | .000 | Accepted |
| H ₂ | EH→EC | .120 | .031 | Accepted |
| H ₃ | WIS→EC | .108 | .044 | Accepted |
| H ₄ | PM→EC | .114 | .201 | Rejected |
| H ₅ | OS→EC | .218 | .000 | Accepted |

Source: Student survey, 2019

DISCUSSIONS

To fill a gaping hole in the existing literature, we set out to investigate the relationship between a supervisor's servant leadership style and his or her subordinates' devotion to him or her. This study provided numerically significant support for its premise that the behaviour of the supervisor's servant has a distinctive and beneficial impact on the employee's dedication to that boss. The study also indicated that HEI employees' perceptions of their supervisors' leadership methods have a substantial impact on their organizational commitment. Several other research involving various groups of workers have produced similar results, so these aren't surprising. To illustrate this point, Lee et al. (2015) conducted a study on the relationship between head nurse leadership practices and organizational commitment. This finding was expected to be quantitatively connected to the commitment of the employee to the larger organization, albeit in

a restricted way (Hu & Liden, 2011; Liden, et al., 2008). An educational setting where the altruistic call of the Technical University is linked to employees' perceptions of employee dedication, according to this study, is just as appropriate as any other (H1). Researchers found that while Barbuto and Wheeler (2006) claim emotional healing is an important trait for effective servant leadership, this study supported the researcher's position. The results were significant (H2). While a wise leader is one who empowers his followers to take control of their own destiny, this theory was confirmed in this study, which found that the 'wisdom' leadership role resulted in a dedicated employee (H3).

CONCLUSION

To summarize, the primary goal of this study was to examine the link between servant leadership and employee loyalty. According to the findings of this study, the combined effects of servant leadership and affective commitment were good. Employee commitment was found to be linked to all of the servant leadership variables in an individual study. There's also a tendency for trust in the leader to partially filter any link between servant leadership and emotional commitment. The purpose of this research was to shed light on the kind of leadership that are most effective in fostering employee engagement, particularly in the African country of Ghana. It is hoped that the findings of this study will help improve the leadership-follower relationship and encourage more leaders to realize that servant leadership can be a powerful tool for influencing the behaviour of their follower, increasing the commitment and loyalty of their follower to their work, the unit and the institution." In addition, the study's goal is to assist organizations in charge of leadership training in delivering quality instruction to their students. Using servant leadership training, for example, would give them a new notion for increasing individual organizational commitment by enhancing leadership abilities among leaders. In addition, given the lack of empirical research on serving leadership in developing economies, notably Ghana, the findings of this study are expected to pave the way for future research in a comparable or similar domain. Employees that are emotionally invested in their universities are more likely to be committed to their institutions, which has a favourable effect on the university's success.

The study's conclusions should serve as a guide for the creation of strategies for achieving organizational leadership excellence. It is imperative that leadership methods that encourage managers to follow best practices are fostered in Ghana's HEIs business. Thus, the survival prospects of competition rise as a result of transaction and transformational leadership qualities in the hands of leaders. Organizations must pay attention to contemporary trends in leadership styles, especially servant leadership approaches, in order to make decisions that inspire employee commitment. Having a thorough understanding of leadership roles will allow firms to implement methods that will make their staff feel valued. In the long run, this will encourage them to stay with the company. The author recommends that HEIs cultivate and nurture servant leadership in order to help different functional units achieve organizational goals.

RECOMMENDATION ON FUTURE RESEARCH

Using a larger sample size, future studies may evaluate the views of SL supervisors' behaviour by employees in different organizations in the higher education subsector. Incentives might be offered to employees to encourage them to engage in research. Investigators may conduct surveys

centered on survey questionnaires and deliver them by mailing or hand to expand the sample size due to a lack of staff e-mail contact information. This association between SL behaviour and its important results can be studied in further empirical investigations by researchers. As a modulator of employee commitment in the hospitality business, or as a factor in other outcomes, SL behaviors. In addition, managers and followers' perceptions of SL behaviors can be analysed because of the relationship between superiors and employees' leadership. The employment of a hybrid methodology that includes both quantitative and qualitative analysis is one of the future proposals. The findings would be more general if they were applied to a broader geographic area. Case studies and interviews are used in qualitative research to acquire information from known individuals or groups of people about a specific issue.

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