

Factors of organisational dynamics influencing servant leadership and employee commitment

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Abstract: Organizational dynamics is a distinctive approach of an organization emphasizing on nourishing the culture of an organization, goal orientation and quality enhancement of personnel and to ensure the harmonious relations in the organization. The existing literature acknowledges employee's working performance depends upon teamwork, competence, organizational commitment and effectiveness. The study aims at identifying the factors of organizational dynamics and analyse its impact on servant leadership, to determine the influence of servant leadership on employee commitment and organizational effectiveness. A structured questionnaire comprising factors of organizational dynamics is administered and pooled 102 responses from IT companies. The data is analysed using inferential statistics. The study results identified organisations are articulating a clear purpose, mission and vision. It is observed that employees agreed their workplace is for unique talent management but lacks in building trust among employees. Further it is identified the servant leadership significantly influences organizational effectiveness and employee commitment.

Key Words: Employee Commitment, Organisational Climate, Organisational Effectiveness, Organisational Value System, Servant Leadership.

1. INTRODUCTION :

Organizational Dynamics is concerned with continuous strengthening of resources, enhancing employee performances. Its influence on servant leadership is expected to yield effectiveness, maximum productivity and commitment of the employees. Servant leadership is having a motivation to serve others through the following characteristics/constructs as Barbuto & Wheeler said: altruistic calling, emotional healing, wisdom, persuasive mapping and organizational stewardship. Greenleaf (1970) said servant leadership as, the servant-leader is servant first ... It begins with the natural feeling that one who wants to serve, to serve first. Then conscious choice brings one to aspire to lead. Another important servant leadership element is stewardship because it introduces the idea of servant leader's role in and interaction with the broad global society. This means servant leadership exists at both interpersonal and global levels. The concept of stewardship brings in the element of being accountable for the wellbeing of the larger community by operating in the service of those around us.

2. Research Gap and Problem Statement :

A study on Servant leadership according by Green leaf (1970) is the servant leader is servant first. O' Reilly and Chatman (1986) said organisations progress not only depends on the values of the organisations but on employee's values too. Sadia Rashid and Uzma Rashid (2012), while describing Organisation value system say that, employees' motivation was affected by the several work related factors. Kuldeep Singh Ahlawat (2016), discussing Employee commitment says that organisational climate, job satisfaction, demographic variables, job characteristics and professional behaviour can lead to increased organisational commitment. The great leader is seen as servant first, and then leader and that simple fact is the key to his greatness Savarimuthu. A (2017). Leader's commitment to the company and team is an important part to focus on to maintain well qualified and best experience AnjoraBelcha (2019). Sailo (2020) while describing Organisation Climate says that if an organisation is able to increase achievement and motivation among its employees, the organisation would create more satisfied and committed employees. Therefore, through literature it is evident that there is dearth in studies relating to analysing organisational dynamics in relation to Organisational Climate,

Organisational effectiveness and Organisational value system. The current study is aimed to fill the vacuum in the existing literature with regard to analysis of Organisational Dynamics of IT companies operating in Hyderabad city.

3. Research Question

RQ1 How significant is the difference perceived by IT employees of select companies on Organisational Dynamics?

RQ2 Does organisational Dynamics impact servant Leadership?

RQ3 Did Servant Leadership effect employee Commitment and Organisational Effectiveness?

4. Objectives of the Study

1) To study Servant Leadership qualities and Organizational Dynamics in relation to their demographic factors.

2) To analyse the impact of Organisational Dynamics on Servant Leadership.

3) To determine the impact of Servant Leadership on Employee Commitment and Organisational Effectiveness.

5. Methodology of the Study

5.1) Data Collection

The primary data collected for the current study on “Factors of Organisational Dynamics Influencing Servant Leadership and Employee Commitment” is collected by administering a structured questionnaire comprising 25 statements on factors of Organisational Dynamics. Accordingly, this study pooled data from 102 responses from employees IT companies in Hyderabad city using convenience and judgmental sampling technique.

5.2) Data Analysis Tools

The primary data is analyzed employing inferential statistics using SPSS. The inferential statistics of the study are t-test, One-way ANOVA followed by Duncan Multiple Range Test, and multiple regression.

5.3) Variables Selected for the Study

Based on the literature gap the following variables are considered for the study:

- i) Organisational Value System
- ii) Organisational Climate
- iii) Organisational Effectiveness
- iv) Employee Commitment
- v) Servant Leadership

5.4) Hypothesis of the Study

H₀₁ There is no significant difference between male & female with regard to factors of level of Organisational Dynamics of Employees.

H₀₂ There is no significant difference among Work experience with respect to factors of level of Organisational Dynamics of Employees.

H₀₃ There is no significant relationship between factors of Organisational Dynamics.

H₀₄ There is no significant impact of Organisational Dynamics (Organisational Effectiveness, Organisational Value System, Organisational Climate) on Servant Leadership.

H₀₅ There is no significant impact of Servant Leadership on Organisational Effectiveness.

H₀₆ There is no significant impact of Servant Leadership on Employee Commitment.

6. Data Analysis and Discussion :

Table1 - Demographic Profile of Respondents

Particulars	Frequency	Percentage
Age Group of Respondents		
26-35	59	57.8
36-45	17	16.7
Above 45	4	3.9
Up to 25	22	21.6
Total	102	100.0

Gender of Respondents		
Female	33	32.4
Male	69	67.6
Total	102	100.0
Work Experience of Respondents		
Up to 5	37	36.3
6-10	49	48.0
11-15	12	11.8
Above 15	4	3.9
Total	102	100.0

Source: Primary Data Analysis- Research survey

Demographic profile of 102 respondents of the study is exhibited in the above Table1. Majority of the respondents are from early adult age group of 26-35 years with 59 (57.8%). The gender of respondents shown 69(67.6%) as male and 33 (32.4%) female. The work experience of respondents found high with 49 (48%) in the experience group of 6-10 years.

6.1) Reliability Analysis of the Research Instrument

Table2 - Reliability Statistics

Cronbach's Alpha	No. of Items
.901	25

Table2 depicts reliability statistics of the research survey instrument containing 25 questions on factors of organisational dynamics influencing servant leadership and employee commitment. Cronbach's for 25 items is .901 greater than .7 the reliability co-efficient. Therefore, the reliability statistics suggest that the items have relatively high internal consistency with respect to the sample of the study.

6.2) Hypothesis Testing

H₀₁ There is no significant difference between male & female with regard to factors of level of Organisational Dynamics of Employees.

Table3 - Showing T-test of significant difference between male and female with regard to factors of Organisational Dynamics

Factors of Organisational Dynamics	Gender				T	P
	Male		Female			
	Mean	SD	Mean	SD		
Organisational Value System	19.2	2.4	19.1	2.06	0.222	0.825
Organisational effectiveness	19.5	2.06	19.2	2.3	0.761	0.448
Organisational Climate	19.5	2.62	19.6	2.28	-0.187	0.852
Servant Leadership	19.5	2.32	19.3	2.62	0.454	0.651
Employee Commitment	19.9	2.09	19.1	3.01	1.408	0.162

Source: Primary data Research Survey

Table3 describes that there is no significance difference between male and female with respect to factors of Organisational Dynamics (Organisational Value System, Organisational effectiveness, Organisational Climate, Servant Leadership, Employee Commitment), since P value is greater than 5% level. The null hypothesis is not rejected at 5% level with regard to factors of Organisational Dynamics.

H₀₂ There is no significant difference among Work experience with respect to factors of level of Organisational Dynamics of Employees.

Table 4 - Showing One way Anova of significant difference among Work experience with respect to factors of level of Organisational Dynamics of Employees

Factors of Organisational Dynamics	Gender				T	P
	Up to 5 Years	6-10 Years	11 - 15 Years	Above 15 Years		
Organisational Value System	18.1 ^a (2.41)	19.7 ^a (2.16)	20.5 ^a (1.31)	19.7 ^b (.957)	5.138	.002
Organisational effectiveness	18.8 (2.43)	19.6 (2.01)	20.0 (1.34)	20.0 (2.16)	1.394	.249
Organisational Climate	19.2 (2.85)	19.6 (2.42)	20.0 (1.85)	20.2 (2.21)	.434	.729
Servant Leadership	19.1 (2.56)	19.5 (2.47)	20.0 (1.41)	19.5 (3.10)	.501	.682
Employee Commitment	19.2 (2.86)	19.7 (2.09)	20.6 (1.66)	19.7 (3.94)	1.088	.358

Source: Primary data computation

Table 4 describes the analysis of variance for significant difference among total work experience with respect to factors of Organisational Dynamics. Since the P value of Organisational Effectiveness, Organisational Climate, Servant Leadership and Employee Commitment are greater than 0.05 level of significance. Hence, null hypothesis cannot be rejected and concludes that there is no significant difference among total work experience with regard to factors of Organisational Dynamics. However, the DMRT test results shows the total work experience group 11-15 years differs but Up to 5 years, 6-10 years and Above 15 does not differ with any other group.

H₀₃ There is no significant relationship between factors of Organisational Dynamics

Table 5 - Showing correlation test of significant relationship between factors of Organisational Dynamics.

	Organisational Value System	Organisational Effectiveness	Organisational Climate	Servant Leadership	Employee Commitment
Organisational Value System	1	.578**	.531**	.425**	.536**
Organisational Effectiveness		1	.556**	.482**	.518**
Organisational Climate			1	.536**	.565**
Servant Leadership				1	.558**
Employee Commitment					1

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

Source: Primary data computation

Table5 depicts, the relation between factors of Organisational Dynamics. The correlation coefficient of Organisational Value System with Organisational Effectiveness is .578, which is above .40 to .69, which indicates there is strong relationship and highly effective. The correlation co-efficient of Organisational Effectiveness with Organisational Climate is .531, indicating, strong relationship and highly significant. The correlation co-efficient of Organisational climate with Servant Leadership is .425, indicating strong relationship and highly significant. The Correlation coefficient of Servant Leadership with Employee Commitment is .536 indicating strong relationship and highly significant.

H₀₄ There is no significant impact of Organisational Dynamics (Organisational Effectiveness, Organisational Value System, Organisational Climate) on Servant Leadership.

Table 6.1 – Showing explained relationship between factors of Organisational Dynamics

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.637 ^a	.405	.380	1.92348

a. Predictors: (Constant), Employee Commitment, Organisational Effectiveness, Organisational Climate, Organisational Value System

Table 6.1 shows R value 63.7% denoting that Servant Leadership, collectively have strong relation with Organisational Dynamics; R square value denotes 40.5% of the variability of Organisational Dynamics is explained by 4 independent variables, Organisational Value System, Organisational Effectiveness, Organisational Climate and Employee Effectiveness.

Table 6.2 - Showing Anova test of significance of multiple regression equation factors of Organisational Dynamics

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	236.909	4	59.227	16.008	.000 ^b
	Residual	347.778	94	3.700		
	Total	584.687	98			

a. Dependent Variable: Servant Leadership
 b. Predictors: (Constant), Employee Commitment, Organisational Effectiveness, Organisational Climate, Organisational Value System

Table 6.2 on F test shows that significance of .000 confirming that the regression model is highly significant.

Table 6.3 Significance of impact of Organisational Dynamics (Organisational Effectiveness, Organisational Value System, Organisational Climate) on Servant Leadership

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.305	1.999		2.153	.034
	Organisational Value System	.052	.112	.049	.460	.646
	Organisational Effectiveness	.170	.120	.151	1.415	.160
	Organisational Climate	.241	.102	.251	2.359	.020
	Employee Commitment	.312	.104	.314	3.016	.003

a. Dependent Variable: Servant Leadership

Table 6.3 depicts, on significance on impact of Employee Commitment, Organisational Effectiveness, Organisational Climate, Organisational Value System on Servant Leadership is analysed t-test. The result shows that the regression coefficient has low significance at 5% level of significance implying that Servant Leadership having a positive influence on Employee Commitment, Organisational Effectiveness, Organisational Climate, Organisational Value System.

H₀₅ There is no significant impact of Servant Leadership on Organisational Effectiveness.

Table 7.1 Showing Explained relationship between Servant Leadership and Organisational Effectiveness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.482 ^a	.232	.225	1.88656

a. Predictors: (Constant), Servant Leadership
 b. Dependent Variable: Organisational Effectiveness

Table 7.1 shows R value 48.2% denoting that Organisational Effectiveness, collectively have strong relation with Servant Leadership; Rsquare value denotes 23.2% of the variability of Servant Leadership.

Table7.2 - Showing Anova test of significance of multiple regression equation factors Servant Leadership and Organisational Effectiveness

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	106.600	1	106.600	29.951	.000 ^b
	Residual	352.351	99	3.559		
	Total	458.950	100			

a. Dependent Variable: Organisational Effectiveness

b. Predictors: (Constant), Servant Leadership

Table 7.2 on F test shows that significance of .000 confirming that the regression model is highly significant.

Table7.3 Significance of impact Servant Leadership on Organisational Effectiveness

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.162	1.525		7.318	.000
	Servant Leadership	.425	.078	.482	5.473	.000

a. Dependent Variable: Organisational Effectiveness

Table 7.3 depicts, on significance on impact of Servant Leadership on Organisational Effectiveness, is analysed t-test. The result shows that the regression co-efficient has low significance at 5% level of significance implying that Organisational Effectiveness having a positive influence on Servant Leadership.

H₀₆ There is no significant impact of Servant Leadership on Employee Commitment.

Table8.1 Showing Explained relationship between Servant Leadership and Employee Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.558 ^a	.312	.305	2.03906

a. Predictors: (Constant), Servant Leadership

b. Dependent Variable: Employee Commitment

Table 8.1 shows R value 55.8% denoting that Employee Commitment, collectively have strong relation with Servant Leadership; Rsquare value denotes 31.2% of the variability of Servant Leadership.

Table8.2 - Showing Anova test of significance of multiple regression equation factors Servant Leadership and Employee Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	184.649	1	184.649	44.411	.000 ^b
	Residual	407.461	98	4.158		
	Total	592.110	99			

a. Dependent Variable: Employee Commitment

b. Predictors: (Constant), Servant Leadership

Table8.2 on F test shows that significance of .000 confirming that the regression model is highly significant.

Table8.3 Significance of impact Servant Leadership on Employee Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		

1	(Constant)	8.754	1.651		5.304	.000
	Servant Leadership	.561	.084	.558	6.664	.000
a. Dependent Variable: Employee Commitment						

7. FINDINGS

- 1) The study identified 68 (66.7%) of respondents were satisfied with effectiveness of organization in articulating a clear purpose and vision.
- 2) The study found 52 (51.0%) of respondents agreed their organization is a place for unique talent management strategies in meeting long term needs.
- 3) It is observed that 52 (51.0%) of respondents agreed their organization creates an atmosphere of trust, teamwork and compatibility.
- 4) The study found majority of respondents 69 (67.6%) agreed their organization recognizes their strength and weakness equally
- 5) It is identified 67 (65.7%) of respondents agreed in their organisation promotion and appraisal take place in true and fair manner
- 6) It is found 69 (67.6%) respondents were satisfied agreeing their work is meaningful to them.
- 7) The study identified majority of respondents 72 (70.6%) agreed their organization possess clear structure of communication.
- 8) The study found 58 (56.9%) of respondents agreed in their organization work assignments are clearly explained to all employees.
- 9) It is identified 67 (65.7%) of respondents were willing to participate and contribute to the team environment while working toward a common goal.
- 10) It is observed majority 76 (74.5%) of respondents agreed their organization stands for employee satisfaction
- 11) The study identified 60 (58.8%) of respondents experience inner joy while at work place.
- 12) A significant proportion of respondents 71 (69.6%) agreed their organisation is a harassed free and emotionally secured place to work.
- 13) The study identified 58 (56.9%) of respondents agreed their organisation provides the employee with futuristic growth.
- 14) The study found 43 (42.2%) of respondents agreed their organisation gives them an opportunity in dealing with a wide range of complex issues and resolving them.
- 15) The study identified 63 (61.8%) of respondents agreed their organisation trusts them to take decisions and initiatives on important issues enabling employees to use their potential.
- 16) It is found 67 (65.7%) of respondents were satisfied as their organisation puts employee achievements above organisation's achievements.
- 17) The study identified only 40 (39.2%) of respondents accepted and flexible to adopt according to the situation and needs of the organisation.
- 18) The study found 62 (60.8%) of respondents believe in spirituality is critical for success at work.
- 19) The study found a significant proportion 75 (73.5%) of respondents were committed to seek and apply feedback and constructive criticism.

8. CONCLUSION:

The study on "Factors of Organisational Dynamics Influencing Servant Leadership and Employee Commitment" aimed to understand and comprehend the effectiveness of Servant Leadership, Organisational Value System, Organisational Climate on Employee Commitment and Organisational Effectiveness and how it will directly impact the effectiveness of organisations. The research evaluated the components of Organisational Dynamics, i.e., Organisational Value System and Organisational Climate bringing comprehensive picture on Servant Leadership. The study aimed at exploring the perception and behaviour of leaders and professionals in IT sector. The study used both primary and secondary sources for data collection. The study results exhibits there is significant difference between male and female respondent regarding factors of Organisational Dynamics. In recent years there has been increased interest among the organizations to identify the right leadership for the present generation which is entering in to the corporate sectors is brought up under different circumstances when compared with the previous generations. Today the leaders need to be the ones who facilitate the employees to perform and grow. The organisation needs to design the effective strategies in developing workplace coordination aiming towards common goal. The performance of the individual depends on the culture of an

organisation and the dynamics that the teams have. If the leader practices the servant leadership in the organization then there will be organizational dynamics in turn organizational dynamics among the team members then there will be organization effectiveness. The overall interpretation of results found that servant leadership had strong relations with organizational dynamics. There is significant difference in organizational dynamics. Organizations that include servant leadership in their leadership practices may translate to organizations that exhibit energized teams leading to employee efficiency, Employee commitment, Organisational effectiveness.

9. Scope for Future Research:

- i) The similar study can be extended to different sectors.
- ii) A study on organisational value system of Small and Medium Scale enterprises can be done.
- iii) A study on employee motivation and employee productivity can be done.
- iv) A study on organisational effectiveness and employee retention strategies can be done.

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