



The Impact of Organizational Culture on the Servant Leadership Approach in SMEs

KLEMP, Florian

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**The Impact of Organizational Culture
on the Servant Leadership Approach in SMEs**

Florian Klemp

A thesis submitted in partial fulfilment of the requirements of
Sheffield Hallam University
for the degree of Doctor of Business Administration

June 2023

Candidate Declaration

I hereby declare that:

1. I have not been enrolled for another award of the University, or other academic or professional organization, whilst undertaking my research degree.
2. None of the material contained in the thesis has been used in any other submission for an academic award.
3. I am aware of and understand the University's policy on plagiarism and certify that this thesis is my own work. The use of all published or other sources of material consulted have been properly and fully acknowledged.
4. The work undertaken towards the thesis has been conducted in accordance with the SHU Principles of Integrity in Research and the SHU Research Ethics Policy.
5. The word count of the thesis is 71,468.

Name	Florian Klemp
Award	DBA
Date of Submission	June 2023
Research Institute	Sheffield Business School
Director of Studies	Paul Stokes

Abstract

The DBA thesis explores the extent to which characteristics of organizational culture makes it possible to use a servant leadership style in the context of Small and Medium Sized Enterprises (SMEs). The selected measures are the Organizational Culture Assessment Instrument (OCAI) and the Servant Leadership Behaviour Scale (SLBS-6). The research design comprises of an analytical, computerized self-administered web-based survey. The predominant mean to investigate the relationship between the OCAI and the SLBS-6 are multiple regression analyses. The results from a fully-valid sample of 250 employees working in SMEs revealed that the OCAI-dimensions Management of Employees, Organization Glue and Strategic Emphases as well as the OCAI-cultures Clan and Adhocracy have the greatest impact on the servant leadership approach. The combination of these results with servant leadership's key characteristics allowed to set up a holistic framework. The contribution to knowledge is based on the insight to turn around the research stream i.e., switching the dependent and the independent variable. It opens the door for new perspectives and ways of thinking about the same topic. In the sense of the DBA thesis, it allows to investigate how certain characteristics of organizational culture are in alignment with the fundamentals of servant leadership. The aim is to evaluate how these characteristics of organizational culture facilitate an appropriate platform for the display of a servant leadership style. Following this procedure can foster a servant leadership style as something like a logic and natural outcome with a higher degree of acceptance among employees. The necessity of a top-down approach pushing for a direct implementation of servant leadership is limited. This is the contribution to management practice the DBA thesis reveals.

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List of Abbreviations

2SLS	two-stage least squares
3D	3-Dimensional
AJG	Academic Journal Guide
B2B	Business to Business
CEO	Chief Executive Officer
CFA	Confirmatory Factor Analysis
CI	Confidence Interval
CVF	Competing Values Framework
COR	Conservation of Resources
DBA	Doctor of Business Administration
DORA	Declaration on Research Assessment
e.g.	exempli gratia
GLOBE	Global Leadership and Organizational Behaviour Effectiveness
GmbH	Gesellschaft mit beschränkter Haftung
ICA	Internal Consistency Analysis
i.e.	id est
IT	Information Technology
KMO	Kaiser-Meyer-Olkin Measure
KPI	Key Performance Indicator
MBS	Munich Business School
MTM	methods-time measurement
OC	Organizational Culture
OCAI	Organizational Culture Assessment Instrument
PCA	Principal Component Analysis
PIS	Participant Information Sheet
P-O	Person-Organization (Fit)
REFA	Verband für Arbeitsstudien und Betriebsorganisation e.V.
SDT	Self-Determination Theory

SE	Standard Error
SHU	Sheffield Hallam University
SL	Servant Leadership
SLBS-6	Servant Leadership Behaviour Scale 6
SLR	Structured Literature Review
SME	Small and Medium Sized Enterprises
SPSS	Statistical Package for the Social Sciences
UK	United Kingdom

List of Symbols

α	greek letter alpha; Cronbach's alpha; measure for reliability
β	greek letter beta; correlation coefficient within linear regression
N	number
χ	greek letter chi; used within Bartlett's Test of Sphericity
Σ	mathematical sum
τ	greek letter tau; measure for correlation
p	measure for significance
σ	greek letter sigma; measure for variance
F	F-test within linear regression
R^2	coefficient of determination within linear regression

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But most importantly, I thank my wife Kim Lisa Klemp for her constant support, patience and understanding. I will always love you.

1) Foundations and Structure

The first chapter is divided in five sections. It starts by describing my personal motivation to deal with servant leadership and how I got in touch with this area of research. The second section details the significance of the study as the most crucial part of chapter one. This section explains why dealing with this topic is an important contribution towards theory and practice within the area of leadership-research. The first chapter continues shaping out the research gap and corresponding research question. Section 1.4 provides the reader with a small insight into how this thesis is written. The first chapter closes with a figure and corresponding explanation to visualize the research process intended for this thesis.

“A journey of a thousand miles begins with a single step”

(Laotse)

1.1) Personal Motivation

It must have been towards the end of 2013 when I was thinking about going for a DBA for the first time. But after five years of studying, I wanted to break out of universities limitations and start a career in the industry. It took about four years until that thought came back, so I started to apply for part-time DBA programs. By that time, I was working as a B2B sales engineer for an organization that was manufacturing 3D printers working with metal powders and I had no clue what the topic of my thesis might be about.

Luckily, I was elected to become a teamlead and this was linked with the possibility to participate in an internal workshop for uprising managers. The workshop consisted out of different workshops and in one of them we were introduced to leadership theories. I cannot remember what theories we were talking about. But I can still remember that after the second or third summary of a theory I was suddenly asking myself: Why is no one changing perspectives and asking what the person in charge can do for his employees?

For whatever reason this attitude felt like natural leadership behaviour and at the same time I knew that its successful procession must be a higher goal. By that time, I had no idea that such a concept already exists and that it is called servant leadership. Unfortunately, we were not introduced to it during the remaining part of my workshop. I found out about servant leadership because I got interested in the previously described thoughts and did some further independent research. I dug deeper into this topic and realized that servant leadership is of growing influence and that it has some great and yet unexplored potentials for closer scientific research. Consequently, I described a certain part of this leadership theory as my area of interest in my application for a DBA. This is how the journey started. It took tremendous time and effort to finish it during the last years. But once I realized that the whole journey was about self-development, I felt grateful having the opportunity to participate.

1.2) Significance of the Study

The significance of the study is based on a contribution to knowledge and management practice. These two pillars are intertwined and they manifest themselves by looking into four problems that the current state of scientific research among servant leadership and organizational culture is struggling with.

Both concepts taken separately are well researched topics with numerous references as detailed in sections 2.1 and 2.3. The first problem with the current state of scientific research is that the body of literature that focuses on servant leadership and organizational culture simultaneously is considerably lower (Block, 2003). This fact needs to change because both concepts have a perfect match: The literature review conducted in chapter 2 will reveal that servant leadership is value-based (primarily humanistic in nature) and that organizations use values to develop and transmit their culture (Giambatista, McKeage, & Brees, 2020). Hence, an organizational focus on the topic of servant leadership is worthwhile. This thesis offers a comprehensive theoretical framework to investigate the connection (section 2.5). It illustrates the impact of organizational culture on servant leadership in order to understand connections at first sight and to derive implications for management practice.

The second problem with the current state of scientific research is that the body of literature dealing with the aforementioned combination of servant leadership and organizational culture focuses on single mediators such as organizational commitment and organizational citizenship behaviour (Harwiki, 2016; Setyaningrum, 2017), different types of satisfaction (Lee, Kim, & Cho, 2018; Setyaningrum, 2017) or performance (Liden, Wayne, Liao, & Meuser, 2014). What lacks here is an investigation with a broad perspective, one that analyses the interplay between servant leadership and organizational culture without focusing on single mediators. Such an investigation is necessary in order to use the results on a more general scale. This will be beneficial for management practice because less limitations allows to apply servant leadership more frequently.

The third problem with the current state of scientific research is that the body of literature describing servant leadership and organizational culture do not pay sufficient attention to the effects of different contexts. (Eva, Robin, Sendjaya, van Dierendonck, & Liden, 2019). Following Lee et al. (2020), this thesis will contribute to understand the effects of small and medium sized enterprises (SMEs) and national culture. Both influence the effects of servant leadership and organizational culture significantly as detailed within the literature review (chapter 2). Consequently, they need to be considered by practitioners.

The fourth problem with the current state of scientific research is that the body of literature dealing with both topics simultaneously always has the same unidirectional focus i.e., servant leadership causing a certain culture to be developed rather than looking at the causality the other way around. One example of this research stream is provided by Lee et al. (2018). It investigates the impact of servant leadership on organizational culture in the milieu of fitness clubs as part of a more diverse research question. A change in perspective could have treated the question whether fitness clubs provide an organizational culture which is conducive to a servant leadership style or not. Another example of this research stream is provided by Harwiki (2016). It investigates the impact of servant leadership on organizational culture in the milieu of women cooperatives in East Java again as part of a more diverse research question. A change in perspective could have analysed East Java's culture and especially women with regards to their overlap with servant leadership's underlying key characteristics and values more thoroughly.

There are only a few studies analysing the impact of organizational culture on leadership theories (Pillai & Meindl, 1998) and none could be found that take servant leadership into account. This situation calls for a change because it is a matter of fact that an organizational culture that is conducive to servant leadership as indicated above by Lee et al. (2018) and Harwiki (2016) provide its servant leaders with the most important resources needed to make their employees reach their full potential (Hobfoll, 2011).

One example of such a resource is the ability to create trustful relationships (Eva et al., 2019). As a result, positive effects of servant leadership such as information sharing (Tuan, 2016), proactive and adaptive working (Bande, Fernández-Ferrín, Varela-Neira, & Otero-Neira, 2016) as well as lower levels of stress and burnout (Rivkin, Diestel, & Schmidt, 2014) can unfold themselves.

This thesis strives for a new goal related to the implementation of servant leadership. If it is possible to characterize organizational culture being conducive to servant leadership, the intensification of this type of culture is an important mean when servant leadership is supposed to become the predominant leadership style in the organization. It may as well be possible that no such linkage exists. This result would be an important finding as well because it enables to implement servant leadership without the need of paying attention to cultural circumstances. Regardless of the outcome of the research, both conclusions will be a valuable contribution to management practice.

1.3) Research Gap and Question

“If you follow the herd, people may mistake you for a cow.” This quote from the Canadian based philosopher, entrepreneur and author Matshona Dhliwayo seems generally valid. In terms of scientific research, taking a different road might lead to new insights. Such a mindset is one possibility to discover gaps within an already existing area of research.

Section 1.1 describes that it was personal experience which gave a first hint of a possible gap within leadership theory i.e., why no one is changing perspectives and asking what the person in charge can do for his employees. Screening the literature revealed that servant leadership might have the potential to answer this question. Eva et al. (2019) point out that future research dealing with servant leadership should either be focusing on a new method or a new theoretical basis to make a relevant contribution. This thesis focuses on a new theoretical basis because it offers the opportunity to examine servant leadership in unexplored settings which possibly leads to new research questions with great relevance. In the past, the focus was on social exchange theories (Blau, 1964), social learning theories (Bandura, 1977) and social identity theories (Tajfel, 1978). Recent developments in servant leadership research show a shift from a follower-related outcome perspective to a broader construct e.g., including antecedents of servant leadership or its effects on the leading person (Eva et al., 2019). This shift calls for an extension of the theoretical basis and the conservation of resources theory (COR theory) (Hobfoll, 1989) is one possibility to do so. The theory itself will be outlined in section 2.1.2 because it is part of a comprehensive literature research among the topic of leadership. The most promising starting point to advance servant leadership research with COR theory stems from its latest developments (Hobfoll, 2011). They opened the door to consider the effects of organizational culture on servant leadership. It is important to investigate this research setting because it has the potential to fill the research gap described by the contribution to theory in the previous section: (1) extending the body of literature dealing with organizational culture and servant leadership simultaneously; (2) creating a meta-analysis of the interplay between organizational culture and servant leadership; (3) paying attention towards the effects

of SMEs and national culture as special contexts; (4) looking into the interplay of the two concepts from organizational culture towards servant leadership.

As (3) implies, it does not make sense to investigate leadership theories context unspecific. The selected context within this piece of work are small and medium sized enterprises (SMEs). The European Commission defines SMEs as “enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding EUR 50 million, and/or an annual balance sheet total not exceeding EUR 43 million” (Maffenini et al., 2020, p. 3). The selection of SMEs was done for two reasons. Firstly, 99.686% of all companies worldwide (data from 2020) are SMEs (Statista Research Department, 2021a). This selection sets the necessary focus without limiting the number of potential participants of the study. Secondly, it is expected that because of my personal background and the inclusion of my social network the majority of participants will stem from Germany - although the attempt is made to include as many international participants as possible within the study by spreading it on international platforms. Germany confirms the very high share of SMEs. They can be considered as the backbone of German economy (Fazit Communication GmbH, 2022). These two reasons make SMEs the perfect setting to coin new knowledge.

A limitation with regards to a specific industry sector has not been set. The reason for this decision is to provide no further limitation regarding the potential number of participants and to keep the outcomes of the study as general as possible.

Putting it all together leads to the following research question:

What impact does organizational culture have on how servant leadership is understood and enacted within small and medium sized enterprises?

This research question is enabled by COR theory, based on a general proposal by Eva et al. (2019) and specified by putting it into the context of SMEs. It provides the baseline for all further research conducted in this thesis.

1.4) Writing Style

The greatest part of this thesis is written in an objective way reflecting the point of view of a third person. Such a writing style is associated with the claim that something is generally valid (Lavelle, 1997), but in fact it is unlikely that only one truth exists. The reason for this lies to a great extent in the personal influence of each individual during the research process. It is one of the most fundamental topics underlying scientific research and the root cause for many discourses (Hunt, 2005).

This thesis is not written from the point of view of a third person all the way through to acknowledge the aforementioned topic of subjectivity. The personal motivation outlined in section 1.1 is a rather extreme, but good example for this. Another section making use of this element is 6.3 when the narrative position will switch, making use of the point of view of a first person. Such a writing style is associated with adapting a reflective position e.g., when an important result is underlined or a personal preference is detailed (Lavelle, 1997).

This thesis endeavors to foster a reflective way of conducting scientific research, regardless of any philosophical stance. The writing style is one mean to achieve this aim.

1.5) Structure of the Thesis

Figure 1.1 is created to visualize and hence understand the structure of this thesis more easily.

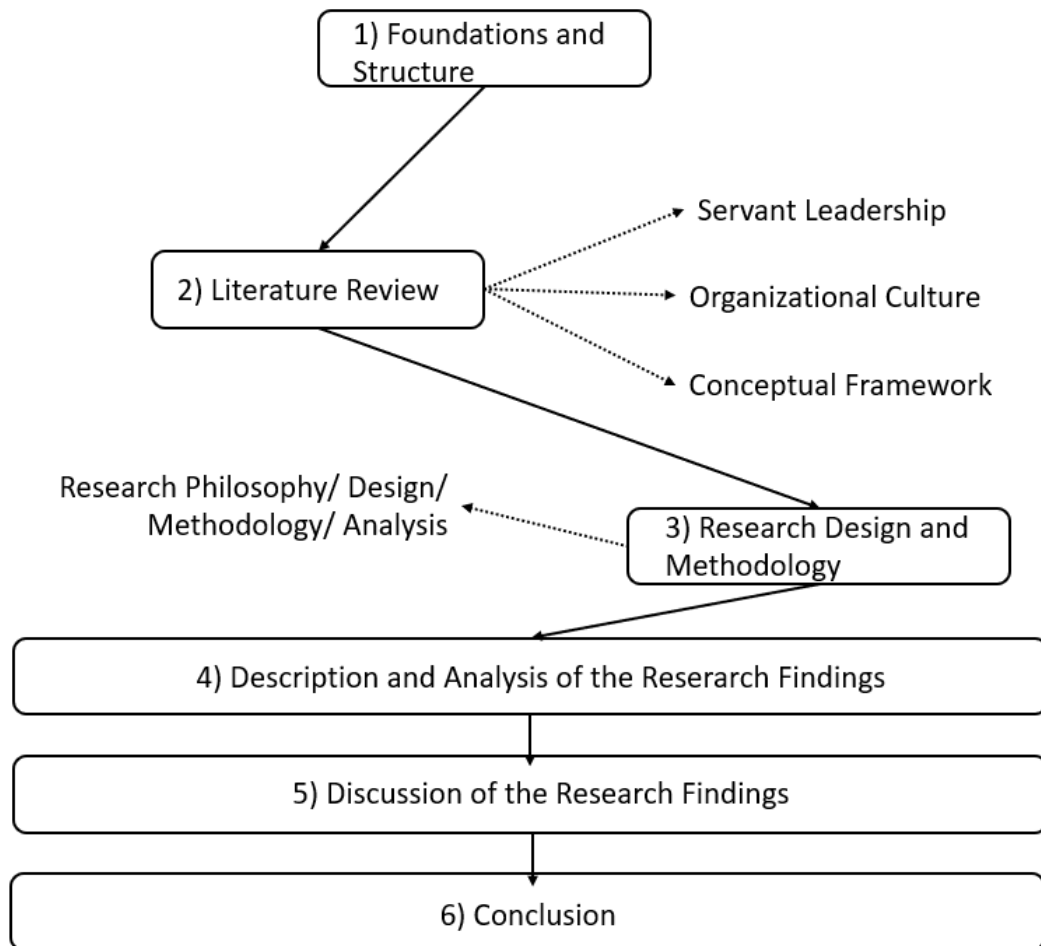


Figure 1.1: Structure of the DBA Thesis

Figure 1.1 shows the structure of this thesis with its main chapters and most important sections including corresponding numbering. The chronological order goes from the top to the bottom. The first chapter is called “Foundations and Structure”. It incorporates the significance of the study as well as the research gap and the research question “what impact does organizational culture have on how servant leadership is understood and enacted within small and medium sized enterprises?”. The second chapter is a structured literature review focusing on servant leadership and organizational culture.

Challenges and possible downsides of both concepts are investigated for being part of a reflective, comprehensive research process. Furthermore, chapter 2 introduces the conceptual framework of the study. It is of central importance to understand the overall research easily. The third chapter describes electronic surveys as the research design of choice and the methodology linked to the same. In addition to that, it details the research philosophy positivism and the rationale for its selection. The fourth chapter describes and analyses the data collected with the electronic survey. The latter is primarily based on two linear regression analyses. Chapter 5 discusses the research findings based on the knowledge from reviewing the literature and adding the insights of the data collection. It summarizes the results achieved and carves out their contribution to knowledge. The final chapter is called "Limitations and Reflection of the Research". It attempts to list all limitations that this piece of work possibly underlies. Additionally, a great amount of effort is spent on reflecting the research findings to evaluate their practical relevance.

1.6) Chapter Summary

The first chapter introduces the general topic to the reader. It states that the research is about the interplay of organizational culture and servant leadership. The direction of the research especially goes from organizational culture towards servant leadership. Considering small and medium sized businesses (SMEs) as the setting of choice, it results in the research question “what impact does organizational culture have on how servant leadership is understood and enacted within small and medium sized enterprises?”.

It is also important for all upcoming chapters to remember that the writing style can switch between the point of view of a third-person to the point of view of the first-person. While the third-person view is used to describe objective things like facts or data, the first-person view is used to express reflection e.g., linked to a subjective opinion about a certain topic.

2) Literature Review

The second chapter is based on the principles of a structured literature review (SLR). Klassen et al. (1998) define SLR as “a review in which there is a comprehensive search for relevant studies on a specific topic, and those identified are then appraised and synthesized according to a pre-determined explicit method” (p. 700). The taxonomy included servant leadership, organizational culture, transformational leadership, conservation of resources, OCAI and SLBS-6. The tool in use was Harzing’s Publish or Perish ver. 6 to create a database including all citations retrieved from Google Scholar. The overall number of results was scaled down in two steps i.e., “publisher”: Only major publishing houses and “source”: Only academic journals. No further limitation on the journals in terms of their ranking according to Academic Journal Guide (AJG) was done because Sheffield Hallam University is signed up to DORA (Declaration on Research Assessment) <https://sfdora.org/read/> which argues against journals being ranked this way. Whenever necessary, the results of the SLR were enriched for special topics such as general information on regression analyses.

Section 2.1 starts by building up a general understanding of the topic of servant leadership including a critical discourse on the same. It continues with developments on servant leadership research focusing on its theoretical basis as well as research design and analysis considerations. Finally, the possibilities to measure servant leadership are outlined paying special attention to the SLBS-6 as the first measure of choice for this thesis. Section 2.2 finishes the literature research among the topic of leadership by analysing the question which leadership style is best suited for small and medium sized enterprises (SMEs).

Section 2.3 details all relevant aspects of organizational culture. It starts with a definition and background knowledge. The following subsection introduces how organizational culture can be approached according to Smircich (1983) and Martin (1992). This incorporates applications and challenges dealing with organizational culture. Section 2.3.3 closes with a description of the OCAI as the second measure of choice.

The following section 2.4 consists of literature research conducted around the topic of national culture, especially tackling the question if (different) countries have a significant impact on organizational culture and servant leadership. It does so by looking at both concepts one by one.

Section 2.5 includes an introduction to the conceptual framework of the study in order to ease the reader the understanding of the research process within this piece of work. Based on this framework and the findings of the literature review, section 2.6 details the research objective of the study by deriving its ten hypotheses.

Finally, section 2.7 allows for a first theoretical investigation between the dimensions of the OCAI and the SLBS-6.

“Words can be like X-rays, if you use them properly - they’ll go through anything. You read and you’re pierced.”

(Aldous Huxley)

2.1) Servant Leadership

This section is the first of two elements the argument of this thesis is built upon. It deals with servant leadership and it is divided in three minor sections. The first one aims to achieve a general understanding of servant leadership. This includes a discussion of possible downsides as well. The second section details latest developments in research design and analysis within the field of servant leadership and how they are considered in this piece of work. Finally, section 2.1.3 concludes with the SLBS-6 as the instrument of choice to measure servant leadership.

2.1.1) General Understanding and Critical Discourse

The starting point of servant leadership marks a general understanding of leadership in order to build a solid foundation. The literature review about leadership has revealed that the terms leadership and management are sometimes used equivalently. But although they overlap, they cannot be considered as synonyms (Bass, 2008). Furthermore, the degree of overlapping is not clearly defined (Yukl, 2013). Two examples linked to leadership are the development of a transferable vision (Conger & Hunt, 1999; Hunt & Dodge, 2000) and a generally long-term perspective on issues and challenges (Coulson-Thomas, 1992).

Ciulla (2002) reviewed 221 definitions of leadership from 1920 to 1990 compiled by Joseph Rost. After doing so, she came to the following conclusion: "All 221 definitions say basically the same thing - leadership is about one person getting other people to do something. Where the definitions differ is in how leaders motivate their followers and who has a say in the goals of the group or organization." (Ciulla, 2002, p. 340) This sounds like a simplified and superficial analysis, but Ciulla (2002) goes into more detail by describing leadership with two characteristics. First of all, leadership is characterized by the leader's ability to impress their will on the people being led in order to enhance loyalty, respect, cooperation and obedience. Furthermore, leadership is characterized by influencing processes between the leader and the people being led. These influencing processes are mutual and both parties aim to achieve certain goals and changes. (Ciulla,

2002) The first characteristic creates a top-down perspective, the second characteristic is more on eye level between the leader and his team. Adding these two characteristics to the initially presented definition leads to the so-called “standard definition” (Kort, 2008, p. 410) of leadership. What this standard definition excludes are possible downsides linked to mutual influence and typical goals that leaders try to achieve. These two aspects will be examined in the following to enhance a more holistic understanding of leadership.

There are several studies proving that actions within a group of people have an impact on the one who is actively processing this action as well as one the ones who are perceiving this action (Lown, Hanson, & Clark, 2009; Washburn & Bromiley, 2014). The result is a mutual influence between the two parties with possibly negative effects. The most common threat for the one who is influencing is the so-called narcissistic impulse. Narcissism can be understood as being self-regarding in the extreme (Horney, 1942). The narcissistic impulse may enhance the leader with driving energy, but it may as well result in a dysfunction called hubris (McAuley, 2014). In Greek literature, hubris is a term to express an extreme form of arrogance and pride. A leader captured by hubris is prone to actions that are not for the overall sake of the employees and the organization. (Kets de Vries, 1993) Nevertheless, a moderate form of narcissism will support the leader in his daily tasks and actions by enhancing attributes like self-esteem and drive. This behaviour can be titled as a “balanced leader”. A balanced leader is e.g., transforming an organization without neglecting its past and maintains high ideals embedded in the organization. (Taylor, 1971) Every leader has the opportunity to become a balanced leader within the range of personal limitations (Burke & Bradford, 2005).

The most common threat for the people being influenced are dependency issues in their interpersonal way. They are described as thoughts, beliefs, feelings, and behaviours revolving around the need to associate, interact and rely upon valued other people (Hirschfeld, Klerman, Chodoff, Korchin, & Barrett, 1976). Hirschfeld et al. (1977) list three sources for dependency to arise i.e., the psychoanalytic theory of object relations, the social learning theories of dependency, and the ethological theory of attachment. The relevant business context links to psychoanalytic theory. It represents a regression

to early childhood situations and describes the situation when the leading person and his behaviour become idealized and mirrored by employees (Anzieu, 1984). It is especially problematic because it may lead to forms of irrational decision making (Kets de Vries, 1993).

The primary goal that leaders try to achieve in a business context is to fulfill or better surpass the economic goals of their organization. Maximizing profit still is the prominent dogma. Ethics has long been seen as an add-on and ethical dilemmas have oftentimes been ignored in the past. At least one benefit of the financial crisis in 2008 was that corporate responsibility became more important. It was accepted by the leading people and integrated into their way of thinking which influenced daily business life. (Rickards, 2012) One thought pushing into this direction is whether the best organizations really need to be the most economically successful ones (Ciulla, 1995). Servant leadership is one approach supporting this new dogma. The remaining part of section 2.1.1 provides further insights why this is the case.

Servant leadership is based on an essay by Robert K. Greenleaf with the title “The Servant as Leader” (Greenleaf, 1991). Although Greenleaf’s initial essay was written in 1970, servant leadership can be categorized as a newer leadership theory (Avolio, Walumbwa, & Weber, 2009)/“Messiah” discourse (Western, 2008) because its development took place in the following years and is still ongoing (Greenleaf, 1991). It should shortly be mentioned with regards to categorizing leadership research that there is an ongoing debate on whether it is dealing with theories or discourses. The reproach is that the theoretical underpinnings of some leadership “theories” are not research based in a way to consider them as leadership theories (McAuley, 2014; Northouse, 2018). On the other hand, such a debate may be exaggerated because there are a few approaches that do not see themselves bound to these kinds of categorical restrictions. They offer a different view and by doing so, stress possibilities for new areas of research (Fairhurst, 2008; Fairhurst & Uhl-Bien, 2012). Both terms are used interchangeably within this thesis.

Servant leadership is inspired by Hesse's short novel "Journey to the East", first published in English in 1956 (Hesse, 1956). Such a background opens servant leadership to attack since a novel is obviously no scientifically proven basis (Kim, Kim, & Choi, 2014; Northouse, 2019). This critique must be taken seriously although it should not prevent anyone from dealing with servant leadership and applying the same in practice. Positively speaking, it shows the necessity to enhance scientific research dealing with servant leadership to create a scientifically sound basis in the long run. Hesse tells the story of a group on a quest which falls apart after the servant of the same disappears. Greenleaf concluded that great leaders should be experienced as servants in the first place and that leadership is motivated by a desire to support others. (Spears, 1996) As a result, he describes the servant leader as follows: "The difference [to other leaders, F.K.] manifests itself in the care taken by the servant first to make sure that others people's highest priority needs are being served. The best test, and difficult to administer, is: do those being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?" (Greenleaf, 1991, p. 13) There are others like Block and Piersanti (2013), Covey (1996) and Turner (2000) who share Greenleaf's thoughts and who stress that leadership should be driven by a desire to serve. On the other hand, declaring a leader as a servant possibly undermines his or her authority. This can have negative effects on the role and the job that a leading person is supposed to fulfill (Northouse, 2019). Some people extent this argument to the name "servant leadership" itself. It is considered contradictory since from a classical point of view within leadership history you are either serving or leading (Northouse, 2019). The contradiction within the name might be confusing, but only in the first place. It loses relevance as soon as someone investigates the concept and understands its underlying principles.

While it is relatively easy to find above description of a servant leader, it is rather difficult to find a precise definition of servant leadership in general (Parris & Peachey, 2013). Greenleaf himself only provided a vague definition (Block, 2006) which highlights the willingness to serve (Greenleaf & Spears, 2002). The latest and most comprehensive definition of servant leadership is presented by Eva et al. (2019, p. 114):

“Servant leadership is an (1) other-oriented approach to leadership (2) manifested through one-on-one prioritizing of follower individual needs and interests, (3) and outward reorienting of their concern for self towards concern for others within the organization and the larger community.”

It consists of three features i.e., motive (1), mode (2) and mindset (3). The first feature (motive) describes the need for an intrinsic motivation to take up leadership responsibility. This includes the willingness to serve as demanded by Greenleaf (1991). The second feature (mode) puts the employee in the focus and highlights the importance of a personalized relationship. The third feature (mindset) puts the servant leader in the role of a trustee by paraphrasing aspects like employee-development and well-being. (Eva et al., 2019)

This feature-oriented definition already provides an idea of the characteristics of servant leadership. Recently, these characteristics have been subject to their underlying models whereas the most influential ones are presented by Laub (1999), Patterson (2003), Russel & Gregory Stone (2002) and Spears (1995). Every model has a slightly different view on leadership which results in altering numbers of dimensions and hence characteristics. Van Dierendonck (2011) puts the essentials and overlapping conclusions of these models together. By doing so, he created a meta-model which has widely been used for further research (van Dierendonck, 2011). Van Dierendonck narrows down an overall number of 44 characteristics from above mentioned models to six key characteristics:

- Empowering and developing people: Motivational concept
- Humility: Interests of others first (modesty), facilitating their performance and providing them with essential support
- Authenticity: Being “true” in the ways you are acting
- Interpersonal acceptance: Requires empathy
- Providing direction: Setting clear expectations

- Stewardship: Taking responsibility and a service-role

These six key characteristics are value-based and primarily humanistic in their nature. They properly describe servant leadership and their appearance is an indicator for the display of a servant leadership style. (van Dierendonck, 2011)

Now that servant leadership's definition and key characteristics are provided, it is possible to contrast them against similar approaches. The aim is to evaluate if and how far servant leadership is a unique concept worthwhile to be investigated separately. The literature revealed similarities between servant leadership and transformational leadership, charismatic leadership, authentic leadership, ethical leadership, empowering leadership and spiritual leadership (Beck, 2014; van Dierendonck, 2011). It is important to note that this list may not be comprehensive, but it covers the majority of comparable approaches. Transformational leadership is based on the principle behind transactional leadership i.e., the leader is willing to provide a reward in exchange for employees' performance or vice versa, the employees are willing to provide a certain performance in expectation of a reward (Judge & Piccolo, 2004). Nevertheless, transformational leadership goes beyond this simple exchange process of give and take, accomplished by the four I's idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Bono & Judge, 2004; Judge & Piccolo, 2004). The primary concern of transformational leadership is the wellbeing, growth and profitability of the overarching organization (Graham, 1991). This is the main difference towards servant leadership because the focus here is on the single employee in alignment with the ideal of servicing others. Such an altruistic dogma stressing humility is not part of any description of transformational leadership.

The concept of charismatic leadership can be assigned to the German sociologist Max Weber. Weber (1947) defined charisma as a non-ordinary attribute of a personality and the reason why someone is classified as a leader. His further research was founded on two assumptions: The first is that within the existing order subordinates have an unfulfilled need, goal or aspiration. The second is that subordinates stick to their role believing that the charisma within their leader will ensure that their needs, goals or

aspirations will be fulfilled. (Weber, 1947) The literature review undertaken revealed that charisma is not the reason why someone becomes a servant leader. This decision underlies more complex phenomena such as the intrinsic desire and strong belief to serve others. Nevertheless, charisma is linked to servant leadership characteristics like authenticity and interpersonal acceptance. Other characteristics are neglected, especially the aim to empower people. Weber's second assumption makes charismatic leadership seem to be a passive concept from the employees' point of view, bound the actual state and ignoring their possibilities for self-development.

Authentic leadership fosters to lead employees in the way they are, as a manifestation of the "true self" (Ladkin & Taylor, 2010). Consequently, the focus is on authentic actions and dialogues with employees while simultaneously being open-minded and showing willingness to change (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008). The overlap to servant leadership obviously lies in its key characteristic authenticity, but also in humility. The difference to servant leadership is twofold. Firstly, the overlap with the key characteristic humility is limited to the aspect of learning. The willingness to put others first is no part of authentic leadership. Secondly, the other four key characteristics empowering and developing people, interpersonal acceptance, providing direction and stewardship do not play a role within authentic leadership.

Ethical leadership is an approach with a normative background that tries to evaluate what good behaviour within an organization is like. It stresses the need for bidirectional communication to achieve this goal. (Brown, Treviño, & Harrison, 2005) This aspect is comparable to Greenleaf stressing the need for persuasion and open culture (van Dierendonck, 2011). With regards to servant leadership's key characteristics, there is overlap with empowering and developing people, humility and stewardship. The other three key characteristics play a minor role which makes ethical leadership seem like a subset of servant leadership.

The impression of a leadership theory being a minor part of servant leadership is underlined when it comes to empowering leadership. This leadership theory aims to participate employees in decision making processes and actively encourages them to become self-motivated and independent (Pearce & Sims, 2002). The servant leadership

key characteristic empowering and developing people covers all of this. The other five key characteristics create a picture which goes far beyond this specific view on leadership and they are not incorporated within empowering leadership.

Spiritual leadership is a more sophisticated approach. It is about creating a sense of meaning for every day's life at work by focusing on group phenomena such as transcendence and connectedness (Pawar, 2008). This higher goal is manifested in a vision and processed via a corresponding organizational culture (Fry, 2003; Fry & Slocum, 2008). Actual advises for leadership behaviour are rare. This minimizes the overlap to servant leadership to minor aspects such as how life is experienced and understood. (van Dierendonck, 2011)

It can be summarized that servant leadership shows overlapping features to all the above introduced leadership theories. Nevertheless, servant leadership is unique in its composition described by the six key characteristics, by its focus on serving in the role of a leader and by putting employee's wellbeing and development above the organizational one (van Dierendonck, 2011). This finding is in alignment with Lee et al. (2020) which underlines that servant leadership is worthwhile being researched as a concept on its own.

The description of servant leadership provided so far implies a validity and usability which seems to be generally valid and not context specific e.g., focusing on the effects of a specific market segment or a specific legal form of the organization at hand. The practical experiences over the last ten years have proven that this is not necessarily the case. For example, the concept of a servant leader requires a different interpretation whether it is processed in enterprises, schools or within the community of a church. (Kim et al., 2014) This finding is acknowledged within this thesis by putting the investigation of the impact of organizational culture on servant leadership in the context of SMEs. The reason for this selection is laid out in section 2.2, because it deserves an independent examination and explanation.

It is a proven fact that the idea of a servant leader creates an expectation regarding sociopolitical meanings in peoples' minds. This leads to the consideration that someone

is accepted or rejected as a servant leader depending on class, age, gender or race. (Liu, 2017) There are studies analyzing this aspect specifically for women (Reynolds, 2014) and people of colour (Brenda & Debora, 2012). Reynolds (2014) showed that many of servant leadership's inherent characteristics such as serving and caring for others are more linkable to women than men. This is the reason why the Participant Information Sheet (PIS) provided along with the survey of the study solely contains the name of the researcher as the minimum required information without any further details such as job description or social background. In addition to that, the overall findings of the research are reflected on me being in the role of a leader by myself. This is also done to evaluate their practical relevance. The corresponding section can be found towards the very end of this thesis.

Every leadership theory evolved so far has its own little weaknesses and dilemmas when shedding light on the same from different standpoints or perspectives (Rickards, 2012). Servant leadership is no exception to this rule. Linking back to the initially introduced and generally valid challenges narcissistic impulse, ethical issues and dependency issues it can be said that servant leadership surely is affected by these three aspects but not to the same extent as many other leadership theories: Ethical issues are minimized by the fact that four out of the six previously introduced key characteristics incorporate an ethical point of view and caring for others i.e., empowering and developing people, humility, interpersonal acceptance and stewardship. Dependency issues are no big deal as well because servant leadership incorporates the will to empower employees with clearly set expectations and goals on an individual level. Such a mindset fosters to take decisions and create reasoning on your own. The narcissistic impulse is limited by what servant leadership very generally stands for i.e., putting others first and focusing on serving. Additionally, servant leadership fulfills the prerequisite of striving to become a balanced leader. Five out of seven characteristics are embedded in the mindset of servant leadership: Promote openness and honesty in relationships, create opportunities for all organizational members to learn and develop personally, pursue collaborative change, minimize power discrepancy as well as surface conflicts between individuals and units of people in the organization (Burke & Bradford, 2005). This

similarity prevents leaders who are acting according to the principles of servant leadership from becoming a victim of the narcissistic impulse.

2.1.2) Developments on Servant Leadership Research

The literature review discovered two developments impacting the research on servant leadership i.e., the underlying theoretical basis as well as the research design and analysis. As already stated in section 1.3, conservation of resources theory (COR) (Hobfoll, 1989) is one possibility to extend the currently existing theoretical basis of servant leadership. COR theory was invented by Hobfoll and first published in 1989 (Hobfoll, 1989). It became one of the most influential frameworks to understand stress in all environments. Additionally, it is useful for research on burnout and positive psychology with regards to challenging conditions at work. (Hobfoll, 2011) The core statement of this model is that people try to build, protect and retain resources. Such a striving goes along with the universal fear of losing them again which results in negative consequences. (Hobfoll, 1989) Speaking in a leadership context, such valued resources might be supportive work practices or supportive leaders and negative consequences might be stress or burnout (Eva et al., 2019). It is important to point out that COR theory builds above concept of gaining and loosing resources on common appraisals (Hobfoll, 2011). This is the major difference to the work of Lazarus and Folkman (1999) who focus on individual appraisals. Because of this collaborative approach, COR theory is appropriate to investigate groups of people e.g., within organizations.

The understanding of COR theory provided so far allows to examine in how far the culture of an organization provides servant leaders with the resources needed to support their followers. What looks like an investment and hence a resource loss in the first place may develop into a resource gain later when servant leadership's positive effects unfold themselves. It is summarized and put into context within this thesis by the research question "what the impact of organizational culture on how servant leadership is and how it is understood and enacted within small and medium sized enterprises". COR theory was selected as the theoretical underpinning of this thesis in the sense that

it enables to investigate the research question and hence offers the opportunity to contribute to existing knowledge.

The majority of research on servant leadership is quantitatively driven and surveys are the most common tool in this context (Parris & Peachey, 2013). Eva et al. (2019) consider this trend by recommending to improve data quality collected with surveys by the following steps:

- Data should be collected at multiple points in time to gain a better understanding of the outcomes of servant leadership and its antecedents.
- Data should be collected from multiple sources to deal with method biases.
- Questions should include as many competing variables (e.g., instrumental leadership) as possible to guarantee that effects stem from servant leadership.
- The possibility of servant leadership as an endogenous independent variable should be considered. Hence, an instrumental variable such as agreeableness should be included in the survey.
- The research design should include ratings from people of different hierarchy-levels and different rating-styles (e.g., superior, follower, leader self-rating)

This piece of work uses a survey research design that considers most of the recommendations presented in the above list. All details and in how far they are implemented can be found in section 3.2.

Any research stemming from theories that have the potential to add value to servant leadership such as COR theory and considers developments in research design and analysis has the potential to achieve more stable results that can lead to new insights. The research at hand fulfils both prerequisites.

2.1.3) Measuring Servant Leadership

How servant leadership can be measured seems to be an area of research of its own. There are currently about 16 different ways of doing so (Eva et al., 2019). Eva et al. (2019) reviewed all of them with regards to “their relative theoretical and

methodological rigor in the construction and validation stages.” (Eva et al., 2019, p. 114). The authors condensed the 16 measures in seven steps and finally ended up with three measures they recommended to use i.e., the Servant Leadership Behaviour Scale 6 (SLBS-6) (Sendjaya, Eva, Butar, Robin, & Castles, 2019), the Servant Leadership 7 (SL-7) (Liden et al., 2015) and the Servant Leadership Survey (SLS) (van Dierendonck & Nuijten, 2011).

The SLBS-6 is based on the 35-item Servant Leadership Behaviour Scale (Sendjaya, Sarros, & Santora, 2008). The intention of its development was to shorten the existing measure in order to minimize problems associated with long surveys such as lower response rate and increasing response bias due to fatigue and boredom of the participants (Anastasi & Urbina, 1997). The result is six dimensions that still cover servant leadership’s whole spectrum without losing any psychometric adequacy (Sendjaya et al., 2019). Additionally, the SLBS-6 is a unique measure for servant leadership because it incorporates a spiritual dimension (Sendjaya et al., 2019). The intention to implement the same is not to create a special setting for the research of spirituality-related research topics. It rather aims to take account of Greenleaf’s focus on spirituality (Greenleaf, 1991). This spirituality is exemplified e.g., when the servant leader instructs his followers what to do or how to develop motivation for their daily tasks (Ashmos & Duchon, 2000; Dent, Higgins, & Wharff, 2005).

The SLBS-6 is chosen as the instrument to measure servant leadership within this research. The reason for this selection is based on the aforementioned facts. Firstly, the SLBS-6 is applied in comparable studies and its validity and reliability is proven (Eva et al., 2019). Secondly, the SLBS-6 covers all aspects of servant leadership with only six dimensions. This favours high response rates and avoids response bias when applied in the survey. Thirdly and in contrast to the previously mentioned SL-7 and SLS, it is the only measure with a sufficient focus on spirituality. Going down this road ensures that servant leadership is described properly with all aspects (Sendjaya et al., 2019).

2.2) Leadership in SMEs

There is no leading person that makes use of one certain leadership style only (Azevedo, 2002). Nevertheless, it makes sense to evaluate the leadership style that can most frequently be used within a certain environment. The environment of choice within this thesis are SMEs for the reasons detailed in section 1.3. This leads to the question which leadership style fits best to SMEs (for most of the time)?

Reviewing the literature leads to five studies dealing with this question. These five studies are selected because all of them have a slightly different approach which is supposed to create a sound conclusion. The first study is conducted by Matzler et al. (2008). They analyse the relationship between transformational leadership, product innovation and performance in SMEs. Structural equation modeling is processed on a sample of 300 participants. Their conclusion is that transformational leadership has a significant impact on the aforementioned variables and hence, might be an appropriate leadership style within SMEs. Section 2.1.1 provided the insight that transformational leadership and servant leadership are comparable concepts. This suggests that servant leadership might be appropriate for SMEs as well. The second study by Thorpe et al. (2009) deals with leadership development in small and medium sized enterprises. It is a theoretical case study relating to the concept of action learning. The authors make the argument that especially small organizations need to value their human and social capital just as much as their financial one. Speaking in this sense, leadership styles that favor this perspective and stress the importance of learning as well as reflecting are preferred by the management of SMEs. The previously conducted literature review around servant leadership revealed that such a focus is anchored within its definition and key characteristics. This makes servant leadership an appropriate leadership style for small organizations according to Thorpe et al. (2009). The third study is presented by Langowitz (2010). It focuses small business leadership, in particular on chief executive officers (CEOs). All data stems from a survey filled out by 151 CEOs of SMEs. The author discusses the question whether there are any differences between the leadership style of CEOs that are founders and the ones that are not. She points to a proactive disposition and its effects as the main difference. This rarely allows for any conclusions with regards

to a suitable leadership style. The fourth study is about Business Model Innovation Leadership. It tries to answer the question how SMEs strategically lead business model innovation. The research approach is action research carried out over a period of four years including 35 SMEs. It analyses what types are in use and how they are processed in daily business. The results show that SMEs are less strategically focused. They primarily react to meet the needs and demands of their customer groups. (Lindgren, 2012) These findings point towards leadership theories with a broad operational focus when it comes to SMEs. Such a prerequisite allows to exclude ethical leadership and spiritual leadership because both of them focus on one special characteristic and do not have a general view on operational tasks. Any other theory analysed is still worth considering. The final study contributing to this area of research stems from Franco and Matos (2013). They analyse different leadership styles in SMEs with a mixed-method approach. All data stems from a survey spread among three Portuguese SMEs. The underlying theoretical model is the full range of leadership model. This model distinguishes three types of leadership styles i.e., transformational, transactional, and passive-avoidant leadership (Antonakis, Avolio, & Sivasubramaniam, 2003). Franco and Matos (2013) conclude on the basis of the full range of leadership model that transformational leadership is the leadership style that fits best to SMEs. Additionally, they point out that the appropriate leadership style for an SME also depends on its operating environment, sector and geographical region (Franco & Matos, 2013).

The literature review undertaken so far revealed evidence to investigate SMEs in the context of a transformational leadership style. Especially the investigations by Matzler et al. (2008) and Franco and Matos (2013) justify this claim. Nevertheless, SMEs are investigated in the context of servant leadership within this thesis. The possibility to do so is due to the overlap between both concepts as outlined in section 2.1.1. Transformational leadership and servant leadership share fundamental basics although their primary concern is different in terms of the wellbeing of the overall organization on the one hand (transformational leadership) and the single employee on the other hand (servant leadership). Furthermore, section 2.1.1 outlined that other comparable concepts only share single aspects of servant leadership which disqualifies them in terms

of a substitute. The replacement of transformational leadership by servant leadership opens the possibility to add new insights to the current state of research in combination with organizational culture. This is the reason for its selection in the context of SMEs. It must be made clear that the segment of SMEs is a broad construct. Referring to the definition of Maffenin et al. (2020) provided in section 1.3, it ranges up to 250 employees/50 million EUR annual turnover. This makes an organization with 50 employees developing software products an SME as well as an organization with 250 employees selling life-insurances. It cannot be expected that servant leadership is equally conducive for both examples. The critical factor is in how far the SME under investigation provides a value proposition which has an overlap to the ones of servant leadership i.e., empowering and developing people, humility, authenticity, interpersonal acceptance, providing direction and stewardship (van Dierendonck, 2011). The value proposition is the core element of any organizational culture. Section 2.4.2 provide further insight into this topic.

2.3) Organizational Culture

This section is the second of two elements that the argument of this thesis is built upon. It deals with organizational culture and it is divided into three minor sections. Within the first one, background knowledge about organizational culture is provided. This includes its origins and an attempt to define the same. The second section presents selective literature which directly links to the particular focus of this study. It tackles the question how organizational culture can be approached by presenting the two most well-known and frequently cited concepts by Smircich (1983) and Martin (1992) in combination with challenges linked to adapting an organizational culture. Finally, section three is dealing with the OCAI as the instrument of choice to measure organizational culture.

2.3.1) Definition and Background Knowledge

Organizational culture is a broad concept with a lot influencing factors. This becomes obvious by examining its definition. Arogyaswamy and Byles (1987) stress the importance of values and ideologies. They define organizational culture as “the set of implicit, shared and transmittable understandings regarding the values and the ideologies, at a point in time, of any organization” (Arogyaswamy & Byles, 1987, p. 648). Bloor and Dawson (1994) conclude that organizational culture is best described as “a patterned system of perceptions, meanings, and beliefs about the organization which facilitates sense-making amongst a group of people sharing common experiences and guides individual behaviour at work” (Bloor & Dawson, 1994, p. 276). A third and final example will be cited from Meek (1988). She thinks of organizational culture as “the proposition that organizations create myths and legends, engage in rites and rituals, and are governed through shared symbols and customs” (Meek, 1988, p. 453). Although the literature does not agree on one single definition, Bloor and Dawson (1994) claim that there is consensus about organizational culture being a complex construct which is hard to change and relying on its historical and social background. The magnitude of different definitions may result in an understanding of organizational culture which is not uniform as well. One way to overcome this threat lies in clustering the definitions in categories

and handling them as distinct levels of culture. The most prominent example of doing so is presented by Schein (1989). He differentiates three levels i.e., Artefacts and Creations (level 1), Values (level 2) and Basic Assumptions (level 3). Artefacts and Creations make up the highest level of an organizational culture. They incorporate products, technology, behavioural patterns, language and symbols. Hence, they are tangible and visible assets. Values can be understood best as “what ought to be”. They incorporate principles of moral and ethics, higher ideologies and underlying philosophies. Consequently, values form organizational behaviour. Basic Assumptions cover everything that impact thinking, the inner emotional world and outer behaviour of the single employee. This incorporates the magnitude of beliefs, perceptions and values. (Schein, 1989)

The search for a definition and the attempts to cluster the same as described above underlines the importance of values. It can be stated that organizations (re)create culture by making use of a set of values that foster the direction in which they want to develop (Giambatista et al., 2020). This focus on values builds the bridge towards servant leadership. Section 2.1.1 has revealed that servant leadership is properly described by six key characteristics i.e., empowering and developing people, humility, authenticity, interpersonal acceptance, providing direction and stewardship (van Dierendonck, 2011). All six of them are value-based and incorporate a humanistic focus, for instance humility: Any human interaction based on humility requires a set of values which fosters such a behaviour. Combining above conclusions reveal values and how they are used being the intersective element between organizational culture and servant leadership. They are the justification for an in-depth analysis of both concepts as processed in this thesis.

Scanning all of the above-mentioned definitions of organizational culture might create the impression that every organization strives for one best and uniform culture. In fact, organizational forms are of growing complexity e.g., with international subsidiaries and/or several departments acting independently (Bolon & Bolon, 1994). This high degree of individuality leads to a high degree of individuality in organizational cultures which makes an one fits all solution impossible. This characteristic is considered within

this piece of work. It will offer an opportunity to explore any given organizational culture in its current state and what the impact of this current state is on the display of a servant leadership style.

2.3.2) Developing Organizational Culture

The next step in exploring organizational culture lies in the question how it can be developed. The two most well-known and frequently cited concepts stem from Smircich (1983) and Martin (1992). Both centre around the main point of discussion i.e., if and in how far the culture of an organization is changeable and as a prerequisite measurable.

Smircich (1983) distinguishes researchers dealing with organizational culture into two opposing groups: On the one hand, proponents that think of culture as a variable and hence something an organization has. On the other hand, proponents that think of culture as a root metaphor and hence something an organization is. Proponents that think of culture as a variable consider its purpose to fulfil four functions i.e., providing members of the organization with an identity, committing to a bigger whole, enhancing stability in the social system and serving as a device to create sense with the aim to influence the behaviour of organizational members. In summary, organizational culture is fully adaptable used as a strategic instrument to direct the faith and course of an organization. (Smircich, 1983) This concept tends to see culture as systematic, robust and allowing for structure. Alvesson (2002) calls this point of view objectivism. Proponents that think of culture as a root metaphor see this construct as something that changes constantly and that is expressed by humans. As a result, culture becomes a meta-character influencing every part of an organization. Viewing culture as a root metaphor makes an organizational culture much less adaptable. (Smircich, 1983) Single aspects might be changeable by managers, but the majority of assumptions and beliefs held by employees will stay the same (Buchanan & Huczynski, 1997). This concept tends to see culture as subtle, relying on ambiguous meanings and symbols. Alvesson (2002) calls this point of view interpretation.

Martin (1992) distinguishes researchers dealing with organizational culture into three perspectives i.e., the integration perspective, the differentiation perspective and the fragmentation perspective. The integration perspective claims that all symbols and signs of culture are highly consistent and that all members of the organization perceive them in the same way. This makes culture a very clear construct without any ambiguity. Hence, the integration perspective postulates the hope of a controllable and changeable organizational culture. It is an unitarist perspective i.e., one organization is made up with one single and uniform culture (Mohan, 1993). The differentiation perspective claims that cultural manifestations are inconsistent. This might become obvious in the difference between saying one thing and doing something else. Consensus only occurs within subcultures which may be in conflict against each other and ambiguity is limited to intersections between different subcultures. Consequently, the differentiation perspective proposes that cultural changes within organizations are generally possible, but only localized e.g., within certain departments and that a precise control is unlikely. It is a pluralist perspective i.e., one organization is made up with two or more cultures existing simultaneously and interacting with each other (Mohan, 1993). The fragmentation perspective claims that ambiguity is the essence of organizational culture. This means that consensus and differences are in constant change and re-negotiated, no stable positions and perspectives exist. As a result, cultural changes depend upon the paradigmatic viewpoint of every single person. (Martin, 1992; Martin, 2002; Meyerson & Martin, 1987)

The above analysis has shown clear parallels between the work of Smircich and Martin. The most important difference is that Martin proposes a unifying approach by allowing the use of her three perspectives solely or in combination to approach organizational culture. In most real-life cases the distinct categories presented by Smircich and Martin are softening up and no such clear distinctions can be made. Jung et al. (2007) proposes a position beyond categories when it comes to organizational culture. Martin, Sitkin & Boehm (1985) strengthen such a way of thinking by proving that the paradigms which underly the integration and differentiation perspective are simultaneously accurate.

The research at hand paves the ground to strengthen the impact of organizational culture on servant leadership. This hints to adjusting certain dimensions/types of organizational culture to something that has a greater overlap to the principles behind servant leadership. The idea is to utilize this overlap to create a servant leadership environment from a cultural starting point. Such a scenario tends to see culture as a variable which can be linked to the integration/unitarist perspective. It necessarily raises the question if culture really can be streamlined in such a way or if a certain discourse is inevitable. Every intervention in the culture of an organization effects how culture is understood within the same. The previously introduced definitions allow to summarize culture as a set of values, beliefs and ways of doing things. Since these are very fundamental things, it becomes clear that changing them might be problematic. Additionally, the implementation of cultural changes is oftentimes disruptive (Awal, Klingler, Rongione, & Stumpf, 2006). This prevents employees from having sufficient time to assimilate to these changes (Lally, van Jaarsveld, Potts, & Wardle, 2010). The result is a higher degree of fluctuation. Consequently, there will also be many new people joining the organization in order to compensate the ones that left. These people can incorporate a set of values, expectations and attitudes that differ from the organizational culture established by the already existing staff (Louis, 1980). Kristof (1996) offers a possibility to analyse such a situation with the so-called Person-Organization (P-O) fit in order to avoid the consequences of mismatches (Doblhofer et al., 2019). One of these mismatches arises when new personnel do not assimilate to the new organizational culture. Subcultures can emerge in such a scenario. The problem is that these subcultures potentially establish themselves as countercultures working against each other and the general culture of the organization. (Alvesson, 2002; Smircich, 1983) A great addition to this challenge arises when the so-called Johari Window is applied. The Johari Window is a graphic model for interpersonal awareness. It visualizes all kinds of information from one person in relation to a group of people from four different stances. The result is a model comprised of four quadrants i.e., known to others and known to self = "open", known to others and not known to self = "blind", not known to others and not known to self = "unknown" as well as not known

to others and known to self = “hidden” (Luft & Ingham, 1961). It can raise awareness for the co-existence of multiple cultures and the leakages between them in the context of organizational culture. In conclusion, the co-existence of multiple cultures within one organization is likely which favours the differentiation/pluralist perspective. This fact will be acknowledged within this piece of work in the discussion of the research findings laid out in chapter 5.

It has been argued within the literature review conducted so far that cultural change is not without risks and that it is a long and multifaceted process. Nevertheless, an organization can prosper from these changes. Prerequisites to do so are the incorporation of the expectations of all stakeholders as well as mutual trust and respect between them (Awal et al., 2006). Any intention to re-create organizational culture should always be based on shared values such as unity, honesty, openness and integrity (Hobbes, 1958) and it should emphasize that every employees needs to change as an individual as well (Cameron & Quinn, 2011). This is a universal requirement, regardless of the reason why a cultural change is intended.

Still unanswered is the question how change processes are transferred into practice and what it takes to do so. The reason for this restraint is that change is a complex topic. There is an independent area of research termed “change management” among scientific literature which is covering all aspects of this topic. Cameron and Green (2015) as well as By (2005) offer a good overview and starting point for further investigation. Nevertheless, a detailed analysis goes beyond the scope of this thesis. The focus needs to stay with organizational culture change. The literature reveals plenty approaches dealing with this topic in particular e.g., Bastien (1992), Schabracq (2007), Cameron and Quinn (2011) and even compilations of the same (Alvesson & Sveningsson, 2015). This thesis makes use of the framework by Cameron and Quinn (2011) because it is based on the Organizational Culture Assessment Instrument (OCAI), which will be the measure of choice for organizational culture. The following section details the OCAI. With regards to the change process, Cameron and Quinn (2011) list a series of six steps. The first two steps describe the implementation of a project team which is responsible to identify the

current and the desired cultural profile of the organization they are working in. The third step visualizes the results. Furthermore, the team members must come to an agreement with the aim to create a broad commonly shared vision of the desired organization. Step four highlights the importance of values. The project team is supposed to identify stories which are used metaphorically to portray key values of the desired cultural profile. This step strengthens the aforementioned vision and it is the starting point of the change process. The fifth step is the most important one. The team members need to identify actions that should and actions that should not be processed in order to develop the organizational culture in their intended way. Finally, step six formalizes all findings by creating implementation plans, timetables and benchmarks.

This thesis partly uses above framework to exemplify what it takes to conduct an organizational culture change with the intention to strengthen the display of a servant leadership style. All details are provided within section 6.4.

2.3.3) Measuring Organizational Culture

The literature on organizational culture incorporates seventy instruments focusing on how organizational culture can be measured (Jung et al., 2009). According to the meta study of Jung et al. (2009), there is no one best solution to measure organizational culture. It rather depends on the individual research setting including its focus and purpose. Focus means whether organizational culture is supposed to be examined in a general way or within a specific context e.g., the health care sector. Purpose means whether organizational culture is supposed to be examined as it currently is or with the purpose to remodel the same in a certain way. (Jung et al., 2007; Jung et al., 2009)

The Organizational Culture Assessment Instrument (OCAI) is the instrument of choice to measure organizational culture within this thesis. This selection is made because the OCAI fits focus and purpose: It allows a general investigation of organizational culture with the option but without the necessity to investigate change processes. The general arguments of its choice are: The OCAI is applied in comparable studies and its validity and reliability is proven; the OCAI is a rather short measure which ensures high response

rates and avoids response bias when applied in a survey. (Cameron & Quinn, 2005; Jung et al., 2007).

The Organizational Culture Assessment Instrument is based on the Competing Values Framework (CVF). This framework was developed by Quinn and Rohrbaugh (1983). Their research was concerned with organizational effectiveness and figuring out its key criteria (Quinn & Rohrbaugh, 1983). The two criteria that matter the most are the dimensions “internal-external” (figure 2.1, displayed as abscissa) and “stability-flexibility” (figure 2.1, displayed as ordinate). The internal-external dimension describes the fact that an organization has to choose between an internal focus e.g., development, collaboration, integration and coordination or an external focus e.g., developments of the market and competitors. The stability-flexibility dimension describes the fact that an organization has to choose between a stable position e.g., clear structures, planning of budgets and reliability or a flexible position e.g., quick adaptation and reaction, focusing on people and activities. It is not wisely from an economical point of view to apply multiple positions simultaneously. (Quinn & Rohrbaugh, 1983) Cameron and Quinn (2011) refined the findings from the CVF. They realized that the two competing dimensions lead to four quadrants as shown in figure 2.1.

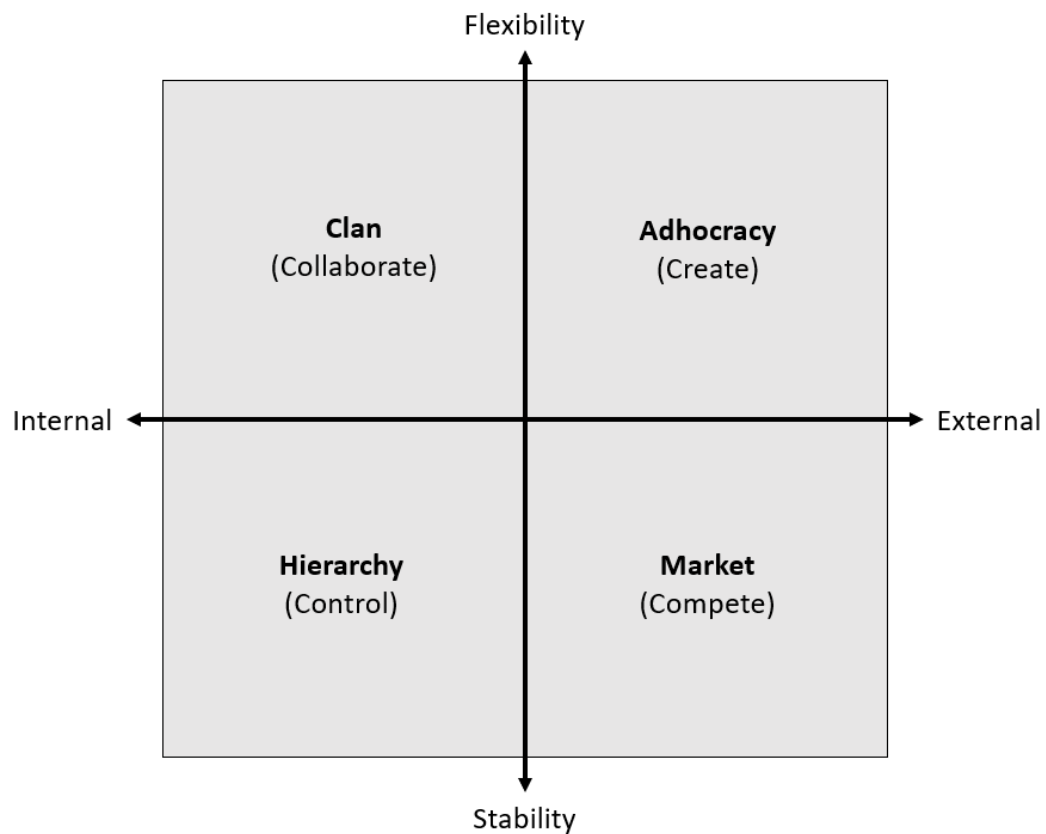


Figure 2.1: The refined Competing Values Framework
(Cameron, K. S. & Quinn, 2011)

Figure 2.1 illustrates the refined CVF. It displays the two dimensions internal-external and stability-flexibility as the two axes. Because of their competing character, they form four quadrants. Each of these quadrants represent a set of indicators for organizational effectiveness (Cameron & Quinn, 2011). The dimensions and quadrants in figure 2.1 robustly explain the different orientations and the competing values that characterize human behaviour. The robustness of the two dimensions and the richness of the four resulting quadrants enabled the authors to identify each quadrant as a representative for a cultural type, named “clan”, “adhocracy”, “hierarchy” and “market”. They are explained in the following.

In an adhocracy culture the organizations overall-position is flexible and the focus is on externalities. Such a working environment is described best as creative and dynamic. This means that employees as well as leaders need to be venturesome and innovative

and that the organization favours individual freedom and initiatives. (Cameron & Quinn, 2011) An organization with a market culture is characterized by a high degree of stability and a focus on externalities. It creates a workplace atmosphere with high emphasis on deadlines, targets and the accomplishment of tasks. Hence, leaders are number-driven and oftentimes tough towards their employees. Everyone wants to be the best in the organization and the organization wants to establish itself as the market-leader. (Cameron & Quinn, 2011) A hierarchy culture provides an organization with high values of stability by simultaneously applying an internal focus. Such a workplace is highly structured and formalized. Everyone has to ensure that the working routines are kept as efficiently as possible. Rules and policies are crucial in doing so. Long-term planning and smooth, predictable and controllable growth are further key elements. The hierarchy culture is the counterpart to the adhocracy culture. (Cameron & Quinn, 2011) An organization with a clan culture is highly flexible in its overall-position and applies a focus on internalities. Consequently, the working environment is collaborative and friendly. These attributes are also incorporated in the behaviour of the leaders and the employees towards each other. It feels like a big family that is held together by tradition and loyalty and in which everyone cares for their colleagues. (Cameron & Quinn, 2011) What is missing is a description of how the actual assessment of the OCAI is performed. The participants of the OCAI need to score six dimensions of culture. The OCAI-dimensions “reflect fundamental cultural values and implicit assumptions about the way the organization functions. They reflect how things are in the organization.” (Cameron & Quinn, 2011, p. 173) This definition stresses the importance of the OCAI-dimensions for the whole measure. There are two possibilities how the scoring can be processed. If a target-actual comparison between a desired state and a current state of the organizational culture is intended, the ipsative version comes into play. In this scenario, the participants must divide 100 points over four statements for each of the six dimensions. The intention is that they will assign most points to the statement that fits most to their organization and vice versa. The necessity to divide 100 points over four statements equals the competing character of the CVF and is a contribution to real business life where it is impossible to maximize everything simultaneously. The scoring

will be performed in two rounds. (Cameron & Quinn, 2005) If no target-actual comparison is intended, Likert-scales are used. Versions with 5-point and 7-point scales have successfully been adapted and tested as well (Jung et al., 2007). The survey of this thesis uses the OCAI in combination with a Likert-scale because no target-actual comparison is intended. Nevertheless, a fictitious example of an organizational culture visualizing such a target-actual comparison is introduced in section 4.12 in order to enable a discussion on the topic of organizational culture change.

2.4) Influence of National Culture

This section provides an insight into the literature dealing with the question if national culture has an influence on organizational culture as well as servant leadership. The reason to investigate this context is that the research at hand makes use of a survey spread on an international scale via social networks.

2.4.1) Influence of National Culture on Organizational Culture

The literature review around this topic reveals plenty of evidence that national culture plays a role in organizational culture and hence has an influence on the same. This seems to be true on a general scale (Gerhart, 2009; Van Muijen & Koopman, 1994) as well as for certain types of organizations e.g., accounting firms (Pratt, Mohrweis, & Beaulieu, 1993; Soeters & Schreuder, 1988). Nevertheless, the details of this influence are unclear. The first point of discussion concerns the magnitude of the influence of national culture on organizational culture. Large scale studies such as the GLOBE study propose a strong relationship displayed by the national location of the various organizations which are under examination (House, 2004). Johns (2006) intensifies this finding and speaks about national culture constraining variation in organizational cultures. On the other hand, there are studies weakening the magnitude of the influence of national culture on organizational culture. Gerhart and Fang (2005) prove that country differences are only responsible for a minor share of the variance in cultural values on individual level. Gerhart (2008) casts doubt on the constraining effect of national culture by showing that organizational differences explain a higher degree of variance rooted in cultural values. The second point of discussion concerns the way national culture influences organizational culture because this impact is not necessarily homogenous. What this means is that employees with the same nationality can have a varying degree of influence on the culture of the organization in which they are working. This phenomenon might even happen for organizations from the same industry. The most likely explanation is the emergence of subcultures as detailed in section 2.3.2 due to differences in value proposition of single employees. (Pratt et al., 1993) The third and

final point of discussion concerns the role of the country by estimating the influence of national culture on organizational culture. Literature review revealed evidence that countries play a minor role (Gerhart, 2008). What seems to be far more important instead are values i.e., the individual attitudes, settings and preferences of every human being (Smith, Dugan, & Trompenaars, 1996; Van Muijen & Koopman, 1994). One can argue now that values are shaped by national culture which raises the importance of different countries again (Ralston, Holt, Terpstra, & Kai-Cheng, 2008). In any case, the variety of these values complicates the estimation of the impact of national culture on organizational culture.

In conclusion, there is an influence of national culture on organizational culture although there is an ongoing debate about its magnitude, way and composition as detailed above. Including people from different age, gender, native language, level of education, sector of employment and working experience in their current organization is how this fact is considered within this thesis. These are the so-called demographic questions of the survey that will be used in this research. Such a procedure ensures to include a wide spectrum of value-propositions among all participants.

2.4.2) Influence of National Culture on Servant Leadership

The literature review around this topic also reveals plenty of evidence that national culture plays a role in the way and for the extent to which servant leadership can be established. There are several studies proving this statement. Mittal and Dorfman (2012) identify five aspects of servant leadership that are crucial for this theory i.e., egalitarianism, moral integrity, empowering, empathy and humility. After that, they use the GLOBE study to investigate how each of these five aspects of servant leadership is endorsed in different cultures on a global scale. Mittal and Dorfman (2012) conclude two findings. Firstly, servant leadership is perceived as important for effective leadership throughout all countries and societies being part of their investigation. Secondly, four out of the five aspects of servant leadership differ significantly across the culture clusters in terms of their endorsement. Only moral integrity is equally endorsed. For example,

the cultural cluster Germanic Europe achieves comparably low values for empathy, average values for empowering and humility as well as high values with regards to egalitarianism and moral integrity. Neubert et al. (2022) extend this investigation on a meta level including 139 studies. They test the moderating influence of GLOBE's cultural dimensions assertiveness, institutional collectivism, humane orientation and power distance. The results indicate dependency on different countries and societies as well. Zhang et al. (2019) focus on Asia and the predominant cultural factors of this area i.e., traditionality, masculinity, individualism and power distance. They are able to support above findings by showing that the effects of servant leadership on outcomes are significant, but their magnitude differ across countries and societies.

A slightly different approach is taken by Hannay (2008). She utilizes Hofstede's five cultural dimensions power distance, individualism, masculinity, uncertainty avoidance and long-term orientation as a framework (Hofstede, 1993). Hofstede (1993) evaluated ten countries regarding their incorporation of the five dimensions within their cultures. Hannay (2008) builds on this finding by estimating the optimal fit for servant leadership. On a general scale, the results show that servant leadership fits in a culture with low power distance and uncertainty avoidance, low to moderate individualism and masculinity and a moderate to high long-term orientation. This finding is easily comprehensible recalling servant leadership's key characteristics content-wise (van Dierendonck, 2011). On a specific scale for Germany, the results show low values for power distance, moderate values for uncertainty avoidance and long-term orientation as well as high values for individualism and masculinity (Hannay, 2008). This leads to the conclusion that Germany does fit quite well but not perfectly to servant leadership.

Section 1.3 outlined that the scope of the study is limited to SMEs and that the majority of participants will most likely stem from Germany. Hence, it is necessary to understand the culture of German SMEs in order to evaluate in how far they are conducive to servant leadership. German SMEs are also known as the German "Mittelstand". The most outstanding aspect is their extreme diversity. One reason for this diversity which is not explicitly bound to German SMEs, is the great spectrum of employees anchored in the general definition of SMEs: It can be any organization employing less than 250

employees (Maffenini et al., 2020). Another reason which is explicitly bound to German SMEs is the magnitude of organizational types: Family-owned organizations, start-ups, traditional crafts firms, self-employed people such as freelancer, etc. They result in corresponding legal business types e.g., the very common Gesellschaft mit beschränkter Haftung (GmbH). (Liesegang & Partner, 2021) This diversity makes it hard to evaluate one uniform culture for German SMEs. Their greatest share of accordance is their management. Oftentimes German SMEs are self-managed by their owners which means they shoulder all responsibilities and risks. In addition to that, decision making is fast which leads to a fast adaptivity in case of market changes. This way of making decisions is in alignment with servant leadership's key characteristic providing direction, detailed in section 2.1.1. German SMEs also favour continuity and try to be successful in the long run. This characteristic is in alignment with a feeling of great responsibility for their employees and a strong connection to their local region. (Federal Ministry for Economic Affairs and Climate Action, 2022) The focus on employees is in alignment with servant leadership as well. It is part of the definition "...outward reorienting of their concern for self towards concern for others..." and the key characteristics humility as well as stewardship. The focus on something that goes beyond the boundaries of an organization is anchored as well in servant leadership's definition "...within the organization and the larger community" and in the key characteristic stewardship. It can be summarized that German SMEs are conducive to servant leadership. Although it is not possible to derive conclusions concerning their magnitude of overlap based on a literature review, it can at least be said that German SMEs and servant leadership are no contradictory concepts.

A very good example how culture impacts servant leadership is illustrated by religion (Roberts, 2018; Wallace, 2007). Wallace (2007) provides a comprehensive study with such a focus. He investigates how servant leadership's major characteristics are reflected in the five world religions Buddhism, Christianity, Hinduism, Islam and Judaism. None of them are without contradictions, but potential challenges associated with Judaism and Christianity were found to be less serious than the ones associated with Buddhism, Hinduism and Islam. Nevertheless, Wallace (2007) underlines the importance

to remember this finding without overemphasizing the same in the sense that it should prevent anyone from dealing with servant leadership. Roberts (2018) and Wallace (2007) also contribute to servant leadership research twofold. Firstly, they offer a philosophical basis. Section 2.1.1 outlined that servant leadership's initial idea stems from a novel. Adding religion helps to minimize the critical voices concerning this background and may serve as a reason for processing this leadership theory. Secondly and more specific, adding a religious view is in alignment with the spiritual dimension of the SLBS-6 as one famous possibility to measure servant leadership (section 2.1.3). This strengthens the theoretical background of the SLBS-6 and provides another argument to choose this measurement.

In conclusion, there is a strong dependency of national culture on servant leadership. It impacts the magnitude of servant leadership's effects. The demographic questions used in the survey of this thesis consider this fact, especially the question "what is your native language". It is an indicator for a broad affiliation to global regions. The integration of national culture as a second independent variable has been considered, but denied due to keeping the scope of research feasible.

2.5) The Conceptual Framework of the Study

This section details the conceptual framework to measure the impact of organizational culture on the display of a servant leadership style. Hence, it is the core element to provide an answer to the research question and the starting point for the final section of the literature review.

It should be noted upfront that the term conceptual framework is defined as “a network, or ‘a plane,’ of interlinked concepts that together provide a comprehensive understanding of a phenomenon or phenomena.” (Jabareen, 2009, p. 51). The interlinked instruments of measurement chosen in this thesis are the Organizational Culture Assessment Instrument (OCAI) (Cameron & Quinn, 2011) as well as the Servant Leadership Behaviour Scale (SLBS-6) (Sendjaya et al., 2019) and the phenomena supposed to be understood is covered by the research question. The following figure visualizes the conceptual framework in order to enable a holistic understanding in an easy way.

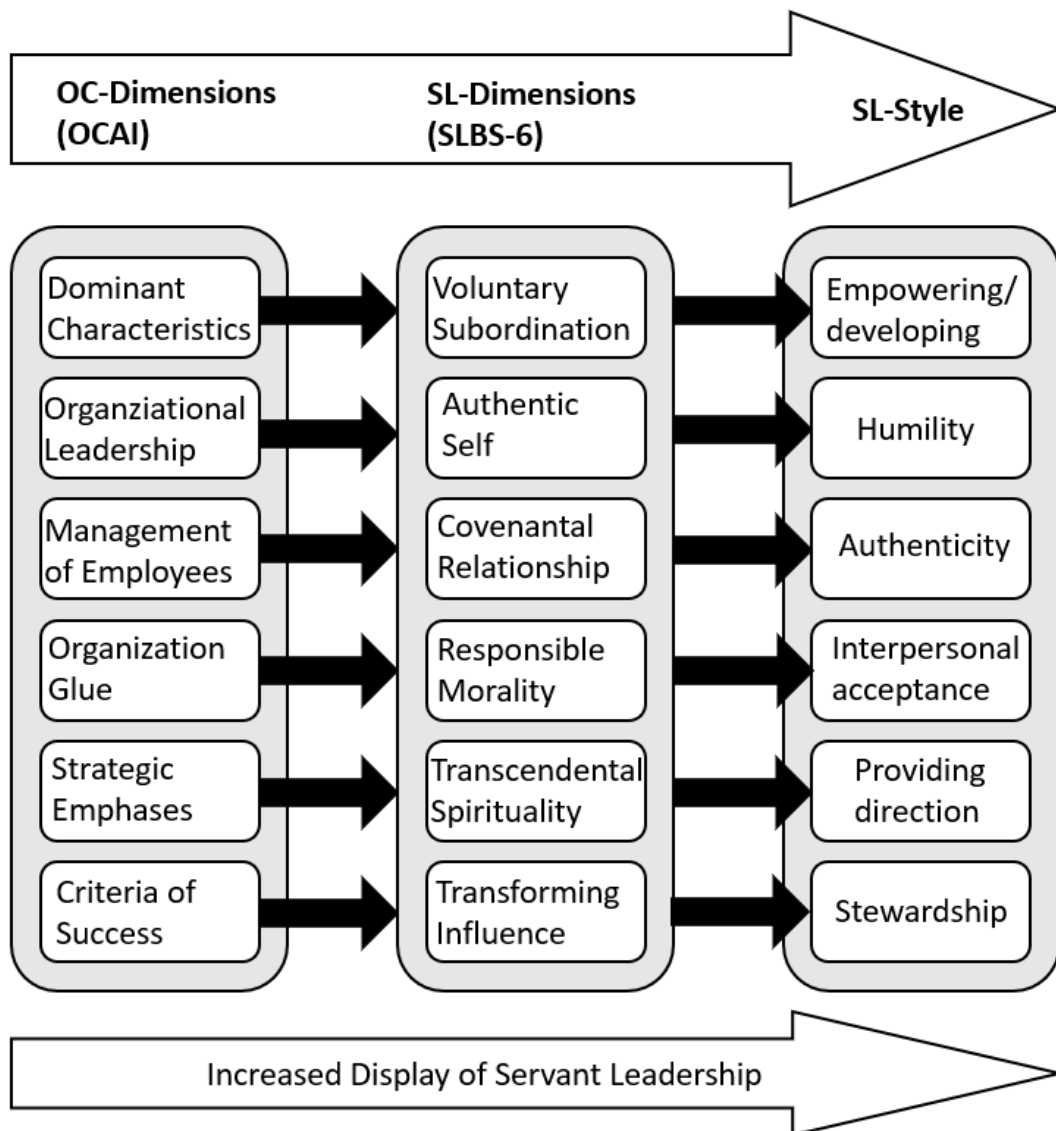


Figure 2.2: Conceptual Framework - Impact of Organizational Culture on Servant Leadership

Figure 2.2 is separated into three columns. Going from left to right the first column visualizes the six dimensions of organizational culture described and measured by the Organizational Culture Assessment Instrument as follows:

- Dominant Characteristics: Concerned with the overarching attributes of an organization
- Organizational Leadership: Concerned with the overarching leadership style of an organization

- Management of Employees: Concerned with the overarching management style of an organization
 - Organization Glue: Concerned with what it is that holds the organization together
 - Strategic Emphases: Concerned with what the organization predominantly focuses on in strategic terms
 - Criteria of Success: Concerned with what the organization defines as success
- (Cameron & Quinn, 2011)

The second column visualizes the six dimensions of servant leadership described and measured by the Servant Leadership Behaviour Scale as follows:

- Voluntary Subordination: An altruistic tendency concerning interests and rights with the aim to help others
- Authentic Self: A promise to stay loyal and true to oneself
- Covenantal Relationship: A special bond between leaders and its employees institutionalized by certain values, trust and honesty
- Responsible Morality: A willingness to educate and influence others to act morally
- Transcendental Spirituality: A tendency to spirituality within oneself
- Transforming Influence: A helping hand that guides other people to develop and enhance themselves

(Sendjaya et al., 2019)

The third column visualizes the potential attainment of a servant leadership style described by van Dierendonck's six key characteristics empowering and developing people, humility, authenticity, interpersonal acceptance, providing direction and stewardship (van Dierendonck, 2011). It is not a third variable which is measured. Instead, it is supposed to show the benefits going along with an increased display of servant leadership. Figure 2.2 proposes that an increased display of servant leadership can be achieved by adjusting the culture of organizations to make them more conducive to the principles behind servant leadership. Section 2.3.3 mentions that the OCAI has the power to investigate change processes as well. Nevertheless, this thesis does not

focus on changing organizational culture. It focuses on the question how an organizational culture is made up which is conducive to servant leadership. This knowledge is a prerequisite for examining organizational culture change with the intention to strengthen servant leadership because it sets a goal to aim for. In addition to that, change processes are a complex phenomenon as indicated in section 2.3.2 and their understanding requires a further collection and analysis of data which goes beyond the timely constraints of a DBA thesis. Section 4.12 visualizes a fictitious example of a current and an intended organizational culture profile as a starting point for dealing with organizational culture change processes. They are elaborated in section 6.4 indicating future research.

The combination of OCAI, SLBS-6 and van Dierendonck's six key characteristics has been chosen, because the measurements Organizational Culture Assessment Instrument and Servant Leadership Behaviour Scale incorporate such a high degree of validity and reliability that they form a solid basis to provide a comprehensive and scientifically accepted answer to the research question of this thesis (Cameron & Quinn, 2011; Sendjaya et al., 2019). Furthermore, the fact that the OCAI as well as the SLBS-6 are made up of six dimensions that might contribute to six key characteristics allows a transparent and traceable one-by-one investigation that will be described in chapter 4 and discussed in chapter 5.

2.6) Research Objective

The purpose of this thesis is to develop a holistic understanding of the impact that the organizational culture of SMEs might have on the display of a servant leadership style. This research purpose is supposed to be attained with the following research objectives concerning the dimensions of the Organizational Culture Assessment Instrument (OCAI):

1. To determine the impact of Dominant Characteristics on employee's perception of Servant Leadership in their SME
2. To determine the impact of Organizational Leadership on employee's perception of Servant Leadership in their SME
3. To determine the impact of Management of Employees on employee's perception of Servant Leadership in their SME
4. To determine the impact of Organization Glue on employee's perception of Servant Leadership in their SME
5. To determine the impact of Strategic Emphases on employee's perception of Servant Leadership in their SME
6. To determine the impact of Criteria of Success on employee's perception of Servant Leadership in their SME

The literature research revealed four studies providing information which of the six dimensions of the OCAI might be conducive to servant leadership. Akbari et al. (2014) examine the relation between servant leadership and organizational identity¹ by making use of a survey analysed via structural equation modeling. The results are significant for the environment of Iranian tax offices and the mediating variable job involvement. Job involvement can be understood as "the degree to which one is cognitively preoccupied with, engaged in, and concerned with one's present job." (Paullay, Alliger, & Stone-

¹ Organizational Identity is defined as „what members perceive, feel, and think about past, present, and future of their organization” (Akbari et al., 2014, p. 41). This definition shows a high degree of overlap with the definitions of organizational culture presented in section 2.3.1 in the sense that personal feelings shape values and beliefs.

Romero, 1994, p. 224) This makes job involvement a relevant factor for holding one's organization together which can be assigned to the OCAI-dimension Organization Glue. Furthermore, above definition of job involvement makes it a prerequisite for organizational success which is manifested in the OCAI-dimension Criteria of Success. Akbari et al. (2014) also stress the importance of certain ways to lead and manage employees when connection between servant leadership and organizational identity is supposed to be successful. These approaches are anchored in the OCAI-dimensions Organizational Leadership and Management of Employees.

Lee et al. (2018) examine the relation between servant leadership, organizational culture and job satisfaction by making use of a survey analysed via multiple linear regression. The results are significant for the environment of Korean fitness clubs. Job satisfaction can be understood as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976, p. 1304) As such, it serves as a relevant factor for making employees stick to their organization and holding the same together. The OCAI-dimensions Organization Glue and Criteria of Success incorporate such a way of thinking. Lee et al. (2018) also underline how important certain leadership and management styles are when servant leadership and organizational culture are supposed to be connected. The OCAI-dimensions Organizational Leadership and Management of Employees take up this thought.

Setyaningrum (2017) examines the relation between servant leadership and organizational culture, organizational commitment, organizational citizenship behaviour and customer satisfaction by making use of secondary data analysed via structural equation modeling. The results are significant for the environment of handicraft craftsmen in Bekasi Regency. Organizational commitment can be described as an attitude that reflects employees' loyalty to the organization. It is also an ongoing process whereby members convey their concern to the organization, success and sustainable progress as well. (Luthans, 2008) Contrasting this description against the dimensions of the OCAI reveals overlap with Organization Glue in terms of employees' loyalty to the organization and Criteria of Success in terms of the sustainable progress of the organization. Organizational citizenship behaviour can be described as a work-related

behavior aimed at individuals or organizations as a whole outside the conduct of formal organizations to promote efficiency and effective operation of the organization (Hoffman, Blair, Meriac, & Woehr, 2007). This description shows parallels towards the OCAI-dimension dominant characteristics which tries to summarize the general character of an organization. According to Setyaningrum (2017), customer satisfaction is one strategy leading to organizational success. Such a way of thinking points towards Strategic Emphases and Criteria of Success as the two relevant dimensions of the OCAI. Harwiki (2016) examines the relation between servant leadership and organizational culture, organizational commitment, organizational citizenship behaviour and employee performance by making use of secondary data analysed via Partial Least Square. The results are significant for the environment of women cooperatives in East Java. The variables under investigation are congruent to the ones analyses by Setyaningrum (2017) except for employee performance. Hence, it is not surprising that their interpretation in terms of relevant OCAI-dimensions is congruent as well.

It was clearly described within the studies of Akbari et al. (2014) and Lee et al. (2018) that a successful connection between servant leadership and organizational culture requires a certain way of leading and managing employees. This can be assigned to the OCAI-dimensions Organizational Leadership and Management of Employees leading to the first two hypotheses:

Hypothesis 1: The OCAI-dimension “Organizational Leadership” is positively related to employee’s perception of Servant Leadership in their SME.

Hypothesis 2: The OCAI-dimension “Management of Employees” is positively related to employee’s perception of Servant Leadership in their SME.

One can argue that comparing job involvement, job satisfaction, organizational commitment, organizational citizenship behaviour, customer satisfaction and employee performance with servant leadership is not in alignment with the research setting of this thesis i.e., the impact of organizational culture of servant leadership. Such an argument

is misleading because all of them are moderators or mediators which express facets of organizational culture indirectly. This fact is summarized by Setyaningrum (2017) when she writes that servant leadership is positively correlating with organizational commitment and organizational citizenship behavior which results in satisfied customers. All four studies show linkages towards the OCAI-dimensions Organization Glue and Criteria of Success when it comes to analysing their moderators or mediators. This allows to formulate the next two hypotheses:

Hypothesis 3: The OCAI-dimension “Organization Glue” is positively related to employee’s perception of Servant Leadership in their SME.

Hypothesis 4: The OCAI-dimension “Criteria of Success” is positively related to employee’s perception of Servant Leadership in their SME.

Finally, it can be stated that only one out of the four studies allowed to derive implications towards the OCAI-dimensions Dominant Characteristics and Strategic Emphases. This results in the hypotheses five and six:

Hypothesis 5: The OCAI-dimension “Dominant Characteristics” is negatively related to employee’s perception of Servant Leadership in their SME.

Hypothesis 6: The OCAI-dimension “Strategic Emphases” is negatively related to employee’s perception of Servant Leadership in their SME.

The research purpose is supposed to be complemented with the following research objectives concerning the cultural types of the Organizational Culture Assessment Instrument (OCAI):

7. To determine the impact of Adhocracy Culture on employee's perception of Servant Leadership in their SME
8. To determine the impact of Market Culture on employee's perception of Servant Leadership in their SME
9. To determine the impact of Hierarchy Culture on employee's perception of Servant Leadership in their SME
10. To determine the impact of Clan Culture on employee's perception of Servant Leadership in their SME

An adhocracy culture fosters creativity and innovation which is in alignment with a high degree of freedom for the single employees (Cameron & Quinn, 2011). This description highlights empowerment which is part of servant leadership's key characteristics (van Dierendonck, 2011). Hence, it is likely that an adhocracy culture is conducive to servant leadership.

Hypothesis 7: The OCAI-culture "Adhocracy" is positively related to employee's perception of Servant Leadership in their SME.

A market culture emphasizes deadlines, targets and the accomplishment of tasks while stressing internal competition between employees and external competition towards other organizations (Cameron & Quinn, 2011). None of the key characteristics of servant leadership described by van Dierendonck (2011) incorporate such a dogma. Hence, it can be expected that a market culture is not conducive to servant leadership.

Hypothesis 8: The OCAI-culture "Market" is negatively related to employee's perception of Servant Leadership in their SME.

According to Cameron & Quinn (2011), a hierarchy culture is based on clear structures, efficient processes and a high degree of formalization. This results in a rather slow, but controllable growth of the overall organization. Especially the emphasis on rules is

something which is not anchored in servant leadership's definition or any of its descriptions. It is not likely that the data analysis will reveal hierarchy culture being conducive to servant leadership.

Hypothesis 9: The OCAI-culture "Hierarchy" is negatively related to employee's perception of Servant Leadership in their SME.

A clan culture stresses attributes like collaboration, friendliness, caring and loyalty. The goal is a family-like work environment. (Cameron & Quinn, 2011) This description summarizes most of servant leadership's key characteristics (van Dierendonck, 2011). It can be assumed that a clan culture will be conducive to servant leadership.

Hypothesis 10: The OCAI-culture "Clan" is positively related to employee's perception of Servant Leadership in their SME.

2.7) Dimensions of Organizational Culture and their Impact on Servant Leadership

The following parts of this section will detail the potential attainment of a servant leadership style resulting from the impact of each dimension of organizational culture on servant leadership. This initial analysis is theoretical since it is solely based on the descriptions of the dimensions of the selected measurements OCAI and SLBS-6. The aim is to attain a solid understanding of all dimensions for the upcoming analysis and to attain a first hint to answer the research question. The results of this section will be discussed with the results of the actual data analysis within section 5.2. The aim is to estimate the value of processing a theoretical comparison upfront to answer a research question.

2.7.1) Impact of Dominant Characteristics on Servant Leadership

Cameron and Quinn (2011) hold that every organizational culture shows dominant characteristics. The four items covering this dimension range from describing the organization as family-like (A1) to entrepreneurial (A2) to results-oriented (A3) to highly structured (A4).

A family-like organization (A1) is primarily associated as a personal place with people sharing and caring for each other although there are certainly families which are far more negatively attributed. Anyway, the positive characteristic fits best to what is called voluntary subordination. This SLBS-6 dimension represents the use of power in service to others. The result is a servant leadership style described by the desire to empower and develop people as well as a high degree of humility and stewardship.

An entrepreneurial organization (A2) is ruled by a high degree of dynamic and people who are willing to take risks. This characteristic links best to transforming influence which is a SLBL-6 dimension that enhances actions contributing to both personal and professional growth of people. When growth becomes dynamic, a certain tendency to risks seems unavoidable. Finally, it will lead to a servant leadership style that empowers and develops people same as within the family-like organizational characteristic.

An organization that is results-oriented (A3) focuses on getting things done as fast and as well as possible. Different employees and teams of this particular organizational type oftentimes compete against each other. There does not seem to be a corresponding element within the SLBS-6 and consequently no element within the spectrum of a servant leadership style that reflects such a characteristic.

A highly structured organization (A4) is a controlled and governed workplace with a lot of formal rules and procedures. Just like for a results-oriented characteristic, there does not seem to exist an equivalent element within the SLBS-6 and servant leadership style. Table 2.1 summarizes the findings of comparing the OCAI-dimension Dominant Characteristics with each element of the SLBS-6.

Table 2.1: Impact of Dominant Characteristics on Servant Leadership (Summary)

Dominant Characteristics	SLBS-6 element	SL-style element
A1) family-like	Voluntary Subordination	Empowering/ Developing People, Humility, Stewardship
A2) entrepreneurial	Transforming Influence	Empowering/ Developing People
A3) results-oriented	-	-
A4) highly structured	-	-

2.7.2) Impact of Organizational Leadership on Servant Leadership

The next dimension Cameron and Quinn (2011) continue with is organizational style i.e., the predominant leadership style within the organization. The possible categories are a leadership style that is mentor-based (A5), entrepreneurial (A6), results-oriented (A7) and highly structured (A8).

A mentor-based leadership style (A5) enhances to lead people by focusing on a special character. This can either be someone who is doing the job for quite a while or an assigned supervisor. Facilitating and nurturing contribute to such a leadership style with its central attribute of helping people. The SLBS-6 covers such a way of leading people

with the dimension voluntary subordination because a lot of effort is invested in someone else. Consequently, the servant leadership style elements in use are again empowering and developing people as well as humility and stewardship.

An entrepreneurial leadership style (A6) motivates people to be innovative and to take risks if it is unavoidable to achieve a certain goal. Transforming influence is the SLBS-6 element that complements such a behaviour in case the driving force of the entrepreneurial leadership focuses on change. Such a scenario leads to a servant leadership style that fosters empowering and developing people.

A leadership style that primarily focuses on results (A7) oftentimes goes along with aggressive competition between employees. Such a way of leading people does not seem to have an equivalent within the SLBS-6 and the resulting servant leadership style. A leadership style stressing on structured work-routines, organization and smoothly running and efficient processes (A8) does not seem to have a corresponding element within the SLBS-6 and the servant leadership style as well.

Table 2.2 summarizes the results of comparing the OCAI-dimension Organizational Leadership with each element of the SLBS-6.

Table 2.2: Impact of Organizational Leadership on Servant Leadership (Summary)

Organizational Leadership	SLBS-6 element	SL-style element
A5) mentor-based	Voluntary Subordination	Empowering/ Developing People, Humility, Stewardship
A6) entrepreneurial	Transforming Influence	Empowering/ Developing People
A7) results-oriented	-	-
A8) highly structured	-	-

2.7.3) Impact of Management of Employees on Servant Leadership

Cameron and Quinn (2011) continue by focusing on the overall management style within an organization. It may either be participative (A9), risk and freedom-loving (A10), results-oriented (A11) or predominantly conformity-based and stable (A12).

A participative management style (A9) favours teamwork and achieving solutions by consensus. Such a way of managing people and processes requires to invest time, power and the willingness to be successful as a team. Hence, voluntary subordination is the perfect match from the SLBS-6 because it incorporates such an altruistic dogma. The result is a servant leadership style described by empowering and developing people, humility and stewardship.

The next category is a management style described as risk and freedom-loving (A10). Innovation and uniqueness are important elements as well as showing a clear linkage of what was previously described as entrepreneurial. Transforming influence is the element of the SLBS-6 that comes closest to such a management style when change is considered as the overarching topic. The resulting servant leadership style is characterized by the will to empower and develop people.

A management of employees that is primarily results-oriented (A11) does not seem to have any correspondence to servant leadership, neither within the SLBS-6 nor in the resulting servant leadership style.

A conformity-based and stable management style (A12) refers to taking actions according to the established rules and it encourages others to do so as well in order to achieve stable relationships among employees and towards the organization as a whole. The SLBS-6 offers a dimension called responsible morality. It underlines the importance of taking moral actions which is a clear linkage towards such a management style. The result is a servant leadership style that provides direction.

The findings of comparing the OCAI-dimension Management of Employees with each element of the SLBS-6 are summarized in table 2.3.

Table 2.3: Impact of Management of Employees on Servant Leadership (Summary)

Management of Employees	SLBS-6 element	SL-style element
A9) participative	Voluntary Subordination	Empowering/ Developing People, Humility, Stewardship
A10) risk/freedom-loving	Transforming Influence	Empowering/ Developing People
A11) results-oriented	-	-
A12) conformity-based, stable	Responsible Morality	Providing Direction

2.7.4) Impact of Organization Glue on Servant Leadership

The next dimension of organizational culture that Cameron and Quinn (2011) analysed is called organization glue. This dimension describes what it is that holds an organization together i.e., makes it work as a whole. The four alternatives are an organization glue that is trustful and commitment-based (A13), innovative and developmental (A14), results-oriented (A15) or rule-based (A16).

In case of an organization glue that is trustful and commitment-based (A13), loyalty plays a predominant role. Employees will stick to their organization in bad times because of a high degree of identification. Even though an organization surely is not a person, such an opinion refers to the SLBS-6 element described as covenantal relationship. A covenantal relationship focuses on respecting someone as they are without ulterior motives to change or improve. This points to a servant leadership style encompassed by interpersonal acceptance.

An organization glue made of innovative and developmental thoughts (A14) concentrates on growth and becoming the best. This refers to the SLBS-6 element transforming influence resulting in the will to empower and develop people as the manifestation of the predominant servant leadership style.

Neither a results-oriented (A15), nor a rule-based organization glue (A16) seems to have an equivalent part in the SLBS-6 and consequently in a servant leadership style.

Table 2.4 incorporates an overview of the findings comparing the OCAI-dimension Organization Glue with each element of the SLBS-6.

Table 2.4: Impact of Organization Glue on Servant Leadership (Summary)

Organization Glue	SLBS-6 element	SL-style element
A13) trustful, commitment-based	Covenantal Relationship	Interpersonal Acceptance
A14) innovative, developmental	Transforming Influence	Empowering/ Developing People
A15) results-oriented	-	-
A16) rule-based	-	-

2.7.5) Impact of Strategic Emphases on Servant Leadership

Cameron and Quinn (2011) called the fifth-dimension strategic emphases. It describes what an organization predominantly focuses on and ranges from employee-based (A17) to future-oriented (A18) to competitive (A19) to stable and efficient (A20).

An organization with a strategic emphasis on its employees (A17) enhances human development and a working environment based on trust and openness. This characteristic links to two elements of the SLBS-6. Firstly, to the authentic self that fosters the right to question actions and decisions. Such a behaviour is unthinkable in an organization which is not based on trust and an open way of speaking. Likewise, it results in an authentic servant leadership style. Secondly, this characteristic refers to transforming influence stimulating a servant leadership style that empowers and develops people.

An organization with a strategic emphasis on the future (A18) is keen to acquire new challenges and to make the most out of them. This fits best to transforming influence of the SLBS-6 and the corresponding servant leadership elements empowering and developing people.

An organization with a strategic emphasis on competition (A19), hitting targets and winning are the driving forces. Such a characteristic does not seem to have an equivalent in the SLBS-6 and consequently no element encompassing a servant leadership style.

A strategic emphasis based on stable processes and keeping the smoothly running status quo (A20) does not seem to have an equivalent within the SLBS-6 and a servant leadership style as well.

The results comparing the OCAI-dimension Strategic Emphases with each element of the SLBS-6 are summarized in table 2.5.

Table 2.5: Impact of Strategic Emphases on Servant Leadership (Summary)

Strategic Emphases	SLBS-6 element	SL-style element
A17) employee-based, trustful, open	Authentic Self, Transforming Influence	Authenticity, Empowering/ Developing People
A18) future-oriented	Transforming Influence	Empowering/ Developing People
A19) competitive	-	-
A20) stable, efficient	-	-

2.7.6) Impact of Criteria of Success on Servant Leadership

Cameron and Quinn's (2011) final dimension describing organizational culture is called criteria of success. It examines the basis on which an organization defines success. The spectrum ranges from employee-based (A21) to product-based (A22) to market share-based (A23) to efficient and reliable (A24).

Interestingly, only success based on employees (A21) seems to have linkages towards servant leadership. This scenario focuses on the development of human resources, commitment, teamwork and concern for others. The SLBS-6 offers two elements referring to this i.e., responsible morality and transcendental spirituality. Responsible morality is tightly bound to working in groups and leads to a servant leadership style that helps to provide direction to people. Transcendental morality can be considered as anything that helps to generate meaning out of everyday work. The concern for others

can serve as such a driver. Van Dierendonck's (2011) six characteristics describing servant leadership do not incorporate a corresponding element for this scenario.

The results comparing the OCAI-dimension Criteria of Success with each element of the SLBS-6 are listed in table 2.6.

Table 2.6: Impact of Criteria of Success on Servant Leadership (Summary)

Criteria of Success	SLBS-6 element	SL-style element
A21) employee-based	Responsible Morality, Transcendental Spirituality	Providing Direction
A22) product-based	-	-
A23) market share- based	-	-
A24) efficient, reliable	-	-

2.8) Chapter Summary

The second chapter reviews the literature on servant leadership and organizational culture. It states that servant leadership is an other-oriented approach to leadership and that it is described best by its six key characteristics empowering and developing people, humility, authenticity, interpersonal acceptance, providing direction and stewardship. Additionally, it is important to remember that COR theory provides the theoretical underpinning of this thesis in the sense that it enables to investigate the research question.

The second chapter also states that organizational culture is a complex construct which relies on its historical and social background. There is an ongoing debate on organizational culture being changeable and if so, up to what extent and at what costs. Finally, it is important to take forward that servant leadership fits well to research among SMEs and that there is an influence of national culture on the magnitude of the effects that servant leadership has.

3) Research Design and Methodology

Chapter 3 consists of six sections. The first one provides the reader with information about positivism as the research philosophy of choice. The rationale for this selection is explained and in how far a certain deviation from positivism manifests itself throughout this piece of work.

The second section of chapter 3 details the research design of the study i.e., an analytical, computerized self-administered web-based survey research design. It incorporates an explanation why this approach has been chosen as well as the risks linked to this research design and how to overcome the same.

Section 3.3 is about the research methodology of the study. It starts by determining the sample for the further investigation. Based on this, the process of data collection is described.

Section 3.4 sheds light on the process of data analysis including all relevant details. The handling of data is a sensitive issue and ethical considerations need to be considered. Speaking in this sense, section 3.5 justifies the approach undertaken in this thesis. Section 3.6 explains and underpins the meaning of the concepts validity and reliability for the further steps of the study.

“Our life is the product of our thoughts”

(Marcus Aurelius)

3.1) Research Philosophy

This thesis follows a research philosophy called positivism. Positivism can primarily be considered as a post-enlightenment philosophy of science. Enlightenment is a term used to describe the anti-authoritarian cultural changes which occurred during the eighteenth-century in western Europe. These cultural changes were dealing with the idea that ignorance and superstition can be overcome by making use of human reason. (Johnson & Duberley, 2000) Positivism in the sense of a methodological position can be defined as “a concept of knowledge, a concept of social reality, and a concept of science” (Riley, 2007, p. 115). Positivism refers to an ontological and epistemological objectivism. Hence, positivism is driven by a perspective that assumes the existence of an objective reality, independent of the knower, which can accurately be perceived (Holton, 1993). Positivism follows a deductive way of creating knowledge: After stating a hypothesis about an issue, it needs to be testified. The research process itself and hence the verification of something being true or not is in a positivist manner achieved through “the verification and replication of observable findings concerning directly perceivable entities or processes” (Clark, 1998, p. 1243). This procedure is closely linked to the use of human senses, also known as empirical verification (Johnson & Duberley, 2000). Putting that much importance to measurable outcomes inevitably leads to the rejection of all metaphysical speculations e.g., those dealing with apriori and transcendental knowledge (Feigl, 1981). The biggest critique towards positivism lies in the denial of the influence of the researcher in the research process and hence the outcomes achieved (Clark, 1998). Holton (1993) is talking about dualism i.e., a separation of the researcher’s bias from the rest of the world to stress an objective point of view. This thesis deviates from the claim that such an objective reality exists. It acknowledges that there is personal involvement in the research process by interpreting the subjective views of all participants using an objective instrument (scales) to make meanings and coin new knowledge. Being aware of such an involvement requires a certain degree of reflexivity manifested by two means. Firstly, every concept processed in this thesis is always introduced by its downsides and possibly negative effects as well. It especially concerns servant leadership and organizational culture. Secondly, the writing style switches to the

I perspective as detailed in section 1.4 i.e., when a personal opinion or preference is detailed. Such a break in the common flow of the text catches the attention of the reader which ensures that the meaning of the affected sentences can reach a deeper level of conscious.

Despite this deviation, positivism was chosen as the research philosophy of this piece of work because it is best suited to provide a comprehensive answer to the research question i.e., “the impact of organizational culture on how servant leadership is understood and enacted within small and medium sized enterprises”. The phrasing of the research question has a quantitative character in the sense that the impact of an independent variable (organizational culture) on a dependent variable (servant leadership) is supposed to be investigated. This setting and the deductive structure of the thesis legitimate the use of a positivistic research approach.

3.2) Research Design

An analytical, computerized self-administered web-based survey research design is used within this thesis. Analytical surveys “attempt to test a theory by taking the logic of the experiment out of the laboratory and into the field” (Gill & Johnson, 2002, p. 98). This type of survey is used to determine correlational relationships and to explain why a certain situation exists rather than focusing on describing the same as descriptive surveys do (Gill & Johnson, 2002). Computerized self-administered surveys can either be spread by sending e-mails to every participant (mail-based) or by asking every participant to access a website that contains the survey (web-based) (Simsek & Veiga, 2000).

The decision to utilize an analytical, computerized self-administered web-based survey research design was made for various reasons. First of all, the way the research question is formulated with its signal word “impact” and the investigation of a relationship between two variables favours a quantitative research design as already indicated in the previous section. A rather qualitative re-formulation is not an option because a good amount of scientific work dealing with the topic of leadership makes use of quantitative approaches nowadays (Gumus, Bellibas, Esen, & Gumus, 2018) and there is no intention to break with this development within this thesis. Additionally, a quantitative research design perfectly fits to the selected positivistic research philosophy. The argument to make use of an analytical, computerized self-administered web-based survey lies in the fact that the following survey-improvements in alignment with Eva et al. (2019) have been considered: The survey design includes ratings from people of different hierarchy-levels and from multiple sources. This is supposed to support the creation of a well-mixed sample leading to more significant results; it includes servant leadership as a competing variable within all calculations. Doing so maximizes the likelihood that effects actually stem from organizational culture; it considers the possibility of organizational culture as an endogenous independent variable. The potential threat is tackled as follows: The demographic questions include age, gender, native language, highest level of education, current sector of employment and number of years working in SMEs. The question for current sector of employment serves as a necessary instrumental variable.

This instrumental variable allows to perform a two-stage least squares (2SLS) regression analysis with the aim to exclude organizational culture as an endogenous independent variable. More details and the corresponding calculations are listed in section 4.11. The one aspect not considered is the collection of data at multiple points in time. Such an approach requires a longitudinal research design. The research at hand uses a cross-sectional research design on purpose because it is the best choice to provide a detailed answer to the research question while simultaneously matching the timely constraints of a DBA thesis. Comparable works support this claim e.g., Akbari et al. (2014) analysing the relationship between servant leadership, organizational identity and job involvement in tax offices; Block (2003) analysing the relationship between leadership and organizational culture in a privately owned sales and service organization; Pillai and Meindl (1998) analysing charismatic leadership in organizations as a function of contextual factors.

Finally, it should be pointed out that electronic surveys have distinctive advantages. One advantage is the speedy way of distributing them and receiving responses (Taylor, 1999). Another advantage is the possibility to get access to populations and samples that are difficult to catch (Couper, 2000; Weible & Wallace, 1998). Oftentimes the most important advantage is the possibility to investigate very large samples as the costs do not increase (Watt, 1999). Web-based surveys have the additional advantage compared to mail-based surveys that they incorporate automated mechanisms for verification and capturing responses in databases (Andrews, Nonnecke, & Preece, 2003). This is ensured by software like Survey Pro, Zoomerang, Survey Monkey and Qualtrics. Qualtrics will be used for ethical reasons within this piece of work as detailed in section 3.5.

Despite these advantages, it is well known that electronic surveys incorporate special characteristics that affect how they need to be set-up, used and implemented (Andrews et al., 2003). This points towards the challenges and shortfalls of such a research design. Simsek and Veiga investigated the disadvantages of electronic surveys and how to overcome the same (Simsek & Veiga, 2000; Simsek & Veiga, 2001). Their major points will be summarized in the following including how they are implemented within this thesis.

3.2.1) Sampling Issues

Simsek and Veiga (2000) focus on sampling issues and nonsampling errors. Sampling issues describe the prerequisite of a well-chosen sampling frame. A sampling frame “is a master listing of population members usually used to draw a random sample from which data will be collected” (Simsek & Veiga, 2000, p. 96). If the sampling frame does not mirror the population properly, a coverage error occurs that leads to false results due to sampling bias (Simsek & Veiga, 2000). The sampling frame for the research conducted within this thesis is based on solicitations spread through social networks which is in alignment with a suggestion by Simsek and Veiga (2000).

Even when the sampling frame is chosen carefully, sampling bias remains a great danger. The research undertaken within this thesis makes use of multiple survey modalities to tackle this problem as indicated by Simsek and Veiga (2001).

3.2.2) Nonsampling Errors

Nonsampling errors are all errors not related to sampling. This includes coverage errors which have been explained already, nonresponse errors and measurement errors (Lavrakas, 1996). A nonresponse error occurs when a bigger amount of the target population does not respond to the survey because in such a case the sample loses representativity and the results are biased (Simsek & Veiga, 2000). Hence, the most effective way to prevent such a scenario is by ensuring high response-rates. Simsek and Veiga (2000) summarized five points to achieve this goal. First of all, a previous notification about the incoming survey may prove beneficial (Mehta & Sivadas, 1995). Secondly, follow-up e-mails tend to increase the response-rate as well (Salant & Dillman, 1994). Sponsorship and a background of the researcher that inspires confidence is another important mean (Bruvold, Comer, & Rospert, 1990; Cho & Larose, 1999; Fox, Crask, & Kim, 1988). Furthermore, the use of incentives e.g., vouchers can have a positive influence on the response-rates (Church, 1993). Lastly, the overall design of the survey should make it easy for all participants to complete the same. This includes a

moderate overall length, clearly and easy formulated questions as well as an introductory part upfront which provides additional background information. (Beebe, Mika, Harrison, Anderson, & Fulkerson, 1997; Simsek & Veiga, 2001) The research undertaken in the upcoming chapters of this thesis will not work with any kind of personal data. This decision was done on purpose in order to protect the privacy and confidentiality of all participants and to avoid any hurdles that might stop someone from participating when they do not want to enter this kind of information. Consequently, a previous notification via e-mail is not possible and the follow-up is realized by re-posting the survey link including description in the social networks. The use of incentives is excluded for the same reason. Instead, the post detailing the survey focuses on creating interest for the topic and a willingness to help (Keusch, 2015). The post itself can be found in appendix 7.2. All other points are processed as suggested by Simsek and Veiga (2000).

Measurement errors are the deviation between the “true” and the received respondents (Dillman, 1991). There are three sources of measurement errors i.e., the survey instrument, the respondent and the data collection technique (Simsek & Veiga, 2000). Measurement errors due to the survey instrument are the result of poor presurvey development. They can be avoided if a valid and reliable scale is chosen. (Simsek & Veiga, 2001) Measurement errors due to the respondent occur e.g., when respondents do not answer certain questions, answer questions incompletely or do not follow the instructions (Kiesler & Sproull, 1986). These issues have not been investigated in detail for electronic surveys, but what we already know indicates little difference between traditional surveys and electronic surveys (Simsek & Veiga, 2001). Measurement errors due to the data collection technique refers to irregularities in how the data is collected. Speaking in this sense, anonymity and confidentiality play a predominant role. The research within this thesis makes use of all three possibilities indicated by Simsek and Veiga (2001) to achieve a high standard of anonymity: First of all, servers dedicated to security and privacy issues such as alt.security.pgp and alt.privacy.anon-server should be used to conduct the survey (Simsek & Veiga, 2001). The possibility to use remailing software without real names or e-mail addresses should

be allowed and is another key instrument to enhance the overall anonymity. Thirdly, web-based surveys should not include any cookies since they work with personal data as well (Cho & Larose, 1999). The research in this piece of work also considers all suggestions by Simsek and Veiga (2001) to achieve a high confidentiality. Firstly, a web-based survey can affect a higher level of confidentiality compared to mail-based because of a more anonymous way of collecting data (Simsek & Veiga, 2001). Trust in the integrity of the researcher is another key element to achieve confidentiality. This is processed by providing a clear explanation why the survey is conducted and who should participate (Cho & Larose, 1999). Further means that increase confidentiality are incorporated in details about the use of the data and who will have access to the same, daily downloading of responses as well as the use of passwords and access protections which is also possible for web-based surveys (Stanton, 1998). Finally, it should be mentioned to all participants that there is no waterproof guarantee for overall anonymity and confidentiality although above steps will be considered (Simsek & Veiga, 2001). This information is part of a separate Participant Information Sheet.

3.3) Research Methodology

This section contains a description of the research methodology applied in the following chapters of this thesis. It consists of two minor sections. The first one explains the process getting towards a sample making use of a census. The second section describes the process of data collection with its stages preparatory phase, distribution phase and retrieval phase.

3.3.1) Population & Sample

Although the phrase population has already been used and it may be somewhat natural when working scientifically, it is intended to be very clear about it and its derivatives. A population is defined as “the universe of all the units or elements to which we want to generalize” (Stommel & Wills, 2004, p. 297). Common characteristics are the key element of every population. The population of this thesis is everyone who currently is employed. The target population is a subset of the population that meet the study inclusion criteria i.e., what the researcher is interested in. The target population of this thesis is everyone who currently is working in a small or medium sized enterprise. A study population is another subset of the target population. It is understood as a finite number of population members that are accessible to the researcher. (Stommel & Wills, 2004) This is the reason why it is also known as accessible population. The accessible study population is limited in terms of time and space. Additionally, it incorporates more specific inclusion and exclusion criteria. The study population of this thesis is everyone who currently is working in a small or medium sized enterprise and actively using one or more of the social networks: Xing, LinkedIn and Facebook.

The research undertaken in the following sections of this piece of work follows a census. This means that information from everyone within the (study) population is collected. Hence, no further selection process and likewise no sampling is performed. This makes the (study) population equal to the sample. (Cochran, 1977) Performing a census naturally avoids the disadvantages of sampling mentioned in the previous section. On the other hand, it may be difficult to conduct with regards to time and costs. The

decision to perform a census was made because the survey research design in use allows to examine data from as many participants as possible in order to make the results meaningful. Consequently, the study population as well as the sample is everyone who currently is working in a small or medium sized enterprise and actively using one or more of the social networks: Xing, LinkedIn and Facebook.

Following the definition of SMEs by the European Commission (“enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding EUR 50 million, and/or an annual balance sheet total not exceeding EUR 43 million” (Maffenini et al., 2020, p. 3)), there are about 212.98 million SMEs worldwide in 2020 (Statista Research Department, 2021b). This is a share of 99.686% of all companies worldwide (data from 2020) (Statista Research Department, 2021a). Assuming an average amount of 30 employees per SME, the theoretical sample grows to a size of 6.4095 billion people. 49% of all people worldwide are actively using social networks (data from 2020) (Statista Research Department, 2021c). Assuming that Xing, LinkedIn and/or Facebook is one of these social media platforms, it results in a theoretical sample size of 3.14 billion people. The high number and the mixed composition of participants is supposed to ensure the display of real-life organizational culture/servant leadership conditions of SMEs within the study.

3.3.2) Process of Data Collection

Data collection within this piece of work was conducted via an analytical, computerized self-administered web-based survey executed by Qualtrics. A three-phased approach was adapted. These three phases are the preparatory phase, distribution phase and retrieval phase. They will be detailed one by one in the following.

The preparatory phase ensures to be fully prepared to conduct the research. This includes technical, psychological and logistical preparedness. First of all, the intended research method was shared and thoroughly discussed with the supervisor team. All of them are notable scientists currently working at SHU/MBS with experiences in conducting both qualitative and quantitative research in the area of interest. They

supported reviewing the survey in terms of scale selection, question completeness, relevancy and order of the demographic questions as well as general format requirements. Furthermore, their feedback on ethical issues was highly appreciated and processed. The official approval by the Sheffield Business School Research Ethics Committee was attained on this crucial part of the research as described in section 3.5. The next step included the preparation and pre-testing of the survey as detailed in section 3.6.2. Finally, the survey was shared with an English teacher to avoid typing-errors and to achieve well-formulated and easy to understand opening and closing pages. The feedback from the pre-test and all other stakeholders was processed and the survey was adjusted with regards to focus and phraseology. Upon completion of the review process, the survey was entered into Qualtrics to be accessed by the sample. The final step of the preparatory phase was about creating the post that will be published on Xing, LinkedIn and Facebook. The structure of the post considered means to achieve high response rates including a picture, the use of hashtags and the link to the survey. The post itself can be reviewed in appendix 7.2.

The distribution phase started by publishing the post on Xing, LinkedIn and Facebook. The participants had eight weeks to complete and return the survey. Follow up posts were published twice a week as a reminder, making use of different groups. This approach is in alignment with literature on how to construct and handle surveys (Andres, 2012) and it is considered best to receive the maximum number of answers in an adequate amount of time.

The retrieval phase incorporated the online retrieval and download of all responses submitted by the participants of the study. The monitoring and download took place on a daily basis and follow-up posts were published twice a week as a reminder. After eight weeks, a final stock of all retrieved surveys was taken. The data was completely downloaded right after the end of the data collection phase and put into the statistics-software SPSS version 24 for further analysis. Overall, 615 surveys were returned. Out of the 615 returned surveys, 250 were valid and analysable mainly because the participants were not working in a SME. A detailed explanation is provided as the starting point for the data analysis in section 4.1.

3.4) Research Analysis

The selected web-based survey is composed of a preliminary information section and 30 Likert scale items. It contains details about the rationale of the study, how to participate, the researcher as a person, the contribution to theory and practice, concerns regarding anonymity and confidentiality, the usage of data as well as the approval on ethics. Consequently, it works as a consent information that every participant has to agree to by answering the first question. The second question ensures that the participant currently is working in a SME. The actual survey only starts if the first two questions are answered “yes”. Hence, they are the only mandatory ones.

The 30 Likert scale items are grouped in the ones relating to measure organizational culture (24 items) and servant leadership (6 items). The ones relating to organizational culture are grouped further into their dimensions “Dominant Characteristics”, “Organizational Leadership”, “Management of Employees”, “Organization Glue”, “Strategic Emphases” and “Criteria of Success”. Each of these subgroups consists of four items. A five-point Likert scale is used in the study i.e., an ordinal scale. A Likert scale is a summated rating scale that draws back to Rensis Likert. Originally planned for the assessment in attitudes, it is nowadays widely used in all scientific branches. (Spector, 1992) All participants were required to carefully read each Likert scale item and indicate their level of agreement about the same by ticking numbers ranging from (1) strongly disagree to (2) disagree to (3) neutral to (4) agree to (5) strongly agree.

The survey closes with demographic questions requesting for personal information i.e., age, gender, native language, highest level of education, current sector of employment and number of years working in SMEs. This information is necessary to exclude any biases arising from respondents’ characteristics during the analysis of the data. The complete survey is included in appendix 7.3.

3.4.1) Process of Data Analysis

The process of data analysis can be summarized as follows:

- The collected data is prepared for analysis as detailed in section 4.1. This results in 250 participants with fully valid responses.
- The selected mean to measure organizational culture is the Organizational Culture Assessment Instrument (OCAI) and the selected mean to measure servant leadership is the Servant Leadership Behaviour Scale (SLBS-6). Both measures are tested with regards to their validity and reliability before any analysis of the data is performed. Validity is tested via a principal component analysis (PCA) and reliability is tested calculating Cronbach's alpha (section 4.3). All results are satisfying and allowed further usage of these measures.
- Descriptive Statistics:
 - Frequency counts and corresponding percentages are calculated for each item of the survey. The results are listed in tables (section 4.1.2, 4.2 and 4.4.1 – 4.9.1).
 - Mean scores are calculated for each item of the survey (section 4.4.1 – 4.9.1). They ranged from 0 to 1 and the calculation is performed according to the formula in section 4.4.1. The results are presented in graphical form with a red midline separating a general "agree" from a general "disagree" with regards to the item at hand.
- Inferential Statistics:
 - Bivariate correlations according to Kendall's Tau are calculated for each item of the OCAI with regards to each item of the SLBS-6. The results are listed in tables (section 4.4.2 – 4.9.2 and 4.10).
 - For further analysis, the data needs to be prepared as follows: All responses from each of the six OCAI-dimensions and from each of the four OCAI-cultures are grouped by calculating their statistical mean. All responses from the SLBS-6 are handled in the same way.
 - Mean, standard deviation and Pearson-Correlation are calculated between each of the six dimensions of the OCAI and the SLBS-6 as well as between each of the four cultures of the OCAI and the SLBS-6. The results are presented in tables (section 4.4.3 – 4.9.3 and 4.10).

- The most important prerequisites for a linear regression are tested. This includes analysis of scatterplots, standard residuals, independence of residual values, normality and homoscedasticity (section 4.4.3 – 4.9.3 and 4.10). All results are satisfying and allowed further usage of multiple regression analyses.
- Two multiple regression analyses are processed. One analyses the impact of the six OCAI-dimensions on the SLBS-6 and the other analyses the impact of the four OCAI-cultures on the SLBS-6. The results are presented in tables (section 4.4.3 – 4.9.3 and 4.10).
- Further regression analyses are performed including demographic variables of which one serves as an instrumental variable (section 4.11). This is done to tackle confounding and endogeneity as the two most common threats to validity.

3.4.2) Details of Data Analysis

The predominant statistical mean to derive conclusions within this thesis is the multiple regression analysis. It is used to provide a holistic answer to the research question by testing dimensions and cultures of the OCAI (independent variable) against the SLBS-6 (dependent variable). Additionally, it is used to check the validity of the results with regards to confounding and endogeneity.

The purpose of a regression analysis is to investigate the relationship between a dependent variable and an independent variable. A multiple regression analysis comes into play if there is more than one specification of the independent variable. (Uyanık & Güler, 2013)

The linear version of a multiple regression analysis is used within this thesis although the data survey collects ordinal scale data. Necessarily, statistical means of all responses regarding OCAI-dimensions/cultures and the SLBS-6 need to be calculated before any linear multiple regression analysis could be run. The analysis itself and the data preparation could bring up the question why ordinal data is treated as continuous. In

fact, there is a lot of literature that recommend using only non-parametric tests for ordinal data especially when the number of categories is low or the frequency distributions are skewed (Li, 2016; Rhemtulla, Brosseau-Liard, & Savalei, 2012). Robitzsch (2020) refutes this opinion arguing with regards to validity that simulation studies cannot provide sufficient advice which modeling strategy is used best. Additionally, the opinion that ordinal factor models incorporate normality assumptions is oftentimes flawed for empirical applications. Robitzsch approach is common practice within social science, especially for related research questions (Block, 2006; Pillai & Meindl, 1998). This is the reason why the decision was made to follow this model for the analysis of this thesis as well.

3.5) Ethical Considerations

The research undertaken in this piece of work was approved by the Sheffield Business School Research Ethics Committee, Sheffield Hallam University, United Kingdom (UK). According to these high standards, the following ethical considerations were followed: Avoiding any form of discrimination against the participants of the study on the basis of sex, race and ethnicity. The validity and reliability of the study always had the highest priority as described in detail in the following section.

Furthermore, privacy and confidentiality are acknowledged and protected for all personally related data of the participants of this thesis (Andrews et al., 2003). Any personal data that allows linking back to the participants such a name or e-mail address is not required. A corresponding framework was established by granting all respondents the right to designate the conditions of releasing and using their personally related data including retention and disposal of the same. No data was collected from participants that did not fulfil the requirements to contribute to the study i.e., answering one or both of the first two questions of the survey with “no”. All data was collected through a web-page and not by personalized e-mail addresses. Multiple response options as well as a “neutral” option for sensitive questions were considered by designing the survey. Except for the first two questions, all other questions can be skipped. They include a reminder-function if unanswered. Cookies and links from personalized sites were avoided. A credible domain was used with encryption of sensitive materials and the provision of a third-party privacy certificate. Transparent disclosures of sampling procedures were made, with hypertext links used for long disclosures. Qualtrics was chosen as the mean to collect data because its servers are located in the UK and not in the US as most of the concurrent products (e.g., Survey Monkey).

Striving for honesty at any point in time and in all scientific communications throughout the whole research process is the professional self-conception of this piece of work. This was ensured by correctly and completely reporting all data, the methods and procedures used as well as the results that were obtained.

3.6) Validity and Reliability of the Study

Every researcher wants to ensure that their practical work is based on valid measurements leading to reliable outcomes. This already implies the usage of a validity/reliability-concept. A study can be considered valid and reliable if the measures utilized accurately describe the constructs and if the same results are achieved independent from variables like time, participants and circumstances (Vanderstoep & Johnston, 2009). The literature lacks of a standardized terminology to define validity and reliability. Instead, numerous definitions of both terms exist. Hammersley (1987) presents a good compilation of them. He also points out certain characteristics for a general understanding. For the sake of simplicity, the following sections will only detail one definition before describing what was undertaken to fulfil each of the two parts of the concept.

3.6.1) Validity

A nicely written and illuminating definition of validity is presented by Black and Champion (1976). They define validity as “the property of a measure that allows the researcher to say that the instrument measures what he says it measures” (Black & Champion, 1976, p. 222). This links validity to the accuracy of the measurement process and to the accomplishment of its stated goal. It should be pointed out that especially in quantitative research, as it is undertaken in this thesis, validity is the essential element because only valid results can be interpreted and generalized (Hammersley, 1987).

This thesis ensures valid outcomes by processing the following actions: (1) A great amount of time was spent dealing with relevant literature to ensure that measurement instrument and procedures are in line with the concept in question. The results of this process have been discussed and approved by the research supervisors; (2) A pre-test was carried out before the final survey was spread. This pre-test had a sample-size of eleven participants with similar characteristics as the ones proposed for the actual study. The participants of the pre-test were requested to leave comments after filling out the survey. These comments were used to refine the survey to its final version.

Additionally, it was possible to add an approximate duration for the completion of the survey as an information in advance for the participants of the main study; (3) The survey was entered with the original English scales and a translated German version. This decision was made to ensure that every question is fully understood by only German speaking participants. The translation of the survey from English to German was performed in the sense of a back-translation (Brislin, 1970) which is the most common valid method within this area of research; (4) A principal component analysis (PCA) was processed to approach construct validity of the OCAI as well as the SLBS-6 (Thompson & Daniel, 1996). PCA goes back to the work of Karl Pearson and Harold Hotelling (Hotelling, 1933; Pearson, 1901). The underlying idea of this method is to extract the maximum variance of a data set (Tabachnick & Fidell, 2014) which makes it a reduction technique forming components (Costello & Osborne, 2005). The aim is to reduce the number of variables to make the data easier analysable by simultaneously preserving the original information as good as possible (Joliffe & Morgan, 1992). The actual calculation is part of section 4.3; (5) Special attention was paid to confounding and endogeneity. Both of these validity-related threats are detailed and addressed separately within section 4.11 because corresponding calculations rely on data from multiple linear regression analyses. It is the sum of all five action points that allows to term the results of this thesis as valid.

3.6.2) Reliability

A definition of reliability that gets to the heart of its meaning is presented by Goode and Hatt (1952). They define reliability as “the extent to which repetition of the study would result in the same data and conclusions” (Goode & Hatt, 1952, p. 153). In other words, reliability refers to the consistency of a study i.e., getting to the same conclusions even when different occasions, locations, observers, items and so forth are being used. It is important to know that reliability not necessarily implies validity. A measure can perfectly be reliable without measuring what it is supposed to be measuring (Hammersley, 1987). The most common way to check reliability is to perform an internal

consistency analysis (ICA) by measuring the so-called coefficient alpha. According to the American psychologist Lee Cronbach it is understood as the mean of all split-half reliabilities (Cronbach, 1951). The coefficient alpha is a more general version of the Kuder-Richardson coefficient of equivalence. It increases when the correlations between the items increase as well. A rough indication is that a coefficient alpha of .6-.7 indicates average reliability. Everything higher can be assigned with good reliability. (Cortina, 1993) The formula behind Cronbach's alpha is defined as follows:

$$\alpha = \frac{N}{N-1} \left(1 - \frac{\sum_{i=1}^N \sigma_{Y_i}^2}{\sigma_X^2} \right)$$

With

- N : Number of components (items or tests)
- σ_X^2 : Variance of the observed total test scores
- $\sigma_{Y_i}^2$: Variance of component i

Within this thesis, SPSS version 24 was used to calculate Cronbach's alpha of the pre-test. The sample size of eleven participants led to a result of $\alpha = .85$ for the OCAI and $\alpha = .816$ for the SLBS-6. Hence, the values are determined acceptable for the actual study and the survey was considered as usable. The results of the actual study are presented in section 4.3. A deeper investigation of potential reliability-issues making use of generalisability theory is not necessary because of high reliability-values and the fact that a census is performed (Downing, 2004).

3.7) Chapter Summary

The third chapter focuses on the research design and methodology of the study. The underpinning research philosophy is positivism justified as the optimal solution to answer the research question of this thesis in the best way possible.

The selected research design is a survey spread online via social networks. Furthermore, it is important to remember that the SLBS-6 is the dependent variable and the instrument of choice to measure servant leadership and that the OCAI is the independent variable and the instrument of choice to measure organizational culture. The analysis of the data will primarily be processed via multiple linear regression analyses.

4) Description and Analysis of the Research Findings

Chapter 4 displays the results of the relevant calculations performed in this piece of work. It does so in eleven sections. The first one is a brief summary of the participants that have passed all prerequisites and hence contributed with a fully analysable survey. The second one details the participants responses to the SLBS-6 for the sake of providing the research findings in a comprehensive way.

Section 4.3 links back to section 3.7 by checking validity and reliability for the OCAI and the SLBS-6 to ensure that multiple linear regression analyses can be performed.

Section 4.4 to 4.9 is the main part of chapter 4. They describe the impact of each of the six OCAI-dimensions on servant leadership measured by the SLBS-6. Each of them has three subsequent sections i.e., descriptive statistics, bivariate correlations and regression analysis. Section 4.10 enhances the research question investigating the impact of organizational culture on servant leadership from a cultural perspective by performing a second regression analysis.

Section 4.11 provides conclusive calculations regarding the validity of the selected measures. The focus is on confounding and endogeneity as two special problems that are often overlooked and hence need to be excluded.

The final section 4.12 describes data investigating organizational culture change stemming from a fictitious example. This is done with the intention to derive further implications concerning the research question.

“If I have seen further than others, it is by standing upon the shoulders of giants.”

(Isaac Newton)

4.1) General and Demographic Facts of Participants

Section 4.1 starts with descriptive statistics about the most important part of every survey i.e., its participants. They are analysed in a general and demographic way hereafter.

4.1.1) General Facts of Participants

The collection of data took place over 8 weeks. During this time, 615 responses were received. Of these 615 responses, 28 participants did not answer any question at all. A share of 10 participants stopped after some point in the survey, leaving too many questions unanswered. Additionally, 27 participants stopped after the first question although they answered with “yes” and 60 participants stopped after the first two questions although they answered both of them with “yes”. There are 5 participants that answered the first question with “no” and hence did not give their consent to the study. Finally, 229 participants answered the second question with “no” i.e., they are not working in a SME. This high number is a pity because the need to be working in a SME to take part in this survey was written in the postings, on the landing page of the survey and in the participant information sheet attached to the survey. Nevertheless, it was a wise decision to confirm this prerequisite with a separate question. Only 6 participants skipped single items of the survey. Since this number is very low, they have been excluded for the sake of simplicity of the analysis. This makes a final sample of 250 fully valid answers.

4.1.2) Demographic Facts of Participants

The demographic questions in the study include age, gender, native language, highest level of education, current sector of employment and number of years working in SMEs. The question for current sector of employment also serves as an instrumental variable.

Table 4.1 shows the demographic characteristics of the participants of the study, labelled items C1 to C6. The corresponding bar-chart diagrams can be found in appendix 7.4.1.

Table 4.1: Demographic Characteristics of Participants

	Characteristics	Frequency [n]	Percent [%]	Cumulative Percent [%]
C1) What is your age?	18 - 24	63	25.2	25.2
	25 - 34	132	52.8	78.0
	35 - 44	35	14.0	92.0
	45 - 54	10	4.0	96.0
	55 - 64	10	4.0	100.0
	Total	250	100.0	
C2) What is your gender?	Male	101	40.4	40.4
	Female	147	58.8	99.2
	other/non-binary	2	0.8	100.0
	Total	250	100.0	
C3) What is your native language?	German	174	69.6	69.6
	English	46	18.4	88.0
	Other	30	12.0	100.0
	Total	250	100.0	
C4) Please indicate the highest level of education you completed	Primary School	2	0.8	0.8
	Secondary School or equivalent	22	8.8	9.6
	Certificate (1 year)	5	2.0	11.6
	Diploma (ND, RN, RM)	18	7.2	18.8
	Degree (BSc, BA, etc.)	131	52.4	71.2
	Master's Degree (MS)	55	22.0	93.2
	Doctoral Degree (PhD)	3	1.2	94.4
	Other	14	5.6	100.0
	Total	250	100.0	

C5) In which sector are you currently employed?	Governmental organization	17	6.8	6.8
	Non-governmental organization	47	18.8	25.6
	Private for profit organization	158	63.2	88.8
	Faith-based organization	6	2.4	91.2
	Unclassified establishments	22	8.8	100.0
	Total	250	100.0	
C6) How long have you been working in your current small or medium-sized enterprise?	Less than 1 year	58	23.2	23.2
	1 to 2 years	76	30.4	53.6
	3 to 5 years	64	25.6	79.2
	6 to 10 years	31	12.4	91.6
	More than 10 years	21	8.4	100.0
	Total	250	100.0	

Item C1 shows that 132 out of 250 participants of the study are in the age group of 25-34. This makes up 52,8%. The second-biggest age group is 18-24 with 63 participants. Participants being 45 and older only sum up to 20, which equals 8%. The distribution in gender of all 250 participants are as follows: 101 males, 147 females and 2 other/non-binary. The majority of the 250 participants speak German as their native language (n=174/40.4%); 46 English and 30 Other. Item C4 indicates that 131 participants equal to 52.4% have a university degree on the level of a BSc, BA, etc. The next biggest group of participants has a Master's Degree (55) or a Secondary School or equivalent (22). The next item shows that 158 out of the 250 participants work in a privately owned, profit-oriented organization. This makes 63.2% of the sample and hence the majority of the participants. On the other hand, only 6 participants stated to work in a faith-based organization. Item C6 reveals that most participants work between 1 to 2 years in the current SME (n=76/30.4%). The sample also includes 21 participants working for more than 10 years in their current SME.

4.2) Presentation and Description of Participants' Responses to the SLBS-6

Table 4.2 shows the participants' responses to the six statements relating to the six dimensions of the Servant Leadership Behaviour Scale (SLBS-6). They are labelled from B1 to B6. The corresponding bar-chart diagrams can be found in appendix 7.4.3.

Table 4.2: SLBS-6 (responses)

	Responses	Frequency [n]	Percent [%]	Cumulative Percent [%]
B1) My supervisor uses power in service to others, not for his or her ambition	Strongly disagree	16	6,4	6,4
	Disagree	43	17,2	23,6
	Neutral	82	32,8	56,4
	Agree	86	34,4	90,8
	Strongly agree	23	9,2	100,0
	Total	250	100.0	
B2) My supervisor gives me the right to question his or her actions and decisions	Strongly disagree	9	3,6	3,6
	Disagree	22	8,8	12,4
	Neutral	53	21,2	33,6
	Agree	129	51,6	85,2
	Strongly agree	37	14,8	100,0
	Total	250	100.0	
B3) My supervisor respects me for who I am, not how I make him or her feel	Strongly disagree	2	0,8	0,8
	Disagree	13	5,2	6,0
	Neutral	48	19,2	25,2
	Agree	122	48,8	74,0
	Strongly agree	65	26,0	100,0
	Total	250	100.0	
B4) My supervisor enhances my	Strongly disagree	9	3,6	3,6
	Disagree	34	13,6	17,2
	Neutral	91	36,4	53,6
	Agree	91	36,4	90,0

capacity for moral actions	Strongly agree	25	10,0	100,0
	Total	250	100.0	
B5) My supervisor helps me to generate a sense of meaning out of everyday life at work	Strongly disagree	13	5,2	5,2
	Disagree	39	15,6	20,8
	Neutral	64	25,6	46,4
	Agree	101	40,4	86,8
	Strongly agree	33	13,2	100,0
	Total	250	100.0	
B6) My supervisor contributes to my personal and professional growth	Strongly disagree	16	6,4	6,4
	Disagree	32	12,8	19,2
	Neutral	63	25,2	44,4
	Agree	91	36,4	80,8
	Strongly agree	48	19,2	100,0
	Total	250	100.0	

The first item states that the supervisor has an altruistic attitude by mainly using his power to serve others. A share of 86 participants could agree to that and answered “agree” respectively. There are 23 participants who even answered with “strongly agree”. There are also 43 participants who could not agree to item B1 and selected “disagree” and 16 participants who disagreed strongly. In total, most participants agreed with item one (n=109 against n=59). The “neutral” option was frequented quite heavily by 82 participants equal to 32.4%. According to item B2, questioning the actions and decisions of the supervisor is accepted by the organization. The majority of participants stated that this is the case for the SME they are working in: n= 129/51.6%. 37 participants agreed strongly. Only 31 participants disagreed, nine of them strongly. A share of 53 participants answered with “neutral”. Item B3 is about respecting the employee as they are. This item has the least amount of disagreement: 2x “strongly disagree” and 13x “disagree” and consequently the highest amount of agreement: 122x “agree” and 65x “strongly agree”. “Neutral” was selected 48 times. The fourth item

checks whether the supervisor enhances the ability to act morally. This item is the SLBS-6 dimension with the biggest share of indifferent participants i.e., “neutral” was selected 91 times equal to 36.4%. There are 116 participants who agreed to item four, 25 of them agreed strongly. There are also 43 participants who disagreed to item four, of whom nine disagreed strongly. Item B5 states that the supervisor helps to generate a meaning out of everyday life at work. A share of 53.6% of all participants agreed to this (“agree”: n=101/40.4%; “strongly agree”: n=33/13.2%) and 20.8% of all participants disagreed to this (“disagree”: n=39/15.6%; “strongly disagree”: n=13/5.2%). There are 64 participants who were indifferent and selected “neutral”. The final SLBS-6 dimension asks whether the supervisor contributes to the personal and professional growth of his team members. Again, most participants selected “agree” (n=91) or “strongly agree” (n=48). A share of 32 participants selected “disagree” and 16 “strongly disagree”. The rest decided for “neutral” (n=63).

Figure 4.1 shows the mean scores of participants’ response to the six statements relating to the six dimensions of the Servant Leadership Behaviour Scale (SLBS-6).

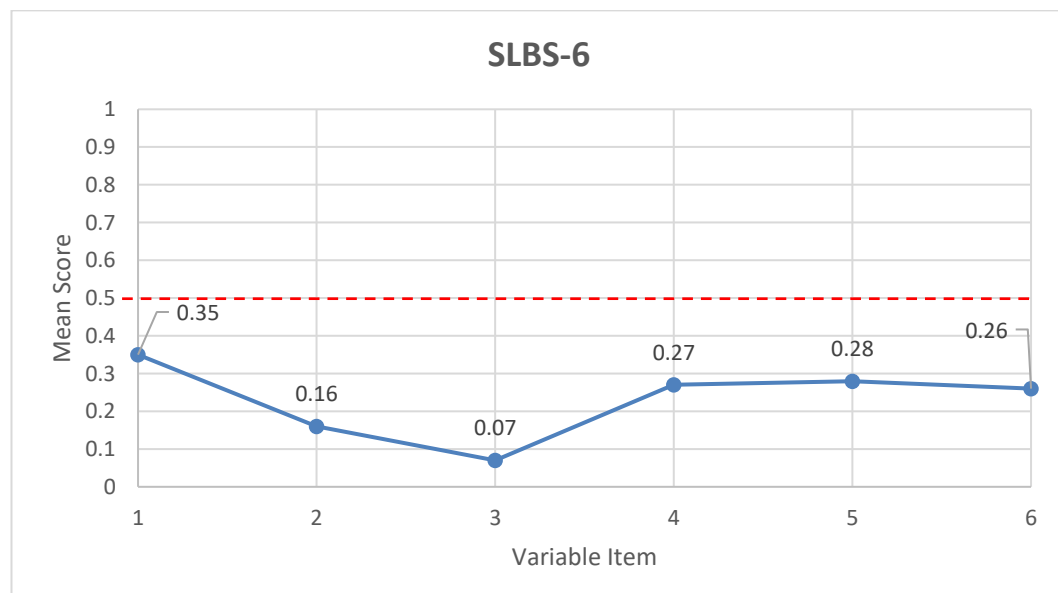


Figure 4.1: Mean Scores SLBS-6

All six items of the SLBS-6 reached a mean score $<.5$ which means that the participants generally agree to every single one of them. The item with the least strength of agreement is item B1. With a mean score of .35 it states "My supervisor uses power in service to others, not for his or her ambition". On the other hand, the item with the greatest strength of agreement is item B3. With a mean score of only .07 it states "My supervisor respects me for who I am, not how I make him or her feel".

4.3) Check for Validity and Reliability

Section 3.6 explained the rationale why validity and reliability are crucial factors that need to be checked for the selected measures prior to performing multiple linear regression analyses. Statistically, construct validity will be checked via a principal component analysis and reliability will be checked calculating Cronbach's alpha. These calculations are done for the OCAI as well as the SLBS-6.

4.3.1) Check for Validity and Reliability: OCAI

Table 4.3 shows the results of the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) and Bartlett's test of Sphericity for the OCAI.

Table 4.3: KMO and Bartlett's Test (OCAI)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.831
Bartlett's Test of Sphericity	Approx. Chi-Square	2241.916
	df	276
	Sig.	.000

The sampling adequacy was good (KMO = .831) and Bartlett's Test of Sphericity demonstrated that correlations between items were large enough to run a PCA ($\chi^2(10) = 2241.92, p < .001$) (Field, 2005; Yong & Pearce, 2013).

Table 4.4 shows the results of the PCA for the OCAI. It contains the rotated component matrix as well as the explanation of its total variance. The PCA revealed four components that explained 54.012% of variance, using an Eigenvalue cut-off of 1.0; component one Eigenvalue = 5.026 (variance explained = 20.956%), component two Eigenvalue = 4.192 (variance explained = 17.467%), component three Eigenvalue 2.512 (variance explained = 10.465%) and component four Eigenvalue 1.230 (variance explained = 5.124%). A scree plot confirmed the findings of the four components. The rotated factor loading for the sample size at hand is set to .4 in order to be statistically significant (Stevens, 2009; Tabachnick & Fidell, 2014). Component one is made up of the variables A1, A2, A5, A6, A8, A9, A10, A13, A14, A17, A18 and A21. This represents all elements of the cultural

type “clan” and all elements of the cultural type “adhocracy” except for A22. Component two is made up of the variables A11, A14, A15, A19, A22 and A23. This represents all elements of the cultural type “market” except for A3 and A7 and the missing element A22 of the cultural type “adhocracy”. Component three is made up of the variables A4, A12, A16, A20 and A24. This represents all elements of the cultural type “hierarchy” except for A8 which is part of component one. Finally, component four is made up of the variables A3, A4, A7, A11, and A19. This represents all elements of the cultural type “market” except for A15 and A23 which are part of component two. Each variable is explained statistically significant by at least one component. There are only four cross loadings i.e., A4 (component 3 & 4), A11 (component 2 & 4), A14 (component 1 & 2) and A19 (component 2 & 4) (Costello & Osborne, 2005).

Table 4.4: Results of the PCA (OCAI)

Variable	Component 1	Component 2	Component 3	Component 4
A1	.564*	-.143	-.199	-.024
A2	.462*	.338	-.359	.273
A3	.028	.152	-.016	.733*
A4	-.114	.018	.514*	.518*
A5	.699*	-.202	.062	.059
A6	.540*	.363	-.223	.340
A7	-.302	.362	.246	.567*
A8	.538*	-.055	.366	.308
A9	.779*	-.127	.036	-.045
A10	.568*	.222	-.260	.056
A11	-.193	.594*	.150	.514*
A12	.254	.005	.630*	-.257
A13	.642*	-.075	.123	-.205
A14	.500*	.547*	-.090	-.086
A15	.032	.563*	.228	.241
A16	-.086	.011	.632*	.235
A17	.778*	.021	.071	-.296
A18	.626*	.322	-.160	-.008
A19	-.102	.541*	.064	.473*
A20	.007	.023	.789*	.155
A21	.675*	.043	.214	-.186
A22	.091	.750*	-.123	.033
A23	-.135	.764*	.066	.137
A24	-.046	.365	.453*	-.068

Eigenvalue	5.026	4.192	2.512	1.230
% of Variance	20.956	17.467	10.465	5.124
Cumulative %	20.956	38.423	48.888	54.012

Extraction Method: Principal Component Analysis

Rotation Method: Varimax Rotation with Kaiser Normalization, converged in 7 iterations

Significant Loadings (>.4) indicated with *, cross loadings in bold

Table 4.5 contains the results of the Internal Consistency Analysis calculating Cronbach's alpha. The results of the PCA provides no evidence to extract a component. According to the threshold-values already provided in section 3.6.2, component 1 ($\alpha = .859$), component 2 ($\alpha = .777$) and component 4 ($\alpha = .767$) incorporate a good reliability. Component 3 ($\alpha = .662$) still shows an average and hence acceptable reliability.

Table 4.5: Results of the ICA (OCAI)

	Component 1	Component 2	Component 3	Component 4
Cronbach's α	.859	.777	.662	.767

4.3.2) Check for Validity and Reliability: SLBS-6

Table 4.6 shows the results of the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) and Bartlett's test of Sphericity for the SLBS-6.

Table 4.6: KMO and Bartlett's Test (SLBS-6)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.816
Bartlett's Test of Sphericity	Approx. Chi-Square	466.056
	df	15
	Sig.	.000

The sampling adequacy was good (KMO = .816) and Bartlett's Test of Sphericity demonstrated that correlations between items were large enough to run a PCA ($\chi^2(10) = 466.06, p < .001$) (Field, 2005; Yong & Pearce, 2013).

Table 4.7 shows the results of the PCA for the SLBS-6. It contains the rotated component matrix as well as the explanation of its total variance. The PCA revealed only one component that already explained 51.33% of variance with an Eigenvalue of 3.080, using an Eigenvalue cut-off of 1.0; A scree plot confirmed these findings. A rotation does not make sense since one component explains the SLBS-6 sufficiently. Nevertheless, the significant loading cut-off is kept at .4 (Stevens, 2009; Tabachnick & Fidell, 2014). Each variable is explained statistically significant by the one component.

Table 4.7: Results of the PCA (SLBS-6)

Variable	Component 1
B1	.498*
B2	.698*
B3	.662*
B4	.745*
B5	.804*
B6	.839*
Eigenvalue	3.080
% of Variance	51.330

Extraction Method: Principal Component Analysis

Significant Loadings (>.4) indicated with *

The Internal Consistency Analysis results in a Cronbach's alpha of $\alpha = .804$ i.e., good reliability.

4.4) Determining the impact of Dominant Characteristics on employee's perception of Servant Leadership in their SME

The following sections 4.4 to 4.9 describe and analyse the impact of the six OCAI-dimensions on servant leadership measured by the SLBS-6. The impact of each dimension is detailed in a separate section with regards to the conceptual framework (figure 2.2) to ensure a clear structure. The discussion of the results (section 5.3.1) will be performed for all six dimensions together to become aware of possible dependencies between them. The structure of the following sections is the same for each dimension: It starts with a presentation of descriptive statistics such as frequency counts and percentages. The second section is about the bivariate correlations according to Kendall's Tau. Lastly, the results of a regression analysis are presented to provide the basis for answering the research question. Section 4.4 starts with the impact of the OCAI-dimension Dominant Characteristics on servant leadership measured by the SLBS-6.

4.4.1) Descriptive Statistics

Table 4.8 shows the participants' response to the four statements relating to the OCAI-dimension Dominant Characteristics. They are labelled from A1 to A4. The corresponding bar-chart diagrams can be found in appendix 7.4.2.

Table 4.8: Dominant Characteristics (responses)

	Responses	Frequency [n]	Percent [%]	Cumulative Percent [%]
A1) The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.	Strongly disagree	8	3.2	3.2
	Disagree	22	8.8	12.0
	Neutral	54	21.6	33.6
	Agree	134	53.6	87.2
	Strongly agree	32	12.8	100.0
	Total	250	100.0	

A2) The organization is a very dynamic and entrepreneurial place. People are willing to stick a lot of their necks out and take risks.	Strongly disagree	21	8.4	8.4
	Disagree	75	30.0	38.4
	Neutral	67	26.8	65.2
	Agree	71	28.4	93.6
	Strongly agree	16	6.4	100.0
	Total	250	100.0	
A3) The organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented.	Strongly disagree	8	3.2	3.2
	Disagree	37	14.8	18.0
	Neutral	71	28.4	46.4
	Agree	100	40.0	86.4
	Strongly agree	34	13.6	100.0
	Total	250	100.0	
A4) The organization is a very controlled and structured place. Formal procedures generally govern what people do.	Strongly disagree	19	7.6	7.6
	Disagree	79	31.6	39.2
	Neutral	50	20.0	59.2
	Agree	79	31.6	90.8
	Strongly agree	23	9.2	100.0
	Total	250	100.0	

The first item reveals that more than half of all participants (134 out of 250) agree with the view that their organization is a personal place and hence somehow like a family. A share of 32 Participants even selected “strongly agree”. In summary, only 30 participants disagreed to this point of view which equals 12%. The “neutral” option was selected by 54 participants. The second item provides a more equal distribution. The focus is around the “neutral” option. A share of 67 participants chose this option, 75 participants

selected “disagree” and 71 participants agreed to the fact that their organization is an entrepreneurial place. The extreme positions are rather rare with 21 participants selecting “strongly disagree” and 16 participants selecting “strongly agree”. Item three incorporates the striving for results. It shows a quite similar distribution to item one. The majority of participants chose “agree” (n=100/40%). In ascending order, 8 participants clicked “strongly disagree”, 37 “disagree” and 71 “neutral”. The option “strongly agree” was selected 34 out of 250 times which makes up 13.6%. The fourth and final item investigates whether the participants’ organization is a controlled and structured place. There are 79 participants who disagreed and 79 who agreed to this fact. A share of 19 participants selected “strongly disagree” and 23 “strongly agree”. Finally, 50 participants selected “neutral” i.e., every fifth participant.

Figure 4.2 shows the mean scores of participants’ response to the four statements relating to the OCAI-dimension Dominant Characteristics. The figure presents the mean scores scaled from 0 to 1 on the ordinate and the variable items 1 to 4 on the abscissa. A red midline separates variable items with a mean score < .5 from those > .5. All items below the red midline indicate participants “agree” to the statement whereas all items above the red midline indicate participants “disagree” to the statement. By doing so, the degree of agreement or disagreement to each statement is easily recognizable i.e., how close the mean score is to 0 or 1.

The mean scores are calculated as follows:

$$Mean\ Score_{1-4} = 1 - \left(\frac{n_{agree} + n_{strongly\ agree}}{n_{total} - n_{neutral}} \right)$$

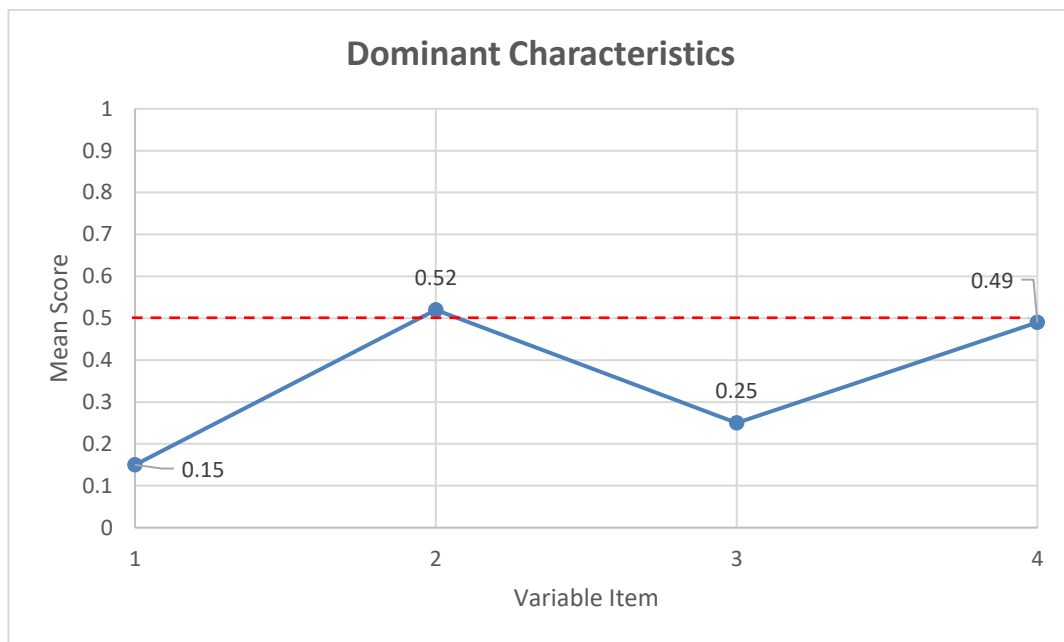


Figure 4.2: Mean Scores Dominant Characteristics

Items number 1, 3 and 4 have mean scores $< .5$. Hence, the participants of the study agreed to these statements. The greatest strength of agreement incorporates item one: “The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves”. This item has a mean score of .15. Item number 2 is the only one the participants of the study disagreed to— although just slightly with a mean score of .52.

4.4.2) Bivariate Correlations

Table 4.9 shows the participants’ response to the four statements relating to the OCAI-dimension Dominant Characteristics in correlation with each of the six SLBS-6 elements. The calculation in use is a bivariate correlation using Kendall’s Tau $[\tau]$ because it includes two ordinal scales (Chen & Popovich, 2002). The resulting significance $[p]$ is displayed in the fourth column of the table. With a confidence interval (CI) of 95%, any p -value below .05 indicates a significant correlation. The relevant items are marked with a *.

Table 4.9: Dominant Characteristics - SLBS-6 (bivariate correlation)

Item OCAI - Dominant Characteristics	Item SLBS-6	Correlation Coefficient Kendall's Tau [τ]	Significance [p]
A1) family-like	Voluntary	.117*	.014893*
	Subordination		
A1) family-like	Authentic Self	.257*	.000001*
A1) family-like	Covenantal	.182*	.000482*
	Relationship		
A1) family-like	Responsible	.130*	.008497*
	Morality		
A1) family-like	Transcendental	.191*	.000198*
	Spirituality		
A1) family-like	Transforming	.215*	.000031*
	Influence		
A2) entrepreneurial	Voluntary	.095*	.036320*
	Subordination		
A2) entrepreneurial	Authentic Self	.086	.054367
A2) entrepreneurial	Covenantal	-.051	.172818
	Relationship		
A2) entrepreneurial	Responsible	.171*	.000644*
	Morality		
A2) entrepreneurial	Transcendental	.214*	.000026*
	Spirituality		
A2) entrepreneurial	Transforming	.196*	.000093*
	Influence		
A3) results-oriented	Voluntary	-.036	.250467
	Subordination		
A3) results-oriented	Authentic Self	-.062	.125394
A3) results-oriented	Covenantal	.001	.495893
	Relationship		
A3) results-oriented	Responsible	.070	.094826
	Morality		
A3) results-oriented	Transcendental	-.011	.420774
	Spirituality		
A3) results-oriented	Transforming	.003	.475299
	Influence		
A4) highly structured	Voluntary	-.020	.354420
	Subordination		
A4) highly structured	Authentic Self	-.177*	.000482*
	Covenantal		
A4) highly structured	Relationship	-.113*	.018365*

A4) highly structured	Responsible Morality	.042	.215528
A4) highly structured	Transcendental Spirituality	-.013	.402404
A4) highly structured	Transforming Influence	-.094*	.037065*

The first item A1 shows significant results to every SLBS-6 element. Kendall's Tau range between .117 (Voluntary Subordination) and .257 (Authentic Self), resulting in low p-values. Item A2 significantly correlates with four out of the six SLBS-6 elements i.e., Voluntary Subordination ($\tau=.095$), Responsible Morality ($\tau=.171$), Transcendental Spirituality ($\tau=.214$) and Transforming Influence ($\tau=.196$). The third item A3 incorporates no significant correlation to any of the SLBS-6 elements. The highest significance lies in the linkage between item C and the SLBS-6 elements Responsible Morality ($\tau=.070$, $p=.095$). Item A4 significantly correlates with Authentic Self ($\tau=-.177$), Covenantal Relationship ($\tau=-.113$) and Transforming Influence ($\tau=-.094$), all three of them negatively. All in all, Dominant Characteristics shows a significant correlation with 13 out of 24 comparisons.

The relevant correlations are summarized in table 4.10.

Table 4.10: Dominant Characteristics - SLBS-6 (summary correlations)

Dominant Characteristics	SLBS-6 element	Number of correlations [n]
A1) family-like	Voluntary Subordination, Authentic Self, Covenantal Relationship, Responsible Morality, Transcendental Spirituality, Transforming Influence	6
A2) entrepreneurial	Voluntary Subordination, Responsible Morality, Transcendental Spirituality, Transforming Influence	4
A3) results-oriented	-	0
A4) highly structured	Authentic Self, Covenantal Relationship, Transforming Influence	3

4.4.3) Regression Analysis

A multiple linear regression analysis has been run in order to provide an answer to the research question i.e., the impact of the six OCAI-dimensions on the display of a servant leadership style. This regression analysis includes all six dimensions of the OCAI simultaneously. For the sake of structure, general information about the analysis including descriptive statistics and correlation is only provided within this section. The sections 4.5.3, 4.6.3, 4.7.3, 4.8.3 and 4.9.3 contain specific information about the analysis of the respective dimension.

The collected data needed to be prepared before the analysis was run via SPSS version 24. All responses from each of the six OCAI-dimensions were grouped by calculating their statistical mean. The SLBS-6 was handled in the same way.

Table 4.11 shows the results of calculating the mean, standard deviation and Pearson-Correlation (Chen & Popovich, 2002) between each of the six dimensions of the OCAI and the SLBS-6. The levels of significance are set to $p < .05^*$ and $p < .01^{**}$. The least but still significant correlation is between the OCAI-dimension Dominant Characteristics and the SLBS-6 ($p = .0267$). All other correlations incorporate values less than $p = .01$ and hence are highly significant.

Table 4.11: Mean, Standard Deviation and Correlation between Organizational Culture (OCAI-dimensions) and Servant Leadership (N=250)

Strategic Emphases	Criteria of Success
1.0	1.0
.457**	

Variable	Mean	Standard Deviation	SLBS-6	Dominant Characteristics	Organizational Leadership	Management of Employees	Organization Glue
SLBS-6	3.5127	.71492	1.0				
Dominant Characteristics	3.2690	.58374	.140*	1.0			
Organizational Leadership	3.2030	.61933	.333**	.509**	1.0		
Management of Employees	3.2680	.55850	.430**	.386**	.555**	1.0	
Organization Glue	3.4680	.58036	.398**	.308**	.417**	.490**	1.0
Strategic Emphases	3.4520	.57008	.497**	.338**	.531**	.581**	.588**
Criteria of Success	3.2280	.69458	.198**	.290**	.371**	.432**	.434**

p<.05*, p<.01**

The next step was to test the results against the most important prerequisites of a linear regression. Figure 4.3 shows a scatterplot of the OCAI-dimension Dominant Characteristics and the SLBS-6. It tells us that the relationship between these two variables is slightly positive, linear and does not reveal a significant number of outliers.

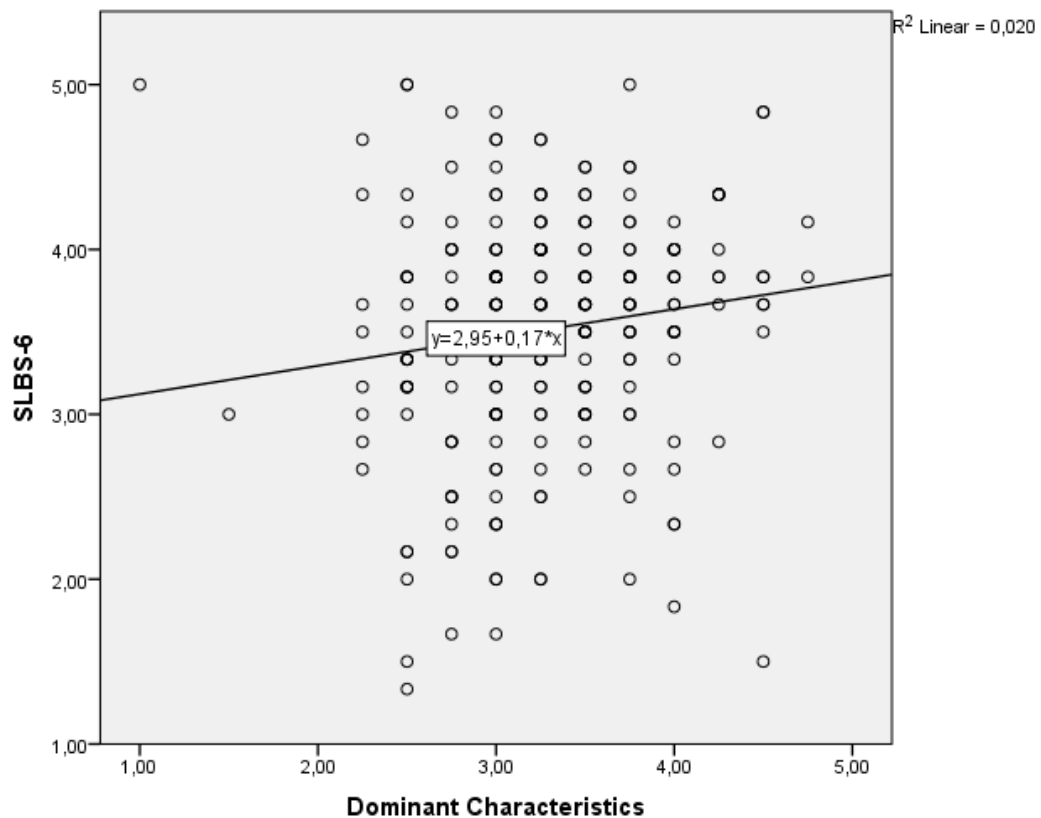


Figure 4.3: Scatterplot Dominant Characteristics - SLBS-6

An analysis of standard residuals proves that the overall data contained no outliers (std. residual minimum = -3.120; std. residual maximum = 2.538). Independence of residual values was confirmed with a Durbin-Watson test ($d = 2.016$). The corresponding residual plots showed normality and homoscedasticity, figures 4.4-4.6.

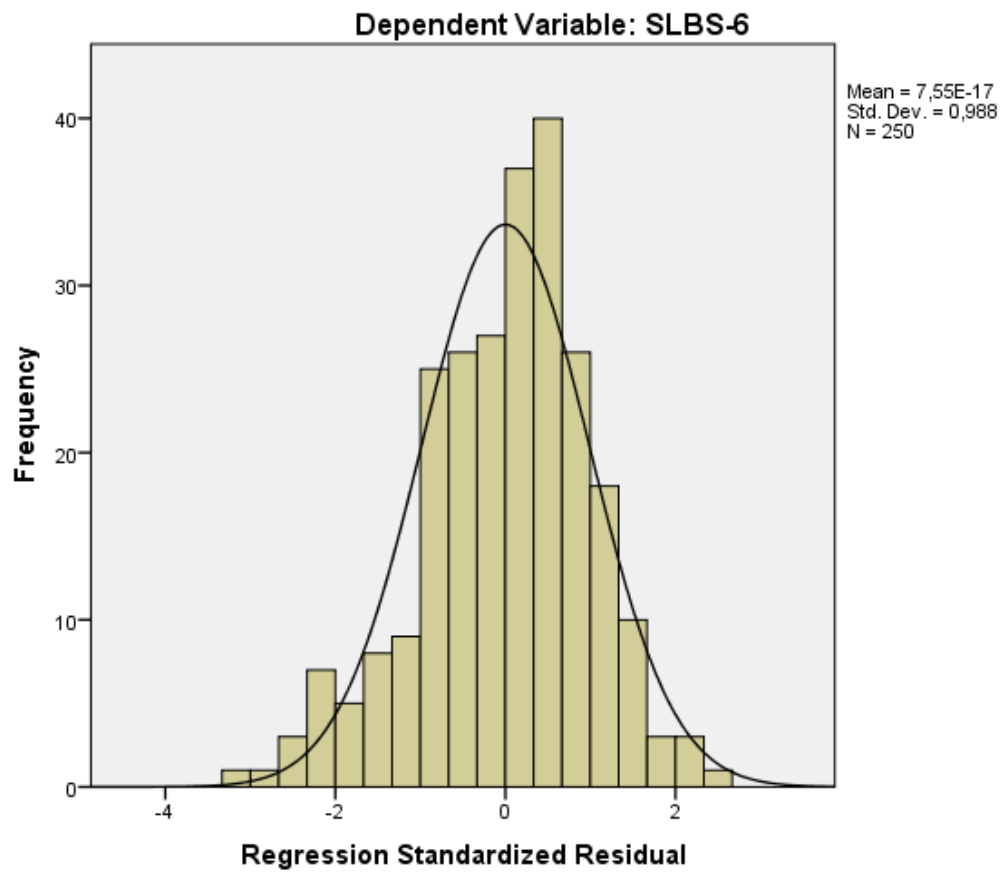


Figure 4.4: Histogram Regression Standardized Residual - Frequency

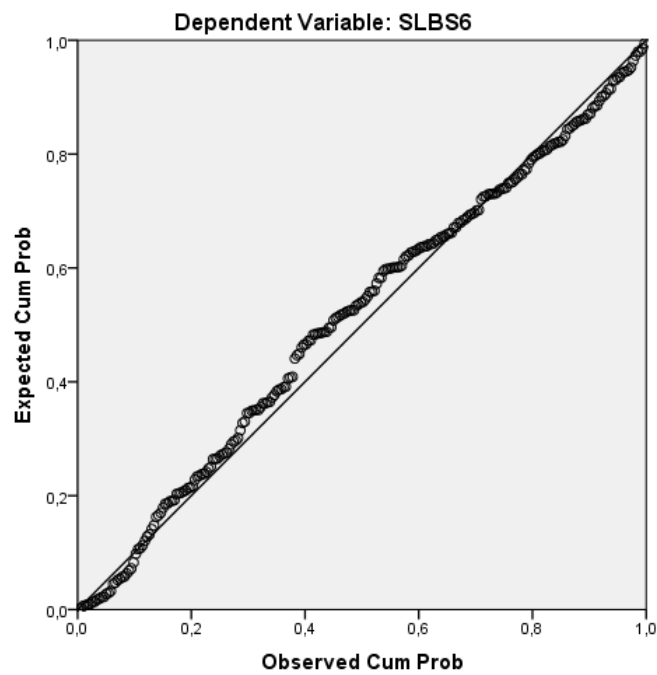


Figure 4.5: Normal P-P Plot of Regression Standardized Residual

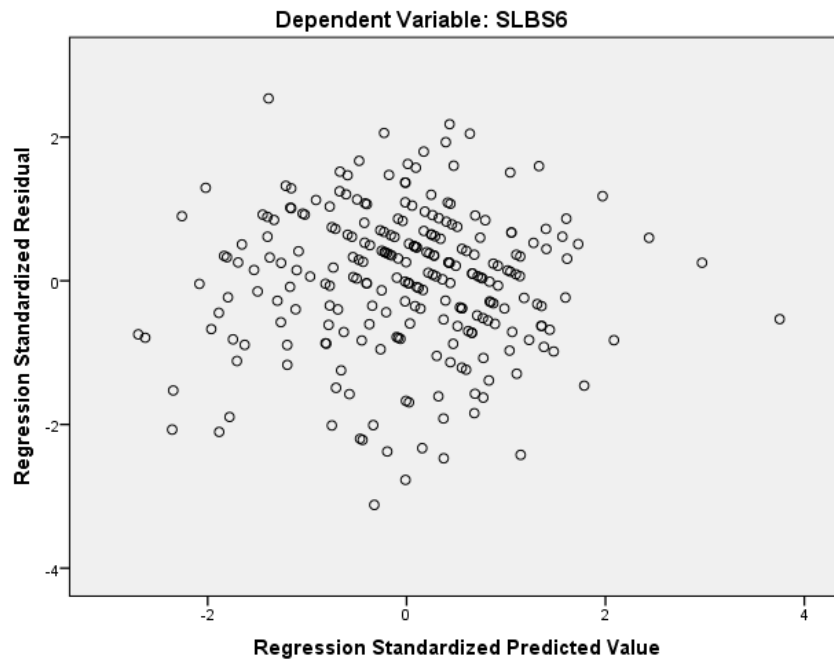


Figure 4.6: Scatterplot Regression Standardized Predicted Value - Regression Standardized Residual

Table 4.12 shows the results of the regression analysis between the OCAI-dimension Dominant Characteristics and the SLBS-6.

Table 4.12: Regression analysis of Dominant Characteristics on Servant Leadership (SLBS-6)

Variable	Unstandardized B	Standard Error B (SE B)	Standardized β
Constant	1.065	.299	
Dominant Characteristics	-.128	.077	-.104
R ²		.303	
Adjusted R ²		.286	
F (df=6; 243)		17.599***	

p<.05*, p<.01**, p<.001***

All six dimensions of the OCAI statistically significantly correlate to servant leadership (SLBS-6), $F(6,241) = 17,599$, $p<.001$. This results in a goodness of fit R^2 of .303 i.e., all six OCAI-dimensions account for 30.3% of the variability in servant leadership measured by the SLBS-6 with an adjusted R^2 of .286 = 28.6%. The levels of significance are set to $p<.05^*$, $p<.01^{**}$ and $p<.001^{***}$. Standardized β of the OCAI-dimension Dominant Characteristics is -.104 and corresponding p-value .101.

This section has described the impact of the OCAI-dimension Dominant Characteristics on the SLBS-6 as part of a multiple regression analysis. The findings summarized in table 4.12 show a significance of $p = .101$ with levels of significance set to $p<.05^*$, $p<.01^{**}$ and $p<.001^{***}$.

Since .101 is > than .05, the result is not significant. This means with regards to the research objective that there is no significant impact of Dominant Characteristics on employee's perception of Servant Leadership in their SME. This finding is in alignment with the expectation formulated in section 2.6: Hypothesis 5 is accepted.

The OCAI-dimension dominant characteristics is concerned with the overarching attributes of an organization. They can be summarized and categorized as family-like,

entrepreneurial, results-oriented or highly structured. (Cameron & Quinn, 2011) The interpretation of the data analysis points to the preliminary conclusion that the dominant characteristic of an organization plays a minor role when it comes to establishing a servant leadership style.

4.5) Determining the impact of Organizational Leadership on employee's perception of Servant Leadership in their SME

Section 4.5 contains the presentation and description of the impact of the OCAI-dimension Organizational Leadership on servant leadership measured by the SLBS-6. The structure follows descriptive statistics, bivariate correlations and finally a regression analysis.

4.5.1) Descriptive Statistics

Table 4.13 shows the participants' responses to the four statements relating to the OCAI-dimension Organizational Leadership. They are labelled from A5 to A8. The corresponding bar-chart diagrams can be found in appendix 7.4.2.

Table 4.13: Organizational Leadership (responses)

	Responses	Frequency [n]	Percent [%]	Cumulative Percent [%]
A5) The leadership in the organization is generally considered to exemplify mentoring, facilitating or nurturing.	Strongly disagree	12	4,8	4,8
	Disagree	43	17,2	22,0
	Neutral	57	22,8	44,8
	Agree	105	42,0	86,8
	Strongly agree	33	13,2	100,0
	Total	250	100.0	
A6) The leadership in the organization is generally considered to exemplify entrepreneurship, innovation or risk taking.	Strongly disagree	15	6,0	6,0
	Disagree	48	19,2	25,2
	Neutral	69	27,6	52,8
	Agree	98	39,2	92,0
	Strongly agree	20	8,0	100,0
	Total	250	100.0	
A7) The leadership in the	Strongly disagree	38	15,2	15,2

organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	Disagree	81	32,4	47,6
	Neutral	51	20,4	68,0
	Agree	69	27,6	95,6
	Strongly agree	11	4,4	100,0
	Total	250	100.0	
A8) The leadership in the organization is generally considered to exemplify coordinating, organizing or smooth-running efficiency.	Strongly disagree	9	3,6	3,6
	Disagree	43	17,2	20,8
	Neutral	52	20,8	41,6
	Agree	126	50,4	92,0
	Strongly agree	20	8,0	100,0
	Total	250	100.0	

The first item of the OCAI-dimension Organizational Leadership takes a closer look at how far the participants' organization exemplifies mentoring. A share of 42% of the participants agreed to this fact. The other options were chosen as follows: 12x "strongly disagree", 43x "disagree", 57x "neutral" and 33x "strongly disagree". Item A6 investigates the entrepreneurial leadership style. Again, most participants agreed to this fact (n=98/39,2%). There are 20 participants who agreed strongly. 63 participants disagreed to item two, 15 of them strongly. "Neutral" was selected 69 times. The third item seeks to investigate if a competitive, results-oriented leadership style is predominant. A share of 81 participants disagreed and 38, of them strongly. On the other hand, 69 participants agreed to this fact and 11 even strongly. There are 51 participants equal to 20.4% who had a neutral opinion about this item. Item A8 is about smooth-running efficiency in the organization. A share of 146 participants agreed to this fact, 20 of them strongly. This makes the vast majority with 58.4%. Only 9 participants selected "strongly disagree", 43 "disagree" and the neutral option was chosen 52 times.

Figure 4.7 shows the mean scores of participants' response to the four statements relating to the OCAI-dimension Organizational Leadership.

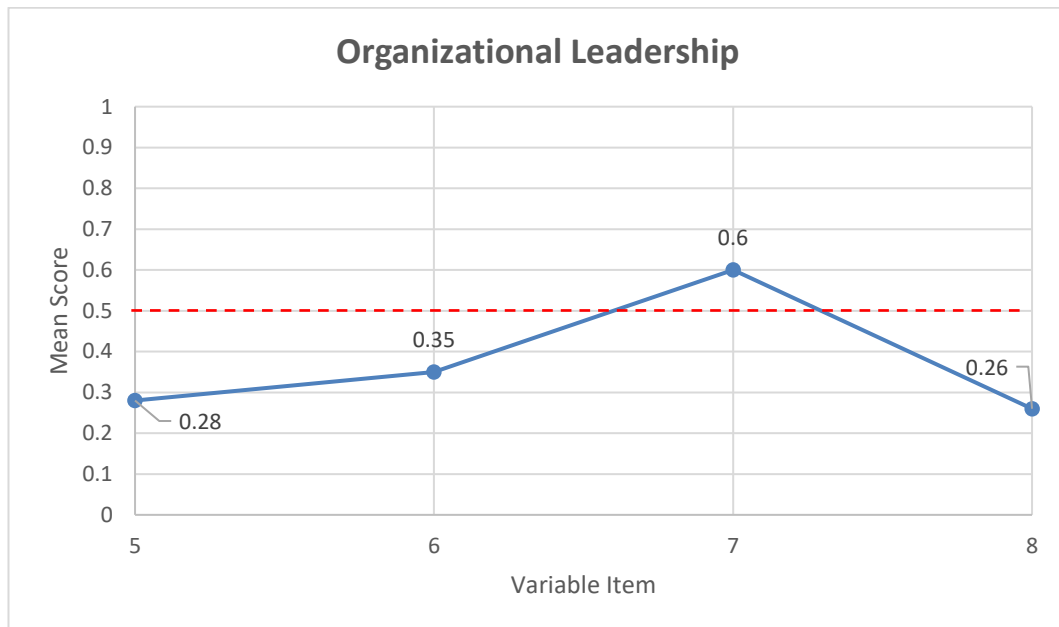


Figure 4.7: Mean Scores Organizational Leadership

The participants of the study generally agreed to items number A5, A6 and A8 (mean score < .5). The greatest strength of agreement incorporates item A8: "The leadership in the organization is generally considered to exemplify coordinating, organizing or smooth-running efficiency." It reaches a mean score of .26. Item number A7 has a mean score of .6. Hence, it is bigger than .5 and above the red line. This indicates that the participants generally disagree to the statement: "The management style in the organization is characterized by hard-driving competitiveness, high demands and achievement."

4.5.2) Bivariate Correlations

Table 4.14 shows the participants' response to the four statements relating to the OCAI-dimension Organizational Leadership in correlation with each of the six SLBS-6 elements.

Table 4.14: Organizational Leadership - SLBS-6 (bivariate correlation)

Item OCAI - Organizational Leadership	Item SLBS-6	Correlation Coefficient Kendall's Tau [τ]	Significance [p]
A5) mentor-based	Voluntary	.208*	.000086*
	Subordination		
A5) mentor-based	Authentic Self	.261*	.000001*
A5) mentor-based	Covenantal	.256*	.000002*
	Relationship		
A5) mentor-based	Responsible	.251*	.000003*
	Morality		
A5) mentor-based	Transcendental	.266*	5.3077E-7*
	Spirituality		
A5) mentor-based	Transforming	.328*	4.6832E-10*
	Influence		
A6) entrepreneurial	Voluntary	.067	.208973
	Subordination		
A6) entrepreneurial	Authentic Self	.192*	.000374*
A6) entrepreneurial	Covenantal	.029	.595544
	Relationship		
A6) entrepreneurial	Responsible	.181*	.000727*
	Morality		
A6) entrepreneurial	Transcendental	.157*	.003065*
	Spirituality		
A6) entrepreneurial	Transforming	.204*	.000115*
	Influence		
A7) results-oriented	Voluntary	-.109*	.039251*
	Subordination		
A7) results-oriented	Authentic Self	-.280*	1.5481E-7*
A7) results-oriented	Covenantal	-.195*	.000307*
	Relationship		
A7) results-oriented	Responsible	-.019	.716109
	Morality		
A7) results-oriented	Transcendental	-.061	.247094
	Spirituality		
A7) results-oriented	Transforming	-.175*	.000821*
	Influence		
A8) highly structured	Voluntary	.169*	.001617*
	Subordination		
A8) highly structured	Authentic Self	.059	.282802

A8) highly structured	Covenantal Relationship	.228*	.000034*
A8) highly structured	Responsible Morality	.302*	2.4405E-8*
A8) highly structured	Transcendental Spirituality	.269*	5.6786E-7*
A8) highly structured	Transforming Influence	.282*	1.263E-7*

Item A5 significantly correlates with every SLBS-6 element. Kendall's Tau is very high at the item Transforming Influence with a maximum of .328 and a p-value of only 4.6832E-10. The second item A6 shows a significant correlation with Authentic Self, Responsible Morality, Transcendental Spirituality and Transforming Influence. Item A7 significantly correlates with four SLBS-6 items as well: Voluntary Subordination ($\tau=-.109$), Authentic Self ($\tau=-.280$), Covenantal Relationship ($\tau=-.195$) and Transforming Influence ($\tau=-.175$). All τ -values proof a negative correlation. The final item A8 incorporates a significant correlation to all SLBS-6 elements except Authentic Self ($\tau=.059$ and $p=.283$). All in all, Organizational Leader shows a significant correlation with 19 out of 24 comparisons. The relevant correlations are summarized in table 4.15.

Table 4.15: Organizational Leadership - SLBS-6 (summary correlations)

Organizational Leadership	SLBS-6 element	Number of correlations [n]
A5) mentor-based	Voluntary Subordination, Authentic Self, Covenantal Relationship, Responsible Morality, Transcendental Spirituality, Transforming Influence	6
A6) entrepreneurial	Authentic Self, Responsible Morality, Transcendental Spirituality, Transforming Influence	4
A7) results-oriented	Voluntary Subordination, Authentic Self, Covenantal Relationship, Transforming Influence	4
A8) highly structured	Voluntary Subordination, Covenantal Relationship, Responsible Morality, Transcendental Spirituality, Transforming Influence	5

4.5.3) Regression Analysis

Figure 4.8 shows a scatterplot of the OCAI-dimension Organizational Leadership and the SLBS-6. It incorporates a positively linear relationship without a substantial number of outliers.

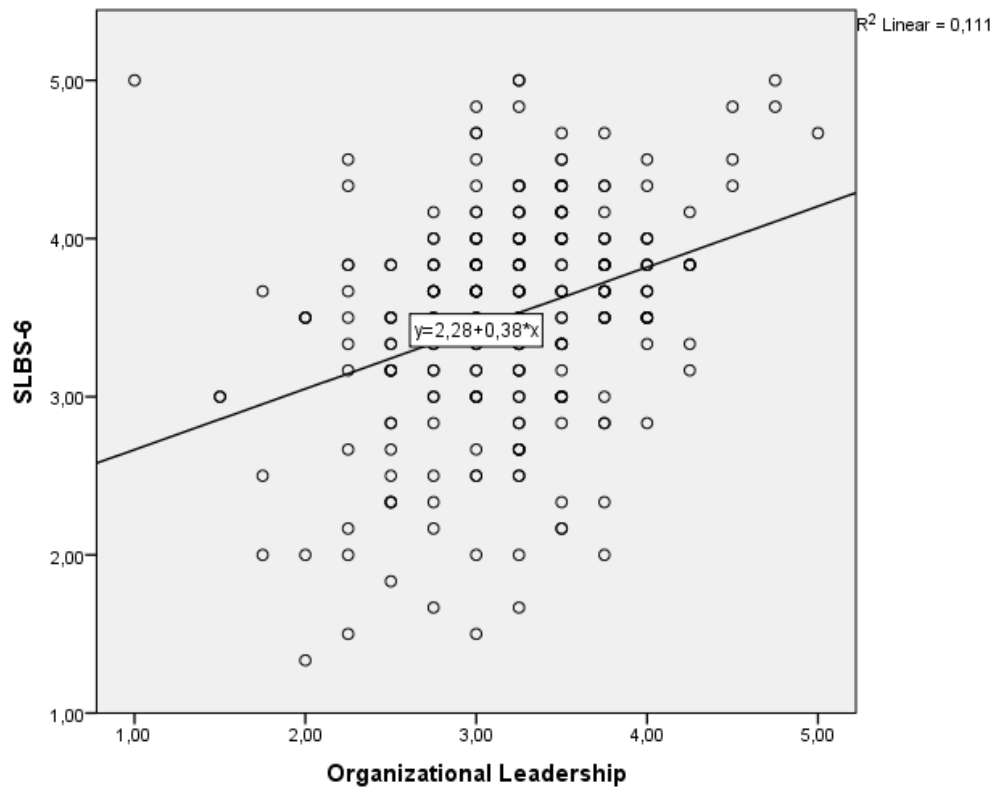


Figure 4.8: Scatterplot Organizational Leadership - SLBS-6

Table 4.16 shows the results of the regression analysis between the OCAI-dimension Organizational Leadership and the SLBS-6.

Table 4.16: Regression analysis of Organizational Leadership on Servant Leadership (SLBS-6)

Variable	Unstandardized B	Standard Error B (SE B)	Standardized β
Constant	1.065	.299	

Organizational Leadership	.080	.084	.069
R ²		.303	
Adjusted R ²		.286	
F (df=6; 243)		17.599***	

p<.05*, p<.01**, p<.001***

With levels of significance set to p<.05*, p<.01** and p<.001*** standardized β of the OCAI-dimension Organizational Leadership equals .069 and corresponding p-value .341. This is the least significant result of all six dimensions.

This section has described the impact of the OCAI-dimension Organizational Leadership on the SLBS-6 as part of a multiple regression analysis. The findings summarized in table 4.16 show a significance of $p = .341$ with levels of significance set to p<.05*, p<.01** and p<.001***.

Since .341 is > than .05, the result is not significant. It is the least significant result of the whole regression analysis. This means with regards to the research objective that there is no significant impact of Organizational Leadership on employee's perception of Servant Leadership in their SME. This finding is not in alignment with the expectation formulated in section 2.6: Hypothesis 1 is declined.

The OCAI-dimension organizational leadership is concerned with the overarching leadership style of an organization. They can be summarized and categorized as mentor-based, entrepreneurial, results-oriented or highly structured. (Cameron & Quinn, 2011) The interpretation of the data analysis points to the preliminary conclusion that the current leadership style of an organization plays a minor role when it comes to establishing a servant leadership style.

4.6) Determining the impact of Management of Employees on employee's perception of Servant Leadership in their SME

Section 4.6 contains the presentation and description of the impact of the OCAI-dimension Management of Employees on servant leadership measured by the SLBS-6. The structure follows descriptive statistics, bivariate correlations and finally a regression analysis.

4.6.1) Descriptive Statistics

Table 4.17 shows the participants' responses to the four statements relating to the OCAI-dimension Management of Employees. They are labelled from A9 to A12. The corresponding bar-chart diagrams can be found in appendix 7.4.2.

Table 4.17: Management of Employees (responses)

	Responses	Frequency [n]	Percent [%]	Cumulative Percent [%]
A9) The management style in the organization is characterized by teamwork, consensus and participation.	Strongly disagree	6	2,4	2,4
	Disagree	30	12,0	14,4
	Neutral	42	16,8	31,2
	Agree	117	46,8	78,0
	Strongly agree	55	22,0	100,0
	Total	250	100.0	
A10) The management style in the organization is characterized by individual risk taking, innovation, freedom and uniqueness.	Strongly disagree	16	6,4	6,4
	Disagree	65	26,0	32,4
	Neutral	74	29,6	62,0
	Agree	82	32,8	94,8
	Strongly agree	13	5,2	100,0
	Total	250	100.0	
A11) The management	Strongly disagree	46	18,4	18,4

style in the organization is characterized by hard-driving competitiveness, high demands and achievement.	Disagree	74	29,6	48,0
	Neutral	50	20,0	68,0
	Agree	63	25,2	93,2
	Strongly agree	17	6,8	100,0
	Total	250	100.0	
A12) The management style in the organization is characterized by security of employment, conformity, predictability and stability in relationship.	Strongly disagree	8	3,2	3,2
	Disagree	30	12,0	15,2
	Neutral	59	23,6	38,8
	Agree	119	47,6	86,4
	Strongly agree	34	13,6	100,0
	Total	250	100.0	

Item A9 asks for a team-oriented management style. Most participants can agree to this fact (n=117/46.8%). “Strongly agree” has even been selected 55 times. A share of 6 participants could not agree at all and 30 participants selected “disagree”. There are 42 participants who had a neutral opinion about this item. The second item links the management style to a high degree of freedom, innovation and risk-taking. There are 16 participants who strongly disagreed and 65 disagreed. On the other hand, 13 participants strongly agreed and 82 agreed. This makes quite an equal distribution which is underlined by the fact that 74 participants selected “neutral”. Item A11 investigates if the management style incorporates an elbow-mentality. Most of the participants disagreed to this fact (74x “disagree” and 46x “strongly disagree”). A share of 63 participants agreed to such a management style and 17 participants agreed strongly. Again, every fifth participants selected “neutral”. The final item associated the management style with attributes such as stability and predictability. There are 119 participants who agreed, 34 participants even strongly. Only 8 participants strongly disagreed and 30 participants disagreed. A share of 59 out of the 250 participants chose “neutral”. This makes up 23.6%.

Figure 4.9 shows the mean scores of participants' response to the four statements relating to the OCAI-dimension Management of Employees.

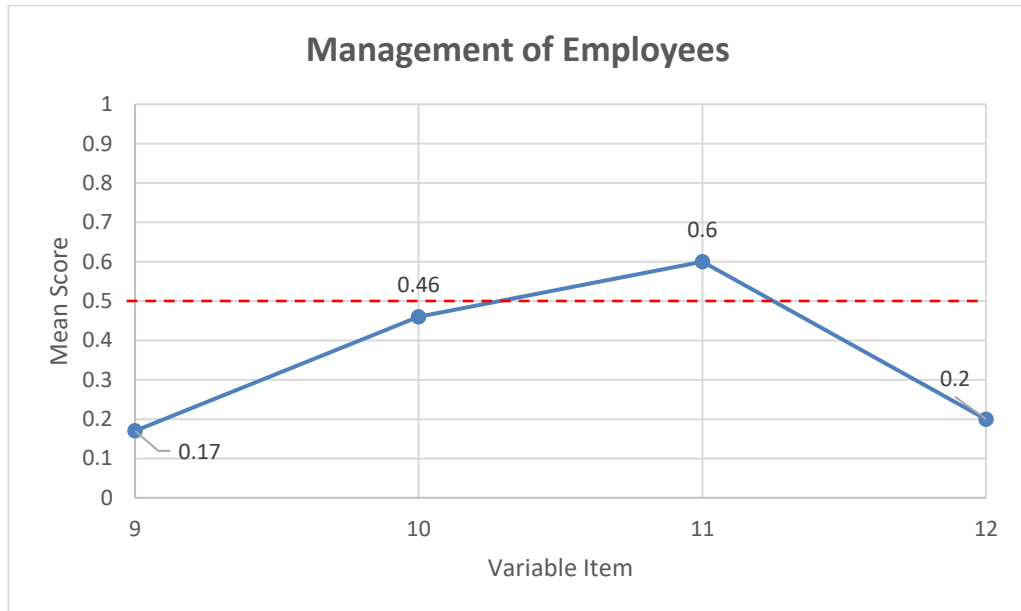


Figure 4.9: Mean Scores Management of Employees

A general agreement is perceived by items A9, A10 and A12. Their mean scores are .17, .46 and .2. Consequently, item A9 incorporates the greatest strength of agreement to the statement: "The management style in the organization is characterized by teamwork, consensus and participation." Item A11 is the only one the participants of the study disagreed to: "The glue that holds the organization together is emphasis on achievement and goal accomplishment." The mean score scale of this item is .6.

4.6.2) Bivariate Correlations

Table 4.18 shows the participants' response to the four statements relating to the OCAI-dimension Management of Employees in correlation with each of the six SLBS-6 elements.

Table 4.18: Management of Employees - SLBS-6 (bivariate correlation)

Item OCAI - Management of Employees	Item SLBS-6	Correlation Coefficient Kendall's Tau [τ]	Significance [p]
A9) participative	Voluntary	.227*	.000022*
	Subordination		
A9) participative	Authentic Self	.334*	7.8338E-10*
A9) participative	Covenantal	.301*	3.7468E-8*
	Relationship		
A9) participative	Responsible	.291*	7.0472E-8*
	Morality		
A9) participative	Transcendental	.284*	1.1135E-7*
	Spirituality		
A9) participative	Transforming	.383*	5.8241E-13*
	Influence		
A10) risk/ freedom-loving	Voluntary	.100	.060357
	Subordination		
A10) risk/ freedom-loving	Authentic Self	.206*	.000131*
A10) risk/ freedom-loving	Covenantal	.101	.064249
	Relationship		
A10) risk/ freedom-loving	Responsible	.184*	.000589*
	Morality		
A10) risk/ freedom-loving	Transcendental	.209*	.000081*
	Spirituality		
A10) risk/ freedom-loving	Transforming	.232*	.000012*
	Influence		
A11) results- oriented	Voluntary	-.022	.675748
	Subordination		
A11) results- oriented	Authentic Self	-.176*	.000930*
A11) results- oriented	Covenantal	-.128*	.017163*
	Relationship		
A11) results- oriented	Responsible	.076	.151079
	Morality		
A11) results- oriented	Transcendental	.021	.683578
	Spirituality		
A11) results- oriented	Transforming	-.045	.385646
	Influence		
A12) conformity- based, stable	Voluntary	.122*	.023044*
	Subordination		
A12) conformity- based, stable	Authentic Self	.109*	.044460*

A12) conformity-based, stable	Covenantal Relationship	.177*	.001234*
A12) conformity-based, stable	Responsible Morality	.154*	.004383*
A12) conformity-based, stable	Transcendental Spirituality	.230*	.000017*
A12) conformity-based, stable	Transforming Influence	.106*	.046162*

The comparison between item A9 and the SLBS-6 elements leads to significant results for every one of the six elements. The highest Kendall's Tau lies in the correlation between item A9 and the SLBS-6 element Transforming Influence with a value of .383 which follows a significance of only 5.8241E-13. This value is remarkably smaller than the $p < .05$ threshold. Item A10 still correlates significantly with four out of the six SLBS-6 elements i.e., Authentic Self ($\tau = .206$), Responsible Morality ($\tau = .184$), Transcendental Spirituality ($\tau = .209$) and Transforming Influence ($\tau = .232$). The third item A11 significantly correlates to only two SLBS-6 elements: Authentic Self and Covenantal Relationship. Both correlations are negative with values of $\tau = -.176/p = .000930$ and $\tau = -.128/p = .017163$. Item A12 incorporates values for Kendall's Tau ranging from .106 (Transforming Influence) to .230 (Transcendental Spirituality). They are lower than item A9 but still good to proof significant correlations to every SLBS-6 element. All in all, Management of Employees shows a significant correlation with 18 out of 24 comparisons.

The relevant correlations are summarized in table 4.19.

Table 4.19: Management of Employees - SLBS-6 (summary correlations)

Management of Employees	SLBS-6 element	Number of correlations [n]
A9) participative	Voluntary Subordination, Authentic Self, Covenantal Relationship, Responsible Morality, Transcendental Spirituality, Transforming Influence	6
A10) risk/freedom-loving	Authentic Self, Responsible Morality, Transcendental Spirituality, Transforming Influence	4

A11) results-oriented	Authentic Self, Covenantal Relationship	2
A12) conformity-based, stable	Voluntary Subordination, Authentic Self, Covenantal Relationship, Responsible Morality, Transcendental Spirituality, Transforming Influence	6

4.6.3) Regression Analysis

Figure 4.10 shows a scatterplot of the OCAI-dimension Management of Employees and the SLBS-6. It incorporates a positively linear relationship and no outliers.

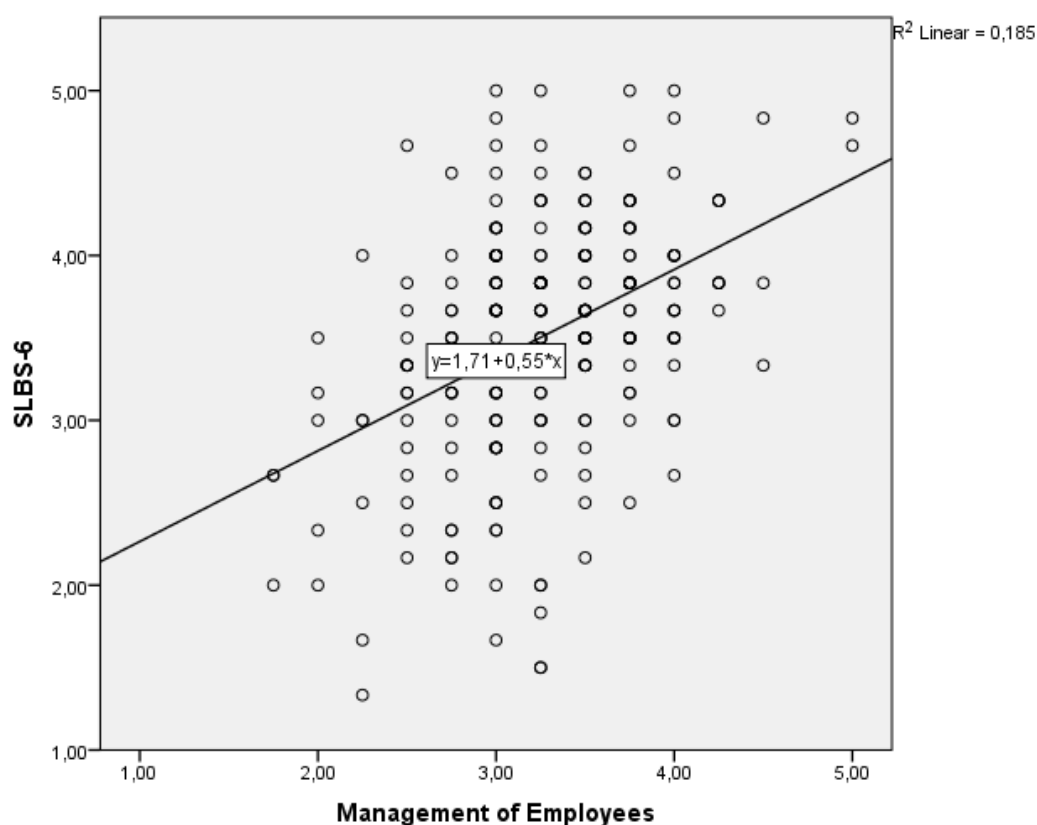


Figure 4.10: Scatterplot Organizational Leadership - SLBS-6

Table 4.20 shows the results of the regression analysis between the OCAI-dimension Management of Employees and the SLBS-6.

Table 4.20: Regression analysis of Management of Employees on Servant Leadership (SLBS-6)

Variable	Unstandardized B	Standard Error B (SE B)	Standardized β
Constant	1.065	.299	
Management of Employees	.270	.093	.211**
R ²		.303	
Adjusted R ²		.286	
F (df=6; 243)		17.599***	

p<.05*, p<.01**, p<.001***

With levels of significance set to p<.05*, p<.01** and p<.001*** standardized β of the OCAI-dimension Management of Employees equals .211 and corresponding p-value .004.

This section has described the impact of the OCAI-dimension Management of Employees on the SLBS-6 as part of a multiple regression analysis. The findings summarized in table 4.20 show a significance of p = .004 with levels of significance set to p<.05*, p<.01** and p<.001***.

Since .004 is < than .05, the result is significant. This means with regards to the research objective that there is a significant impact of Management of Employees on employee's perception of Servant Leadership in their SME. This finding is in alignment with the expectation formulated in section 2.6: Hypothesis 2 is accepted.

The OCAI-dimension management of employees is concerned with the overarching management style of an organization. It can be summarized and categorized as participative, risk/freedom-loving, results-oriented or conformity-based/stable. (Cameron & Quinn, 2011) The interpretation of the data analysis points to the preliminary conclusion that the way employees are managed play a major role when it comes to establishing a servant leadership style.

4.7) Determining the impact of Organization Glue on employee's perception of Servant Leadership in their SME

Section 4.7 contains the presentation and description of the impact of the OCAI-dimension Organization Glue on servant leadership measured by the SLBS-6. The structure follows descriptive statistics, bivariate correlations and finally a regression analysis.

4.7.1) Descriptive Statistics

Table 4.21 shows the participants' responses to the four statements relating to the OCAI-dimension Organization Glue. They are labelled from A13 to A16. The corresponding bar-chart diagrams can be found in appendix 7.4.2.

Table 4.21: Organization Glue (responses)

	Responses	Frequency [n]	Percent [%]	Cumulative Percent [%]
A13) The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.	Strongly disagree	7	2,8	2,8
	Disagree	18	7,2	10,0
	Neutral	43	17,2	27,2
	Agree	125	50,0	77,2
	Strongly agree	57	22,8	100,0
	Total	250	100.0	
A14) The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	Strongly disagree	15	6,0	6,0
	Disagree	59	23,6	29,6
	Neutral	57	22,8	52,4
	Agree	95	38,0	90,4
	Strongly agree	24	9,6	100,0
	Total	250	100.0	

A15) The glue that holds the organization together is emphasis on achievement and goal accomplishment.	Strongly disagree	7	2,8	2,8
	Disagree	38	15,2	18,0
	Neutral	74	29,6	47,6
	Agree	102	40,8	88,4
	Strongly agree	29	11,6	100,0
Total		250	100.0	
A16) The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.	Strongly disagree	11	4,4	4,4
	Disagree	47	18,8	23,2
	Neutral	52	20,8	44,0
	Agree	112	44,8	88,8
	Strongly agree	28	11,2	100,0
Total		250	100.0	

The first item investigates whether loyalty and mutual trust is what holds together the participants' organization. Exactly half of all participants answered "agree" and 57 even "strongly agree". This makes by far the biggest share. Only seven participants disagreed strongly to item one and 18 simply disagreed. Hence, 43 participants had no preference and selected "neutral". The second item A14 puts the focus on innovation and development as the organizations' glue. For this item, the number of participants agreeing to it is lower (agree: n=95/38.0%; strongly agree: n=24/9.6%) and consequently the number of participants disagreeing to it is higher: (disagree: n=59/ 23.6%; strongly disagree: n=15/6.0%). A share of 57 participants decided to select "neutral". Item A15 understands achievement and goal accomplishment as what holds the organization together. There are 131 participants who agreed to this, 29 of them agreed strongly. This is most of the participants (52.4%). There are also 45 participants who disagreed to item three, seven of them disagreed strongly. This makes a share of 18.0%. A share of 29.6% selected "neutral". The final item of this dimension proposes formal rules and policies as the organizations' glue. Again, the majority of participants agreed to this: 112:

“agree”/28 “strongly agree”. Finally, 52 participants had no preference (neutral), 47 participants selected “disagree” and eleven participants “strongly disagree”.

Figure 4.11 shows the mean scores of participants’ response to the four statements relating to the OCAI-dimension Organization Glue.

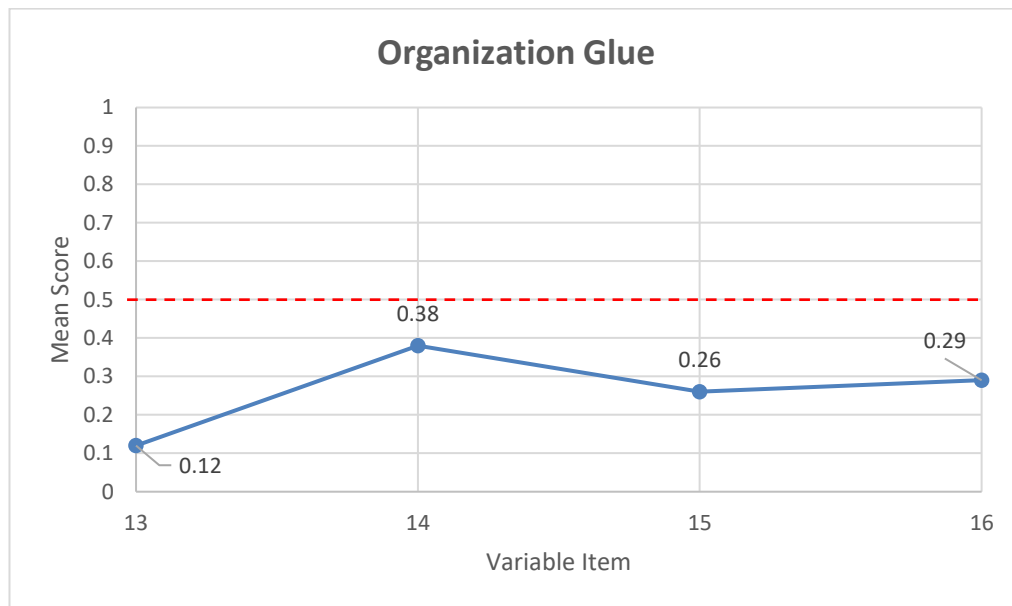


Figure 4.11: Mean Scores Organization Glue

As one can see immediately, all four items are located below the red line with mean score scales of .12, .38, .26 and .29. Hence, the participants agreed to all four items of the dimension Organization Glue. The item with the greatest strength of agreement of this dimension and the OCAI as a whole is item number A13: “The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.”

4.7.2) Bivariate Correlations

Table 4.22 shows the participants’ response to the four statements relating to the OCAI-dimension Organization Glue in correlation with each of the six SLBS-6 elements.

Table 4.22: Organization Glue - SLBS-6 (bivariate correlation)

Item OCAI - Organization Glue	Item SLBS-6	Correlation Coefficient Kendall's Tau [τ]	Significance [p]
A13) trustful, commitment- based	Voluntary Subordination	.131*	.015130*
A13) trustful, commitment- based	Authentic Self	.343*	3.4894E-10*
A13) trustful, commitment- based	Covenantal Relationship	.272*	7.8331E-7*
A13) trustful, commitment- based	Responsible Morality	.195*	.000337*
A13) trustful, commitment- based	Transcendental Spirituality	.236*	.000012*
A13) trustful, commitment- based	Transforming Influence	.294*	3.8391E-8*
A14) innovative, developmental	Voluntary Subordination	.125*	.018445*
A14) innovative, developmental	Authentic Self	.231*	.000016*
A14) innovative, developmental	Covenantal Relationship	.131*	.015671*
A14) innovative, developmental	Responsible Morality	.254*	.000002*
A14) innovative, developmental	Transcendental Spirituality	.242*	.000005*
A14) innovative, developmental	Transforming Influence	.226*	.000017*
A15) results- oriented	Voluntary Subordination	.086	.105658
A15) results- oriented	Authentic Self	.026	.635780
A15) results- oriented	Covenantal Relationship	.011	.843049
A15) results- oriented	Responsible Morality	.090	.094048
A15) results- oriented	Transcendental Spirituality	.130*	.014932*

A15) results-oriented	Transforming Influence	.088	.098524
A16) rule-based	Voluntary Subordination	-.027	.610448
A16) rule-based	Authentic Self	-.128*	.017954*
A16) rule-based	Covenantal Relationship	-.002	.970338
A16) rule-based	Responsible Morality	.063	.240625
A16) rule-based	Transcendental Spirituality	.125*	.018388*
A16) rule-based	Transforming Influence	.026	.617353

The calculations proof significant correlations from item A13 and item A14 to every single SLBS-6 element. This is a special characteristic of this OCAI-dimension. The lowest Kendall's Tau is reached comparing item A14 to Voluntary Subordination ($\tau=.125$) and the highest one by comparing item A13 to Authentic Self ($\tau=.343$). On the other hand, item A15 only shows a significant correlation to Transcendental Spirituality with a τ of .130 and a p of .014932. The fourth item A16 proofs a significant correlation with Authentic Self in a negative way ($\tau=-.128$), and a significant correlation with Transcendental Spirituality in a positive way ($\tau=.125$). All in all, Organization Glue shows a significant correlation with 15 out of 24 comparisons.

The relevant correlations are summarized in table 4.23.

Table 4.23: Organization Glue - SLBS-6 (summary correlations)

Organization Glue	SLBS-6 element	Number of correlations [n]
A13) trustful, commitment-based	Voluntary Subordination, Authentic Self, Covenantal Relationship, Responsible Morality, Transcendental Spirituality, Transforming Influence	6
A14) innovative, developmental	Voluntary Subordination, Authentic Self, Covenantal Relationship, Responsible Morality, Transcendental Spirituality, Transforming Influence	6

A15) results-oriented	Transcendental Spirituality	1
A16) rule-based	Authentic Self, Transcendental Spirituality	2

4.7.3) Regression Analysis

Figure 4.12 shows a scatterplot of the OCAI-dimension Organization Glue and the SLBS-6 with a positively linear relationship and a neglectable number of outliers.

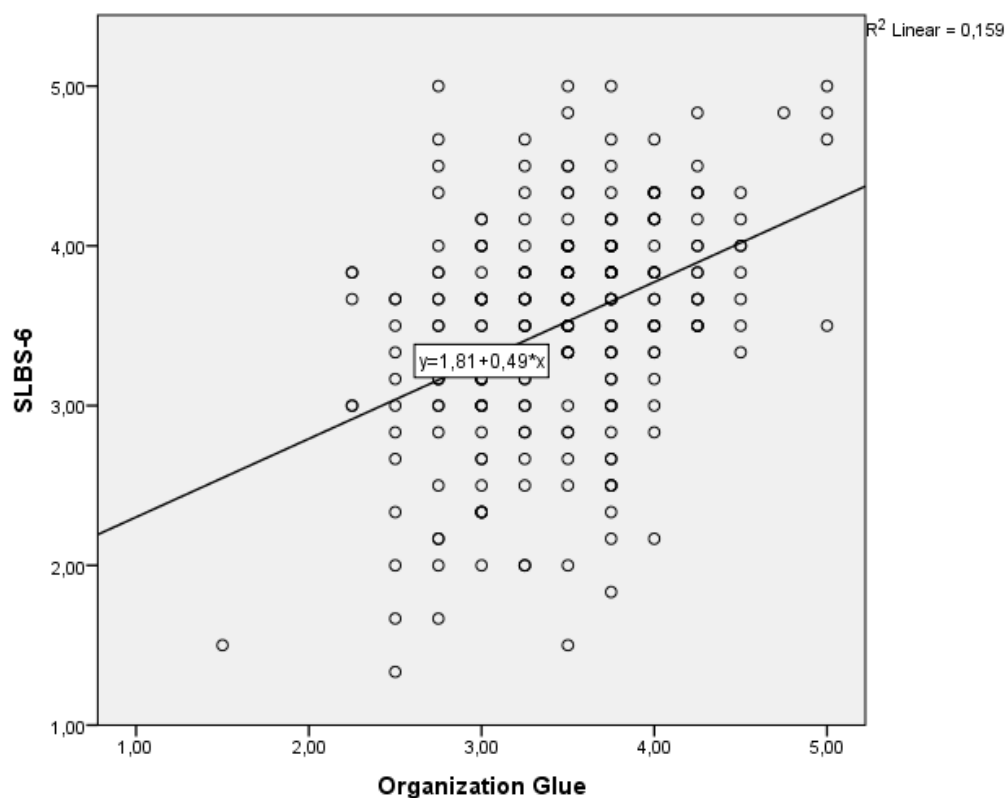


Figure 4.12: Scatterplot Organization Glue - SLBS-6

Table 4.24 shows the results of the regression analysis between the OCAI-dimension Organization Glue and the SLBS-6.

Table 4.24: Regression analysis of Organization Glue on Servant Leadership (SLBS-6)

Variable	Unstandardized B	Standard Error B (SE B)	Standardized β
Constant	1.065	.299	
Organization Glue	.182	.086	.147*
R ²		.303	
Adjusted R ²		.286	
F (df=6; 243)		17.599***	

p<.05*, p<.01**, p<.001***

With levels of significance set to p<.05*, p<.01** and p<.001*** standardized β of the OCAI-dimension Organization Glue equals .147 and corresponding p-value .035.

This section has described the impact of the OCAI-dimension Organization Glue on the SLBS-6 as part of a multiple regression analysis. The findings summarized in table 4.24 show a significance of $p = .035$ with levels of significance set to p<.05*, p<.01** and p<.001***.

Since .035 is < than .05, the result is significant. This means with regards to the research objective that there is a significant impact of Organization Glue on employee's perception of Servant Leadership in their SME. This finding is in alignment with the expectation formulated in section 2.6: Hypothesis 3 is accepted.

The OCAI-dimension organization glue is concerned with what it is that holds the organization together. It can be summarized and categorized as trustful/commitment-based, innovative/developmental, results-oriented or rule-based. (Cameron & Quinn, 2011) The interpretation of the data analysis points to the preliminary conclusion that the organization glue plays a major role when it comes to establishing a servant leadership style.

4.8) Determining the impact of Strategic Emphases on employee's perception of Servant Leadership in their SME

Section 4.8 contains the presentation and description of the impact of the OCAI-dimension Strategic Emphases on servant leadership measured by the SLBS-6. The structure follows descriptive statistics, bivariate correlations and finally a regression analysis.

4.8.1) Descriptive Statistics

Table 4.25 shows the participants' responses to the four statements relating to the OCAI-dimension Strategic Emphases. They are labelled from A17 to A20. The corresponding bar-chart diagrams can be found in appendix 7.4.2.

Table 4.25: Strategic Emphases (responses)

	Responses	Frequency [n]	Percent [%]	Cumulative Percent [%]
A17) The organization emphasizes human development. High trust, openness and participation persist.	Strongly disagree	14	5,6	5,6
	Disagree	27	10,8	16,4
	Neutral	47	18,8	35,2
	Agree	115	46,0	81,2
	Strongly agree	47	18,8	100,0
	Total	250	100.0	
A18) The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	Strongly disagree	9	3,6	3,6
	Disagree	42	16,8	20,4
	Neutral	47	18,8	39,2
	Agree	117	46,8	86,0
	Strongly agree	35	14,0	100,0
	Total	250	100.0	

A19) The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	Strongly disagree	20	8,0	8,0
	Disagree	56	22,4	30,4
	Neutral	69	27,6	58,0
	Agree	83	33,2	91,2
	Strongly agree	22	8,8	100,0
	Total	250	100.0	
A20) The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.	Strongly disagree	4	1,6	1,6
	Disagree	31	12,4	14,0
	Neutral	67	26,8	40,8
	Agree	117	46,8	87,6
	Strongly agree	31	12,4	100,0
	Total	250	100.0	

Item A17 sees the strategic emphases of the organization in the development of employees as well as in a trustful and open relationship to them. A share of 115 participants stated that this is the case for the organization they are currently working in by responding “agree”. There are 47 participants who even responded with “strongly agree”. On the other hand, 27 participants stated that item one is not valid for their organization by responding with “disagree”. A share of 14 participants even responded with “strongly disagree”. There are 47 participants/18.8% of the overall number who responded with “neutral”. Item A18 incorporates a striving for change as the overarching strategic emphases of an organization. A share of 60.8% of all participants agreed to this fact, whereas 20.4% disagreed. The number of neutral responses again sums up to 47 participants/18.8%. A competitive dogma is what the strategic emphases of item A19 is about. The number of participants agreeing to this still makes up the biggest share but it is significantly lower: 83 participants selected “agree” and 22 “strongly agree”/56 participants selected “disagree” and 20 “strongly disagree”. The

neutral position is quite strong with 69 out of 250 responses. Item A20 underlines permanence and stability as the strategic focus of an organization. There are 148 participants who agreed to this item, 31 of them agreed strongly. Only 35 participants disagreed to item four, four of them disagreed strongly. The neutral position is again quite strong with 67 out of 250 participants.

Figure 4.13 shows the mean scores of participants' response to the four statements relating to the OCAI-dimension Strategic Emphases.

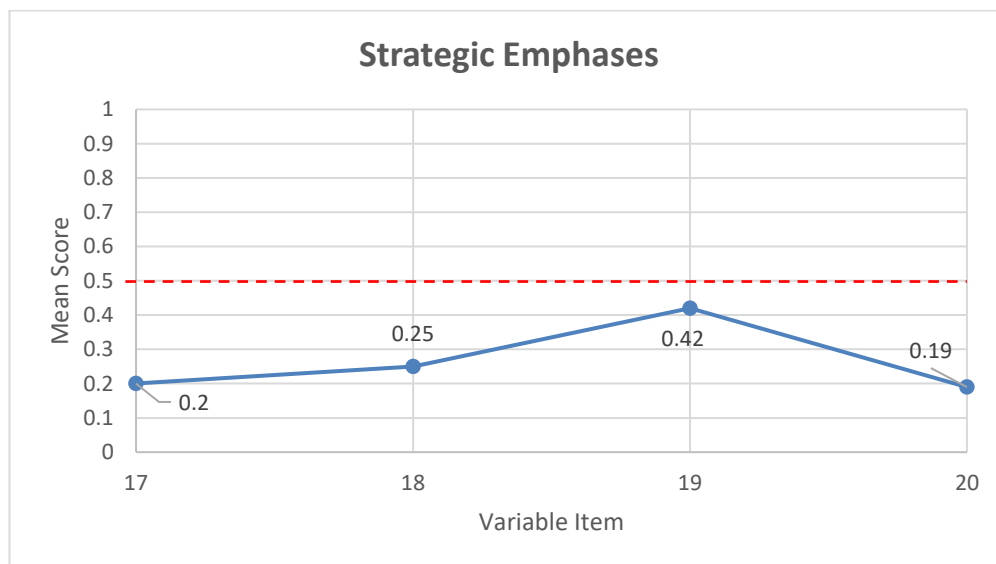


Figure 4.13: Mean Scores Strategic Emphases

The four items reached mean scores of .2, .25, .42 and .19. All four of them have a mean score <.5 and are below the red midline. This means that the participants agreed to all items of the dimension Strategic Emphases. The item they agreed to the most is item number A20: "The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important."

4.8.2) Bivariate Correlations

Table 4.26 shows the participants' response to the four statements relating to the OCAI-dimension Strategic Emphases in correlation with each of the six SLBS-6 elements.

Table 4.26: Strategic Emphases - SLBS-6 (bivariate correlation)

Item OCAI - Strategic Emphases	Item SLBS-6	Correlation Coefficient Kendall's Tau [τ]	Significance [p]
A17) employee- based, trustful, open	Voluntary Subordination	.220*	.000035*
A17) employee- based, trustful, open	Authentic Self	.349*	1.0507E-10*
A17) employee- based, trustful, open	Covenantal Relationship	.264*	.000001*
A17) employee- based, trustful, open	Responsible Morality	.310*	7.8022E-9*
A17) employee- based, trustful, open	Transcendental Spirituality	.332*	4.3966E-10*
A17) employee- based, trustful, open	Transforming Influence	.376*	1.2384E-12*
A18) future- oriented	Voluntary Subordination	.207*	.000100*
A18) future- oriented	Authentic Self	.385*	1.0727E-12*
A18) future- oriented	Covenantal Relationship	.156*	.004207*
A18) future- oriented	Responsible Morality	.291*	6.1328E-8*
A18) future- oriented	Transcendental Spirituality	.279*	1.6657E-7*
A18) future- oriented	Transforming Influence	.347*	5.7103E-11*
A19) competitive	Voluntary Subordination	-.015	.770433
A19) competitive	Authentic Self	-.087	.105386
A19) competitive	Covenantal Relationship	-.050	.350852
A19) competitive	Responsible Morality	.106*	.047227*
A19) competitive	Transcendental Spirituality	.013	.801861

A19) competitive	Transforming Influence	-.006	.910349
A20) stable, efficient	Voluntary Subordination	.065	.224139
A20) stable, efficient	Authentic Self	-.104	.056147
A20) stable, efficient	Covenantal Relationship	.124*	.023887*
A20) stable, efficient	Responsible Morality	.192*	.000393*
A20) stable, efficient	Transcendental Spirituality	.156*	.003591*
A20) stable, efficient	Transforming Influence	.011	.842587

This OCAI-dimension shows the same characteristic as Organization Glue i.e., significant correlations between item A17 and item A18 to every SLBS-6 element. The lowest Kendall's Tau is reached comparing item A18 to Covenantal Relationship ($\tau=.156$) and the highest one by comparing item A18 to Authentic Self ($\tau=.385$). Again, item A19 only correlates significantly with one SLBS-element: Responsible Morality, $\tau=.106$ and $p=.047227$. Item A20 shows a significant correlation to Covenantal Relationship ($\tau=.124$), Responsible Morality ($\tau=.192$) and Transcendental Spirituality ($\tau=.156$). All in all, Strategic Emphases shows a significant correlation with 16 out of 24 comparisons. The relevant correlations are summarized in table 4.27.

Table 4.27: Strategic Emphases - SLBS-6 (summary correlations)

Strategic Emphases	SLBS-6 element	Number of correlations [n]
A17) employee-based, trustful, open	Voluntary Subordination, Authentic Self, Covenantal Relationship, Responsible Morality, Transcendental Spirituality, Transforming Influence	6
A18) future-oriented	Voluntary Subordination, Authentic Self, Covenantal Relationship, Responsible Morality, Transcendental Spirituality, Transforming Influence	6
A19) competitive	Responsible Morality	1

4.8.3) Regression Analysis

Figure 4.14 shows a scatterplot of the OCAI-dimension Strategic Emphases and the SLBS-6 with a positively linear relationship and barely any outliers.

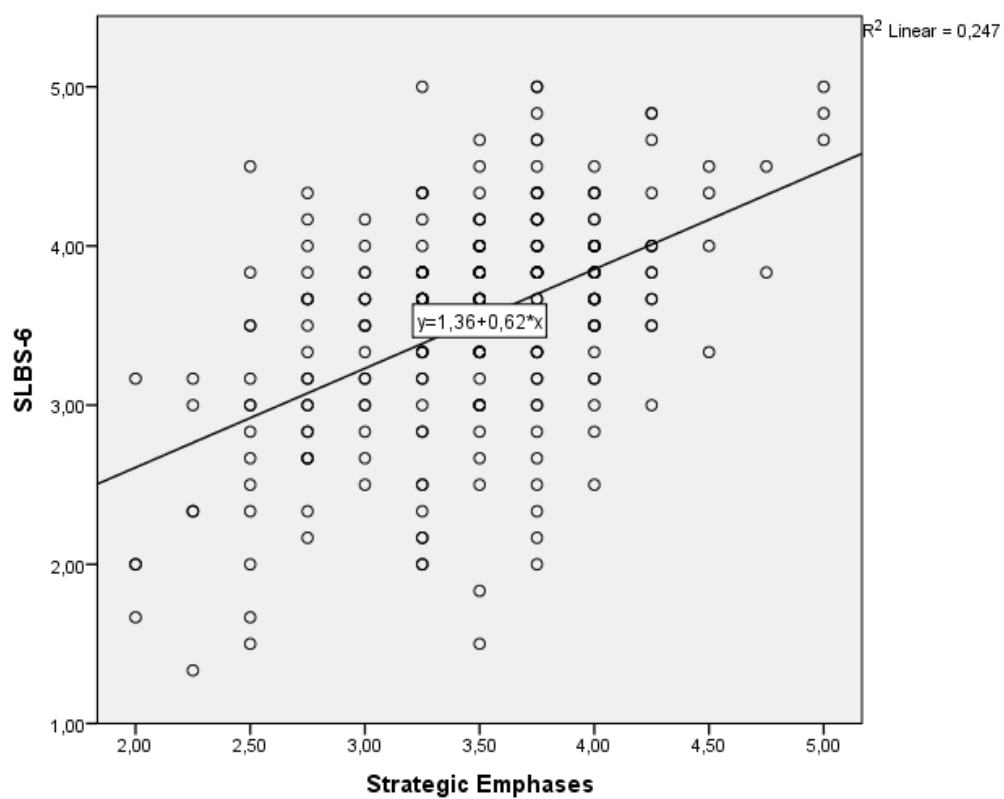


Figure 4.14: Scatterplot Strategic Emphases - SLBS-6

Table 4.28 shows the results of the regression analysis between the OCAI-dimension Strategic Emphases and the SLBS-6.

Table 4.28: Regression analysis of Strategic Emphases on Servant Leadership (SLBS-6)

Variable	Unstandardized B	Standard Error B (SE B)	Standardized β
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Constant	1.065	.299	
Strategic Emphases	.419	.096	.334***
R ²		.303	
Adjusted R ²		.286	
F (df=6; 243)		17.599***	

p<.05*, p<.01**, p<.001***

With levels of significance set to p<.05*, p<.01** and p<.001*** standardized β of the OCAI-dimension Organization Glue equals .334 and corresponding p-value .000017. This is by far the most significant result of all six OCAI-dimensions.

This section has described the impact of the OCAI-dimension Strategic Emphases on the SLBS-6 as part of a multiple regression analysis. The findings summarized in table 4.28 show a significance of $p = .000017$ with levels of significance set to p<.05*, p<.01** and p<.001***.

Since .000017 is < than .05, the result is significant. It is the most significant result of the whole regression analysis. This means with regards to the research objective that there is a significant impact of Strategic Emphases on employee's perception of Servant Leadership in their SME. This finding is not in alignment with the expectation formulated in section 2.6: Hypothesis 6 is declined.

The OCAI-dimension strategic emphases is concerned with what the organization predominantly focuses on in strategic terms. It can be summarized and categorized as employee-based/trustful/open, future-oriented, competitive, stable/efficient. (Cameron & Quinn, 2011) The interpretation of the data analysis points to the preliminary conclusion that the strategic focus of an organization plays a major role when it comes to establishing a servant leadership style.

4.9) Determining the impact of Criteria of Success on employee's perception of Servant Leadership in their SME

Section 4.9 contains the presentation and description of the impact of the OCAI-dimension Criteria of Success on servant leadership measured by the SLBS-6. The structure follows descriptive statistics, bivariate correlations and finally a regression analysis.

4.9.1) Descriptive Statistics

Table 4.29 shows the participants' responses to the four statements relating to the OCAI-dimension Criteria of Success. They are labelled from A21 to A24. The corresponding bar-chart diagrams can be found in appendix 7.4.2.

Table 4.29: Criteria of Success (responses)

	Responses	Frequency [n]	Percent [%]	Cumulative Percent [%]
A21) The organization defines success on the basis of the development of human resources, teamwork, employee commitment and concern for people.	Strongly disagree	15	6,0	6,0
	Disagree	41	16,4	22,4
	Neutral	45	18,0	40,4
	Agree	106	42,4	82,8
	Strongly agree	43	17,2	100,0
	Total	250	100.0	
A22) The organization defines success on the basis of having the most unique or newest products. It is a	Strongly disagree	37	14,8	14,8
	Disagree	65	26,0	40,8
	Neutral	60	24,0	64,8
	Agree	57	22,8	87,6
	Strongly agree	31	12,4	100,0
	Total	250	100.0	

**product leader
and innovator.**

A23) The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	Strongly disagree	25	10,0	10,0
	Disagree	59	23,6	33,6
	Neutral	62	24,8	58,4
	Agree	80	32,0	90,4
	Strongly agree	24	9,6	100,0
	Total	250	100.0	

A24) The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.	Strongly disagree	10	4,0	4,0
	Disagree	39	15,6	19,6
	Neutral	64	25,6	45,2
	Agree	107	42,8	88,0
	Strongly agree	30	12,0	100,0
	Total	250	100.0	

According to the first item, success is defined on the human resources of an organization and their development. Most participants stated that this is the case for their organization by answering with “agree” (n=106/42.2%) and “strongly agree” (n=43/17.2%). On the other hand, 41 participants disagreed and 15 disagreed strongly to item one. A share of 45 participants responded with “neutral”. Item A22 puts innovative products in the focus for an organization’s success. There are 65 participants who disagreed and 37 who disagreed strongly. There are also 57 participants who agreed to item A22 and 31 who agreed strongly. Hence, only 35.2% of all participants could relate to this item whereas 40.8% refused the same. A share of 60 participants responded with “neutral”. Item A23 defines success on the basis of a competitive market

leadership strategy. The responses were quite equally distributed: “strongly disagree”: n=25, “disagree”: n=59, “neutral”: n=62, “agree”: n=80 and “strongly agree”: n=24. Finally, item A24 proposes success on efficient processes within the organization. Most participants agreed to this: 107 participants selected “agree” and 30 participants selected “strongly agree”. The minority are 39 participants, who disagreed to efficiency as the basis for success and 10 participants strongly disagreed to this fact. This makes an amount of 64 participants that selected “neutral”.

Figure 4.15 shows the mean scores of participants’ response to the four statements relating to the OCAI-dimension Criteria of Success.

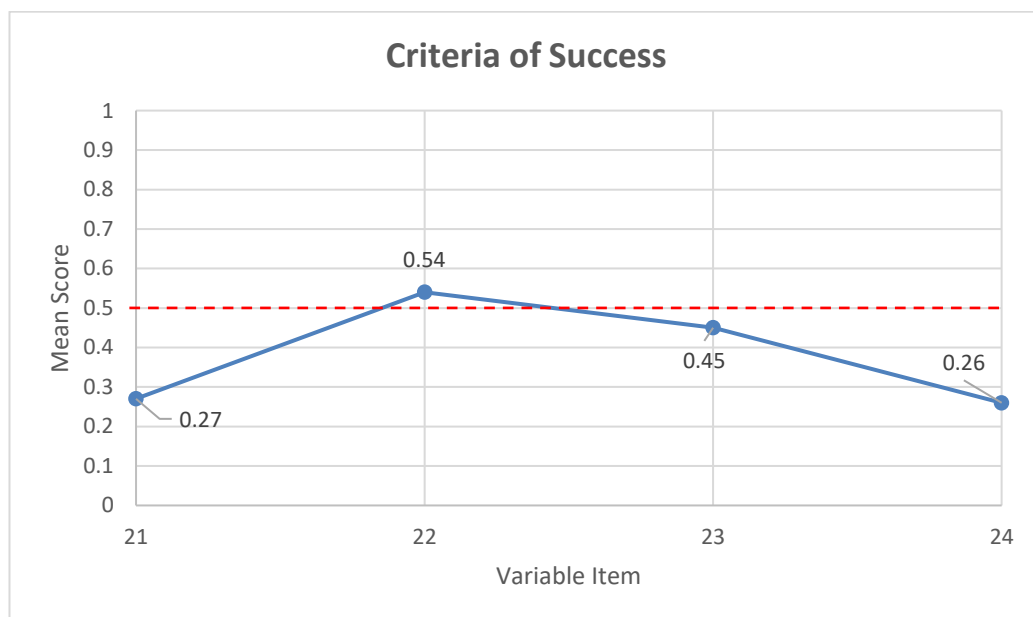


Figure 4.15: Mean Scores Criteria of Success

The items below the red midline are items number 21, 23 and 24. They have mean scores of .27, .45 and .26. Hence, the participants of the study agreed to all three of them but the item with the greatest strength of agreement is item 24: “The organization defines success based on efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.” Item 22 is above the red midline with a mean score of .54. The interpretation is a general disagreement of the participants to the statement: “The

organization defines success based on having the most unique or newest products. It is a product leader and innovator.”

4.9.2) Bivariate Correlations

Table 4.30 shows the participants’ response to the four statements relating to the OCAI-dimension Criteria of Success in correlation with each of the six SLBS-6 elements.

Table 4.30: Criteria of Success - SLBS-6 (bivariate correlation)

Item OCAI - Criteria of Success	Item SLBS-6	Correlation Coefficient Kendall’s Tau [τ]	Significance [p]
A21) employee-based	Voluntary	.238*	.000007*
A21) employee-based	Subordination		
A21) employee-based	Authentic Self	.262*	.000001*
A21) employee-based	Covenantal	.207*	.000128*
A21) employee-based	Relationship		
A21) employee-based	Responsible	.363*	9.4161E-12*
A21) employee-based	Morality		
A21) employee-based	Transcendental	.305*	7.4564E-9*
A21) employee-based	Spirituality		
A21) employee-based	Transforming	.368*	2.7528E-12*
A21) employee-based	Influence		
A22) product-based	Voluntary	-.045	.385937
A22) product-based	Subordination		
A22) product-based	Authentic Self	.003	.961699
A22) product-based	Covenantal	-.143*	.007224*
A22) product-based	Relationship		
A22) product-based	Responsible	.078	.139437
A22) product-based	Morality		
A22) product-based	Transcendental	.094	.071240
A22) product-based	Spirituality		
A22) product-based	Transforming	.037	.471359
A22) product-based	Influence		
A23) market share-based	Voluntary	-.031	.559303
A23) market share-based	Subordination		
A23) market share-based	Authentic Self	-.098	.064667

A23) market share-based	Covenantal Relationship	-.058	.278773
A23) market share-based	Responsible Morality	.068	.197967
A23) market share-based	Transcendental Spirituality	.023	.659821
A23) market share-based	Transforming Influence	-.049	.349893
A24) efficient, reliable	Voluntary Subordination	-.035	.506456
A24) efficient, reliable	Authentic Self	-.083	.123529
A24) efficient, reliable	Covenantal Relationship	-.038	.490047
A24) efficient, reliable	Responsible Morality	.093	.081695
A24) efficient, reliable	Transcendental Spirituality	.107*	.043928*
A24) efficient, reliable	Transforming Influence	.010	.853200

The first item A21 again shows significant results to every SLBS-6 element. Kendall's Tau range between .207 (Covenantal Relationship) and .368 (Transforming Influence). The p-values are .000128 and 2.7528E-12, respectively. Item A22 significantly correlates with one SLBS-6 element in a negative way i.e., Covenantal Relationship ($\tau = -.143$, $p = .007224$). Item A23 has not proven a significant correlation to the six SLBS-6 elements. Kendall's Tau is partly negative and partly positive but, in any case, its values are too low and hence the p-threshold has not fallen below $p < .05$. The final item A24 significantly correlates with Transcendental Spirituality resulting in a τ of .107 and a p of .043928. All in all, Criteria of Success shows a significant correlation with 8 out of 24 comparisons. The relevant correlations are summarized in table 4.31.

Table 4.31: Criteria of Success - SLBS-6 (summary correlations)

Criteria of Success	SLBS-6 element	Number of correlations [n]
A21) employee-based	Voluntary Subordination, Authentic Self, Covenantal Relationship, Responsible	6

	Morality, Transcendental Spirituality, Transforming Influence	
A22) product-based	Covenantal Relationship	1
A23) market share-based	-	0
A24) efficient, reliable	Transcendental Spirituality	1

4.9.3) Regression Analysis

Figure 4.16 shows a scatterplot of the OCAI-dimension Criteria of Success and the SLBS-6. It reveals a slightly positively linear relationship and a few outliers that still make up the minority.

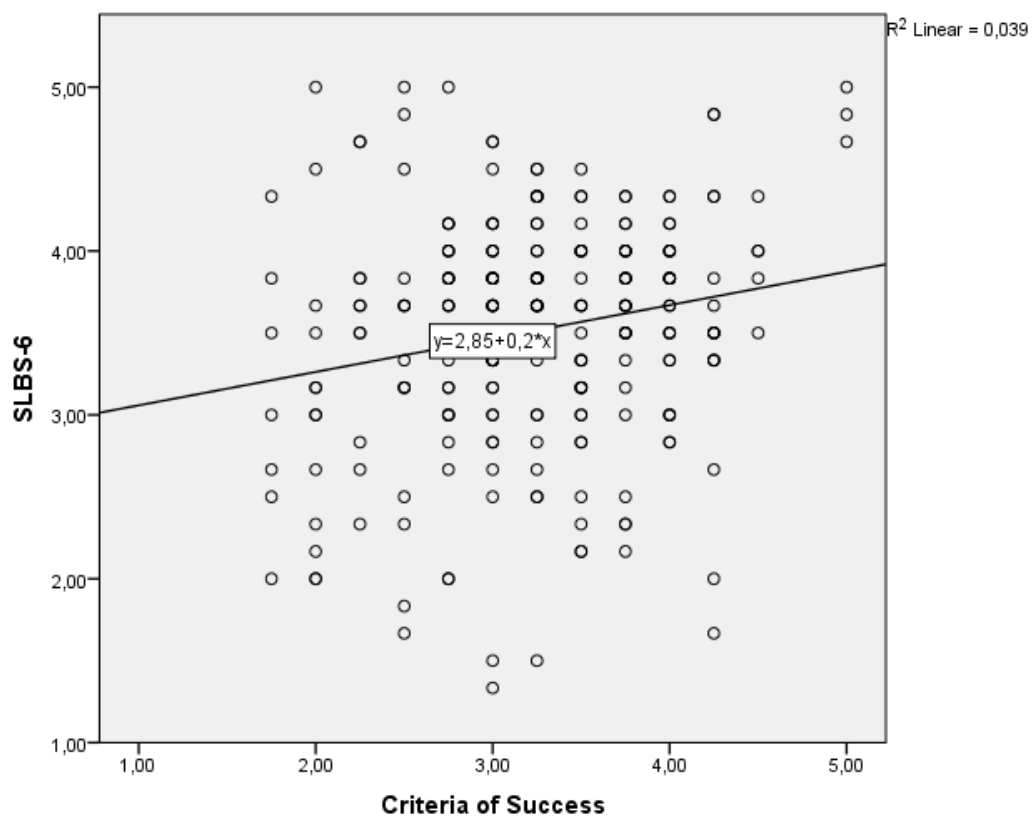


Figure 4.16: Scatterplot Criteria of Success - SLBS-6

Table 4.32 shows the results of the regression analysis between the OCAI-dimension Criteria of Success and the SLBS-6.

Table 4.32: Regression analysis of Criteria of Success on Servant Leadership (SLBS-6)

Variable	Unstandardized B	Standard Error B (SE B)	Standardized β
Constant	1.065	.299	
Criteria of Success	-.108	.065	-.105
R ²		.303	
Adjusted R ²		.286	
F (df=6; 243)		17.599***	

p<.05*, p<.01**, p<.001***

The levels of significance are set to p<.05*, p<.01** and p<.001***. This results in a standardized β of the OCAI-dimension Criteria of Success of .334 and corresponding p-value .098.

This section has described the impact of the OCAI-dimension Criteria of Success on the SLBS-6 as part of a multiple regression analysis. The findings summarized in table 4.27 show a significance of p = .098 with levels of significance set to p<.05*, p<.01** and p<.001***.

Since .098 is > than .05, the result is not significant. This means with regards to the research objective that there is no significant impact of Criteria of Success on employee's perception of Servant Leadership in their SME. This finding is not in alignment with the expectation formulated in section 2.6: Hypothesis 4 is declined.

The OCAI-dimension criteria of success is concerned with how the organization defines success. It can be summarized and categorized as employee-based, product-based, market share-based, efficient/reliable. (Cameron & Quinn, 2011) The interpretation of the data analysis points to the preliminary conclusion that the definition of success plays a minor role when it comes to establishing a servant leadership style.

4.10) Determining the Impact of the four cultural types of the OCAI on employee's perception of Servant Leadership in their SME

A further multiple linear regression analysis is run in order to provide a more holistic answer to the research question i.e., the impact of the four OCAI-cultures on the display of a servant leadership style.

Again, the collected data needed to be prepared before the analysis was run via SPSS version 24. All responses from each of the four OCAI-cultures were grouped as follows: clan culture: A1, A5, A9, A13, A17 and A21; adhocracy culture: A2, A6, A10, A14, A18 and A22; market culture: A3, A7, A11, A15, A19 and A23; hierarchy culture: A4, A8, A12, A16, A20 and A24. Their statistical means were calculated. The statistical mean of the SLBS-6 was already calculated and available from the previous multiple linear regression analysis.

Table 4.33 shows the results of calculating the mean, standard deviation and Pearson-Correlation between each of the four cultures of the OCAI and the SLBS-6. The levels of significance are set to $p < .05^*$ and $p < .01^{**}$. There are no significant correlations between market culture and the SLBS-6 ($p = .299$), hierarchy culture and clan culture ($p = .070$) as well as hierarchy culture and adhocracy culture ($p = .648$). The least but still significant correlation is between hierarchy culture and the SLBS-6 ($p = .014$). All other correlations incorporate values less than $p = .01$ and hence are highly significant.

Table 4.33: Mean, Standard Deviation and Correlation between Organizational Culture (OCAI-cultures) and Servant Leadership (N=250)

Hierarchy culture	1.0
-------------------	-----

Variable	Mean	Standard Deviation	SLBS-6	Clan culture	Adhocracy culture	Market culture
SLBS-6	3.5127	.71492	1.0			
Clan culture	3.6207	.75590	.599**	1.0		
Adhocracy culture	3.1453	.75973	.382**	.450**	1.0	
Market culture	3.0920	.79151	-.066	-.276**	.300**	1.0
Hierarchy culture	3.4007	.62309	.155*	.115	-.029	.311**

p<.05*, p<.01**

The next step is again testing against the most important prerequisites of a linear regression. Figures 4.17-4.20 show the scatterplots of the four OCAI-cultures in combination with the SLBS-6.

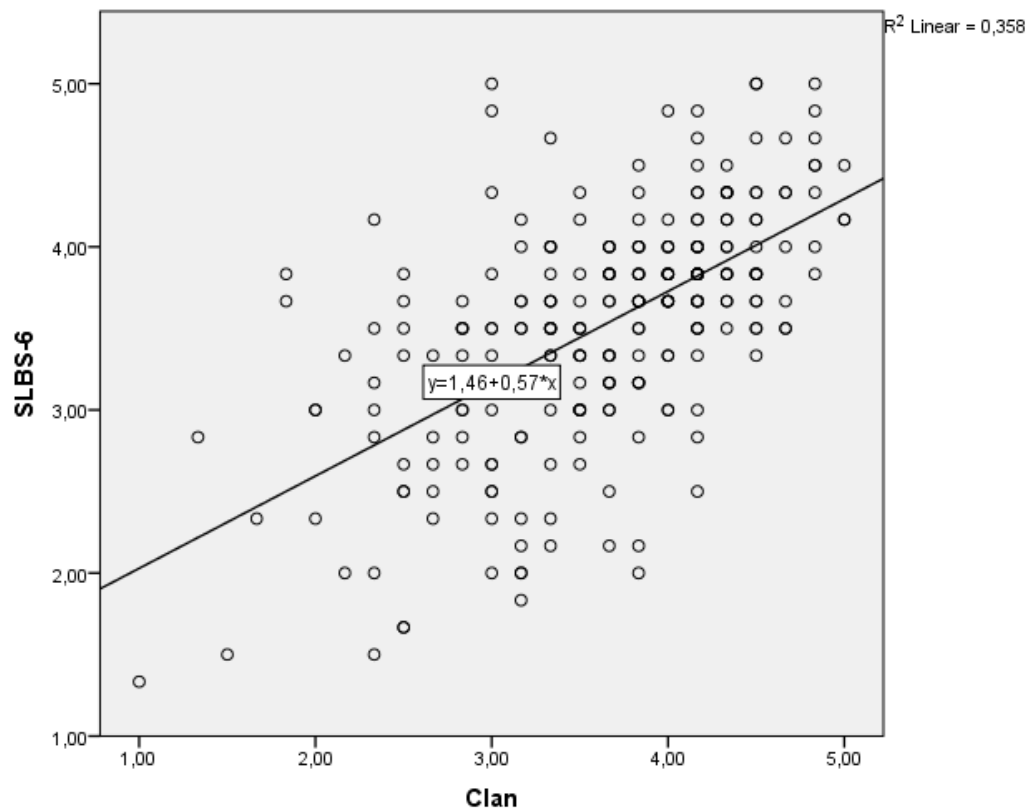


Figure 4.17: Scatterplot clan culture - SLBS-6

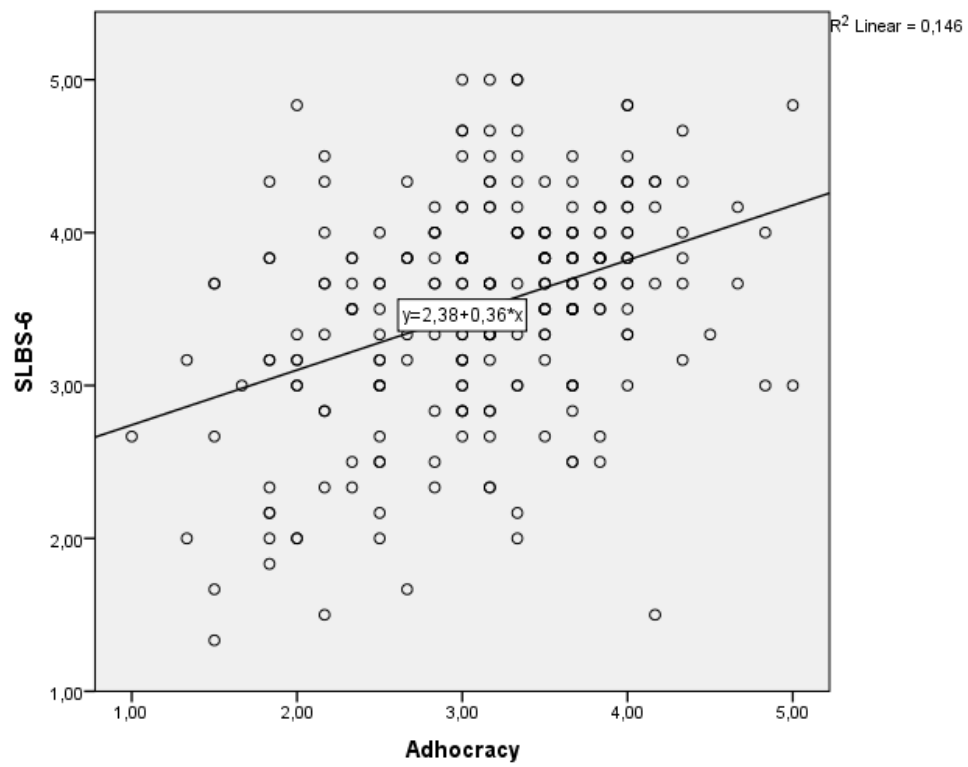


Figure 4.18: Scatterplot adhocracy culture - SLBS-6

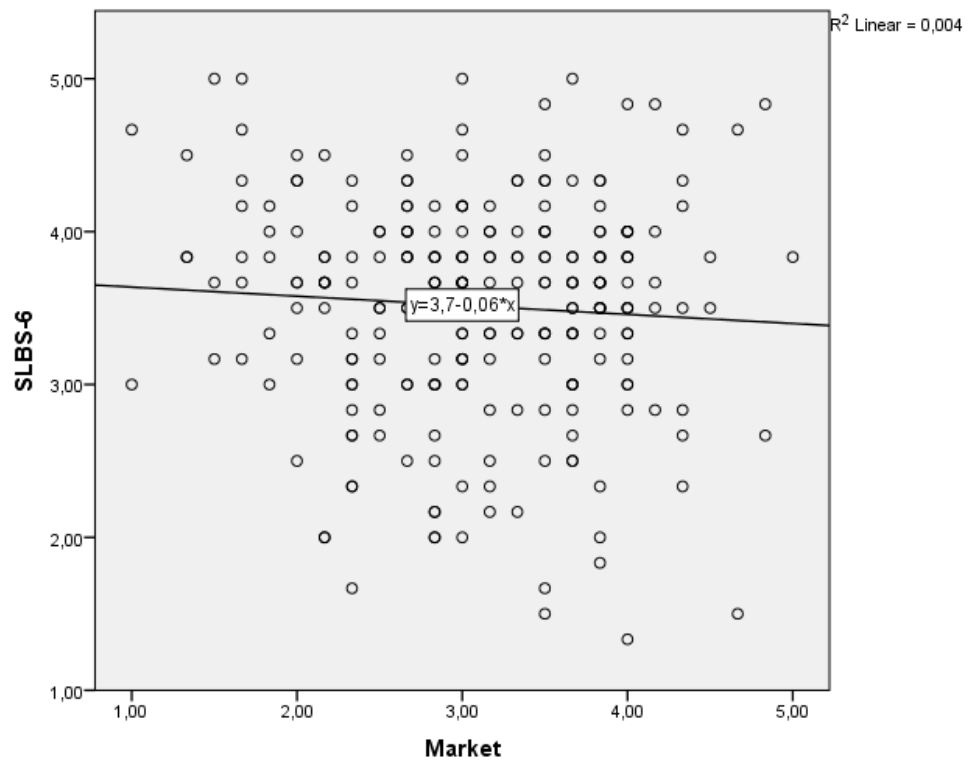


Figure 4.19: Scatterplot market culture - SLBS-6

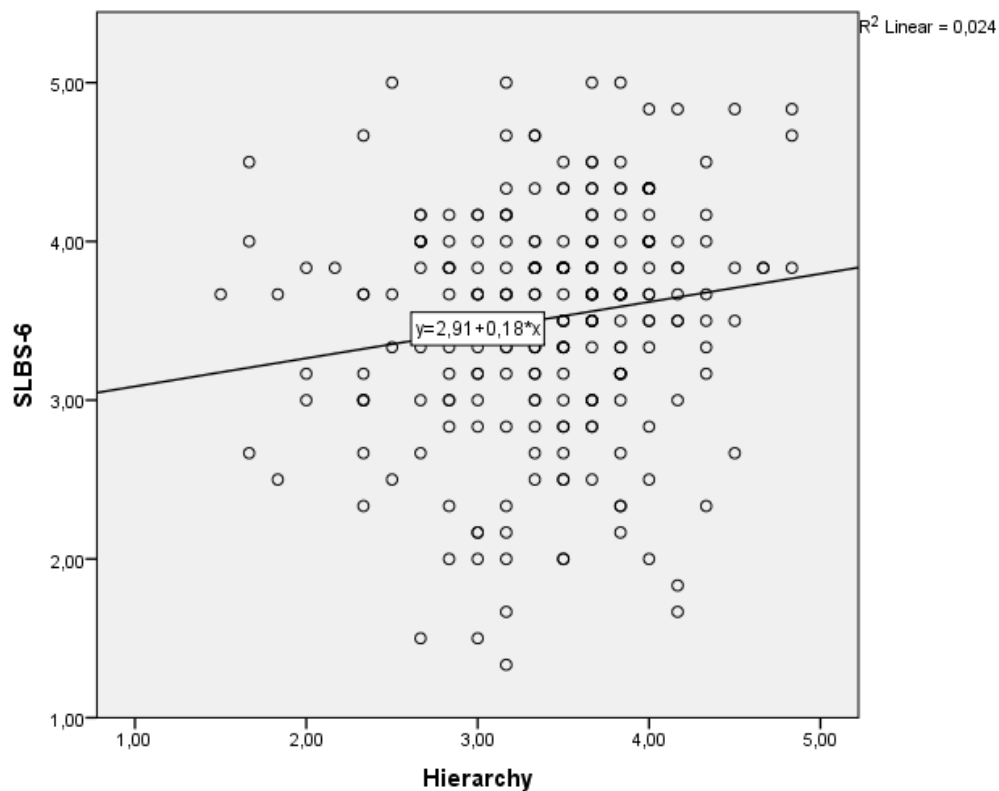


Figure 4.20: Scatterplot hierarchy culture - SLBS-6

The scatterplots of clan, adhocracy and hierarchy culture show a positive relationship towards the SLBS-6, whereas the relationship between market culture and the SLBS-6 is slightly negative in its course. There is clear linearity within figures 4.17 (clan culture) and 4.18 (adhocracy culture). Figures 4.19 (market culture) and 4.20 (hierarchy culture) show a more homogenous spread with a higher number of outliers.

An analysis of standard residuals proof that the overall data contained no outliers (std. residual minimum = -2.551; std. residual maximum = 3.150). Independence of residual values was confirmed with a Durbin-Watson test ($d = 1.996$). The corresponding residual plots showed normality and homoscedasticity, figures 4.21 – 4.23.

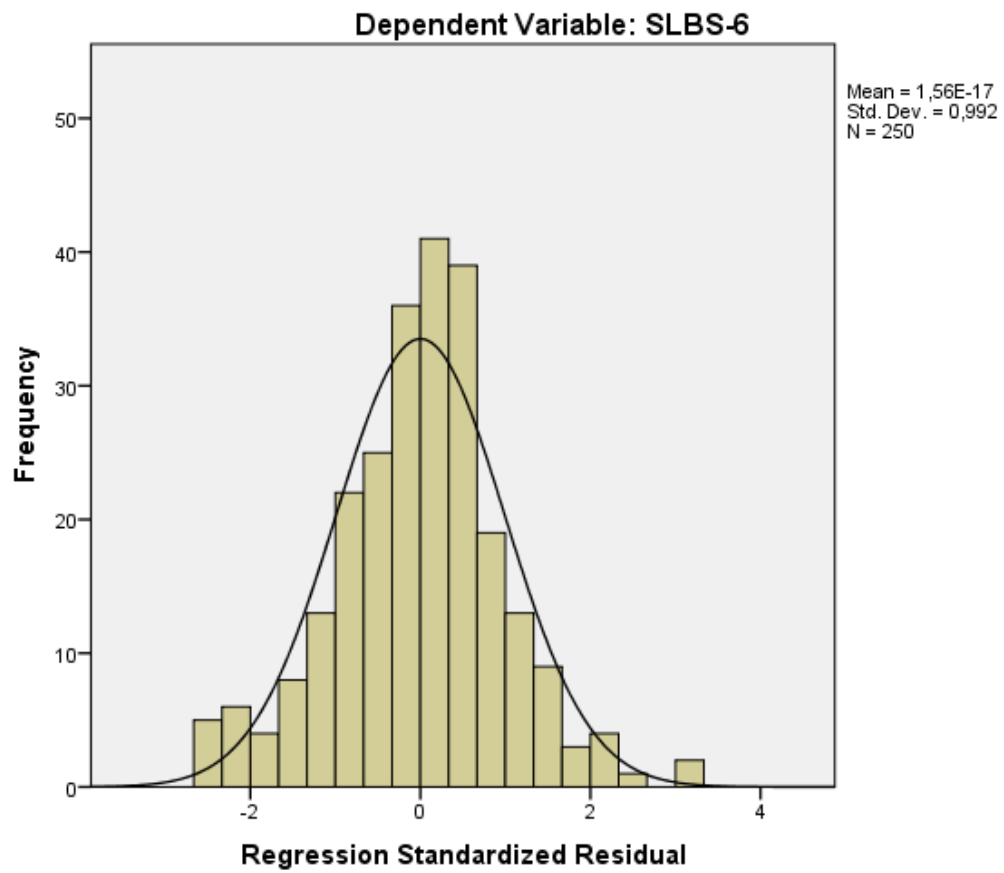


Figure 4.21: Histogram Regression Standardized Residual - Frequency

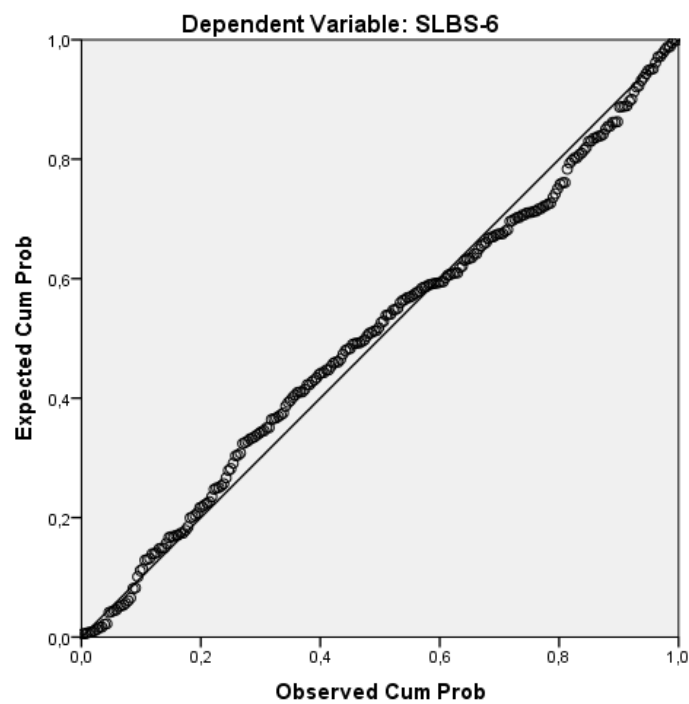


Figure 4.22: Normal P-P Plot of Regression Standardized Residual

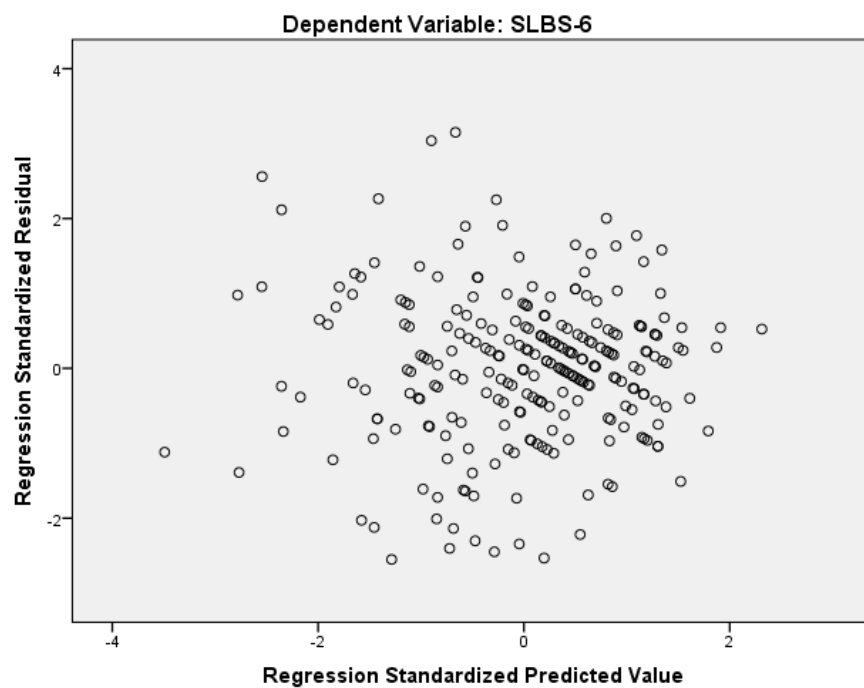


Figure 4.23: Scatterplot Regression Standardized Predicted Value - Regression Standardized Residual

Table 4.34 shows the results of the regression analysis between the four OCAI-cultures and the SLBS-6.

Table 4.34: Regression analysis of OCAI-cultures on Servant Leadership (SLBS-6)

Variable	Unstandardized B	Standard Error B (SE B)	Standardized β
Constant	.896	.287	
Clan culture	.493	.065	.521***
Adhocracy culture	.141	.064	.149*
Market culture	.002	.061	.003
Hierarchy culture	.113	.066	.098
R^2		.384	
Adjusted R^2		.374	
F (df=4; 245)		38.174***	

$p < .05^*$, $p < .01^{**}$, $p < .001^{***}$

All four cultures of the OCAI statistically significantly predict servant leadership (SLBS-6), $F(4,245) = 38,174$, $p < .001$. This results in a goodness of fit R^2 of .384 i.e., all four OCAI-cultures account for 38.4% of the variability in servant leadership measured by the SLBS-6 with an adjusted R^2 of .374 = 37.4%. The levels of significance are set to $p < .05^*$, $p < .01^{**}$ and $p < .001^{***}$.

Standardized β of clan culture is .521 ($p = 8.67 \cdot 10^{-13}$), of adhocracy culture .149 ($p = .030$), of market culture .003 ($p = .969$) and of hierarchy culture .098 ($p = .088$).

This section has described the impact of the four cultural types of the OCAI on the SLBS-6 as a further multiple regression analysis. This additional calculation was done to provide a more holistic answer to the research question. The findings are summarized in table 4.34. The levels of significance are again set to $p < .05^*$, $p < .01^{**}$ and $p < .001^{***}$. Adhocracy Culture shows a significance of $p = .030$. Since .030 is < than .05, the result is significant. This means with regards to the research objective that there is a significant impact of Adhocracy Culture on employee's perception of Servant Leadership in their

SME. This finding is in alignment with the expectation formulated in section 2.6: Hypothesis 7 is accepted.

Market Culture shows a significance of $p=.969$. Since $.969$ is $>$ than $.05$, the result is not significant. Additionally, $.969$ is the greatest of the four p-values. This means with regards to the research objective that there is no significant impact of Market Culture on employee's perception of Servant Leadership in their SME. This finding is in alignment with the expectation formulated in section 2.6: Hypothesis 8 is accepted.

Hierarchy Culture shows a significance of $p=.088$. Since $.088$ is $>$ than $.05$, the result is not significant. This means with regards to the research objective that there is no significant impact of Hierarchy Culture on employee's perception of Servant Leadership in their SME. This finding is in alignment with the expectation formulated in section 2.6: Hypothesis 9 is accepted.

Clan Culture shows a significance of $p=8.67 \cdot 10^{-13}$. Since $8.67 \cdot 10^{-13}$ is $<$ than $.05$, the result is significant. Additionally, $8.67 \cdot 10^{-13}$ is the smallest of the four p-values.

This means with regards to the research objective that there is a highly significant impact of Clan Culture on employee's perception of Servant Leadership in their SME. This finding is in alignment with the expectation formulated in section 2.6: Hypothesis 10 is accepted.

The analysis of the cultural types adds further insight to the preliminary results achieved by the cultural dimensions. Whereas the analysis of the cultural dimensions only allowed to estimate whether each dimension as a whole has an impact on servant leadership, the analysis of the cultural types opens the door for a more detailed investigation because all four of them contain items from every dimension. For example, the cultural type which has by far the most significant impact on servant leadership is clan culture. It consists of the items A1 from the dimension dominant characteristics, A5 from the dimension Organizational Leadership, A9 from the dimension Management of Employees, A13 from the dimension Organization Glue, A17 from the dimension Strategic Emphases and A21 from the dimension Criteria of Success. Section 4.4.3 revealed that the dimension dominant characteristics has no significant impact on

servant leadership. Now it becomes obvious that this is not necessarily the case for every item that belongs to this dimension since A1 is part of the highly significant cultural type clan. This underlines the importance of conducting two regression analyses to provide a holistic answer to the research question.

4.11) Concluding Validity-Calculations: Confounding and Endogeneity

Section 4.3 so far has successfully checked the validity and reliability of both measures OCAI as well as SLBS-6 in a general way. The following two sections make use of the regression analyses performed and the information gathered by the demographic variables within the survey in order to investigate two special issues with regards to validity in more detail i.e., confounding and endogeneity.

4.11.1) Addressing Confounding

A confounder can be understood as a variable that distorts the association between the independent and dependent variable (VanderWeele & Shpitser, 2013). Consequently, the measured results do not reflect the actual relationship between the variables under study.

There are various ways to already set up the research design in a way to prevent confounding. The most prominent ones are randomization, restriction and matching. (Hennekens & Buring, 1987) Whenever the experimental design is impractical, premature or it is simply impossible to conduct such tests beforehand, there are two possibilities to check and correct confounding effects i.e., stratification and multivariate analysis (Christenfeld, Sloan, Carroll, & Greenland, 2004). A multivariate analysis in the form of multiple regression analysis adding demographic variables is used within this thesis. More precisely, the multiple regression analysing the impact of the six OCAI-dimensions on the SLBS-6 (described in sections 4.4.3 – 4.9.3) and the multiple regression analysing the impact of the four OCAI-cultures on the SLBS-6 (described in section 4.9) have been repeated adding all six demographic variables after one another to the model.

Table 4.35 shows the regression analysis of the six OCAI-dimensions on Servant Leadership measured by the SLBS-6 considering demographic variables. At the top of this table is the summary of the multiple linear regression conducted in the sections 4.4.3 – 4.9.3. Hence, it makes up the reference baseline without any demographic variables. The following parts of table 4.35 contain the measured results after adding

the demographic variables one by one. The differences of the values in the column “Unstandardized B” are very small compared to the baseline scenario. This indicates that the impact of the demographic variables is not significant and that the results presented in chapter 4 are indeed due to the impact of the six dimensions of organizational culture. Nevertheless, it must be pointed out that the OCAI-dimensions “Management of Employees”, “Organization Glue” as well as “Strategic Emphases” slightly vary in their significance the more demographic variables are added. This leads to the fact that “Organization Glue” ranges above the .05 p-threshold and hence is not significant anymore after the sixth demographic variable is added.

Table 4.35: Regression analysis of OCAI-dimensions on Servant Leadership (SLBS-6) considering demographic variables

Variable	Unstandardized B	Standard Error B (SE B)	Standardized β
Constant	1.065	.299	
Dominant Characteristics	-.128	.077	-.104
Organizational Leadership	.080	.084	.069
Management of Employees	.270	.093	.211**
Organization Glue	.182	.086	.147*
Strategic Emphases	.419	.096	.334***
Criteria of Success	-.108	.065	-.105
R ²		.303	
Adjusted R ²		.286	
F (df=6; 243)		17.599***	

Adding “what is your age?”:

Constant	1.121	.315	
Dominant Characteristics	-.125	.078	-.102
Organizational Leadership	.081	.084	.070
Management of Employees	.269	.093	.210**

Organization Glue	.180	.086	.146*
Strategic	.417	.096	.332***
Emphases			
Criteria of Success	-.110	.065	-.107
R ²		.304	
Adjusted R ²		.284	
F (df=7; 242)		15.091***	

Adding “what is your gender?”:

Constant	1.166	.358	
Dominant	-.126	.078	-.103
Characteristics			
Organizational	.083	.084	.072
Leadership			
Management of	.269	.094	.210**
Employees			
Organization Glue	.181	.086	.147*
Strategic	.415	.096	.331***
Emphases			
Criteria of Success	-.112	.066	-.109
R ²		.304	
Adjusted R ²		.281	
F (df=8; 241)		13.163***	

Adding “what is your native language?”:

Constant	1.172	.366	
Dominant	-.126	.078	-.103
Characteristics			
Organizational	.084	.086	.073
Leadership			
Management of	.269	.094	.210**
Employees			
Organization Glue	.179	.089	.145*
Strategic	.415	.096	.331***
Emphases			
Criteria of Success	-.110	.069	-.107
R ²		.304	
Adjusted R ²		.278	
F (df=9; 240)		11.653***	

Adding “please indicate the highest level of education you completed”:

Constant	1.090	.394	
Dominant	-.126	.078	-.103
Characteristics			
Organizational	.080	.086	.069
Leadership			
Management of	.270	.094	.211**
Employees			
Organization Glue	.178	.089	.144*
Strategic	.418	.097	.333***
Emphases			
Criteria of Success	-.110	.069	-.107
R ²		.305	
Adjusted R ²		.276	
F (df=10; 239)		10.491***	

Adding “in which sector are you currently employed?”:

Constant	1.158	.418	
Dominant	-.125	.079	-.102
Characteristics			
Organizational	.081	.086	.070
Leadership			
Management of	.266	.094	.208*
Employees			
Organization Glue	.176	.089	.143*
Strategic	.417	.097	.333***
Emphases			
Criteria of Success	-.112	.070	-.109
R ²		.306	
Adjusted R ²		.274	
F (df=11; 238)		9.530***	

Adding “how long have you been working in your current SME?”:

Constant	1.193	.427	
Dominant	-.127	.079	-.104
Characteristics			
Organizational	.084	.087	.073
Leadership			
Management of	.264	.095	.206*
Employees			

Organization Glue	.173	.090	.141
Strategic Emphases	.418	.097	.333***
Criteria of Success	-.114	.070	-.111
R ²		.306	
Adjusted R ²		.271	
F (df=12; 237)		8.720***	

p<.05*, p<.01**, p<.001***

Table 4.36 represents the regression analysis of the four OCAI-cultures on Servant Leadership measured by the SLBS-6 considering demographic variables. At the top of this table is the summary of the multiple linear regression conducted in section 4.10. Hence, it makes up the reference baseline without any demographic variables. The following parts of table 4.36 contain the measured results after adding the demographic variables one by one. The differences of the values in the column “Unstandardized B” are again very small compared to the baseline scenario. This indicates that the impact of the demographic variables is not significant and that the results presented in chapter 4 are indeed due to the impact of the four cultural types of the OCAI. The variation in significance noted within the interpretation of table 4.35 is much smaller. Consequently, “Clan Culture” and “Adhocracy Culture” remain significant regardless how many demographic variables are added to the model.

Table 4.36: Regression analysis of OCAI-cultures on Servant Leadership (SLBS-6) considering demographic variables

Variable	Unstandardized B	Standard Error B (SE B)	Standardized β
Constant	.896	.287	
Clan culture	.493	.065	.521***
Adhocracy culture	.141	.064	.149*
Market culture	.002	.061	.003
Hierarchy culture	.113	.066	.098
R ²		.384	
Adjusted R ²		.374	
F (df=4; 245)		38.174***	

Adding “what is your age?”:

Constant	1.083	.303	
Clan culture	.485	.065	.513***
Adhocracy culture	.154	.065	.164*
Market culture	-.015	.062	-.017
Hierarchy culture	.113	.065	.099
R ²		.393	
Adjusted R ²		.380	
F (df=5; 244)		31.545***	

Adding “what is your gender?”:

Constant	1.158	.338	
Clan culture	.488	.066	.516***
Adhocracy culture	.149	.065	.159*
Market culture	-.014	.062	-.016
Hierarchy culture	.109	.066	.095
R ²		.393	
Adjusted R ²		.378	
F (df=6; 243)		26.249***	

Adding “what is your native language?”:

Constant	1.173	.342	
Clan culture	.489	.066	.517***
Adhocracy culture	.149	.065	.158*
Market culture	-.011	.063	-.012
Hierarchy culture	.109	.066	.095
R ²		.394	
Adjusted R ²		.376	
F (df=7; 242)		22.432***	

Adding “please indicate the highest level of education you completed”:

Constant	1.185	.365	
Clan culture	.489	.066	.517***
Adhocracy culture	.149	.066	.158*
Market culture	-.011	.063	-.012
Hierarchy culture	.110	.066	.096

R ²	.394
Adjusted R ²	.373
F (df=8; 241)	19.548***

Adding “in which sector are you currently employed?”:

Constant	1.295	.387	
Clan culture	.489	.066	.517***
Adhocracy culture	.145	.066	.154*
Market culture	-.010	.063	-.012
Hierarchy culture	.104	.067	.090

R ²	.395
Adjusted R ²	.373
F (df=9; 240)	17.442***

Adding “how long have you been working in your current SME?”:

Constant	1.284	.393	
Clan culture	.490	.066	.518***
Adhocracy culture	.145	.066	.154*
Market culture	-.010	.063	-.011
Hierarchy culture	.104	.067	.090

R ²	.395
Adjusted R ²	.370
F (df=10; 239)	15.637***

p<.05*, p<.01**, p<.001***

4.11.2) Addressing Endogeneity

Endogeneity occurs whenever there is a correlation between the independent variable and the error term in the regression model. An error term represents the difference between the observed data and the actual population data. Every regression has such an error term because it is unrealistic to assume that the independent variable is a perfect predictor of the dependent variable. (Gallo, 2015)

Endogeneity occurs under a variety of conditions e.g., the so-called omitted variable bias or simultaneity bias (Lynch & Brown, 2011). An illuminating example for a better

understanding is provided by John Antonakis in his podcast “Endogeneity: An inconvenient truth” (available on Youtube, 22/01/2023). Antonakis shows that an observed correlation between two variables ($A \rightarrow B$) leading to a statistically significant result is not a guarantee that this result is due to the relationship between A and B. Instead, it is possible that a third variable exists which is called omitted variable. This variable causes the results of variable A and B whereas the relationship between the two of them does not exist at all. The consequence is just the same as with confounding: The measurements do not reflect the actual relationship between the variables under study.

The most common and powerful way to handle endogeneity and correct for its errors is the two-stage least squares (2SLS) regression analysis. It works by eliminating the share of variance within the independent variable that correlates with the error term by relying on an instrumental variable. (Antonakis, Bendahan, Jacquart, & Lalive, 2014) An instrumental variable is defined as “a variable that predicts the exposure, but conditional on exposure shows no independent association with the outcome. The instrument affects the outcome solely through the effect on exposure.” (Lousdal, 2018, p. 2). Considering the linear regression equation $y = \beta x + u$, the search and selection of the instrumental variable has followed a common approach mentioned by Reiss & Wolak (2007): Look for a variable that is uncorrelated with the error term u (exogenous), but at the same time correlated with the regressor x . The independent variable organizational culture is the regressor within the research at hand. Putting it all together, the demographic variable “current sector of employment” serves as the instrumental variable because it fulfils the above-described prerequisite i.e., it is not correlated with the error term, but it is correlated with organizational culture. The non-correlation with the error term can only be assumed since the characteristics of the same are unclear. The mood of the participants when they were answering the questions of the survey is one example of an error term. Positive experiences on that day may have led to a higher scoring and vice versa. The correlation with organizational culture is comprehensible. Employees who are working in a SME based in the industry will have a different view on the importance of organizational culture and how it is

conceptualized than people who are working in a SME based in the public sector. This is proven in the literature review sections 2.3 and 2.4. Selecting “current sector of employment” as the instrumental variable allows to perform a 2SLS in the following way: The instrumental variable is used to predict values of the endogenous variable which do not correlate with the error term. These predicted values can be used in a second analysis to predict the dependent variable. (Antonakis et al., 2014)

Table 4.37 shows the results of the regression analysis of the six OCAI-dimensions on Servant Leadership measured by the SLBS-6 considering “current sector of employment” as instrumental variable. The way the table is made up easily allows to compare the values in the column “Unstandardized B”. They are always the same for each dimension and its corresponding “Unstandardized Predicted Value”: Dominant Characteristics/Unstandardized Predicted Value = 4.820, Organizational Leadership/Unstandardized Predicted Value = 2.066, Management of Employees/Unstandardized Predicted Value = .970, Organization Glue/Unstandardized Predicted Value = 1.061, Strategic Emphases/ Unstandardized Predicted Value = 1.045 and Criteria of Success/Unstandardized Predicted Value = .795. This indicates that there is no correlation between the independent variables and the error term in the regression model. Hence, the problem of endogeneity does not occur and the measured results from chapter 4 stem from the model itself without side-effects.

Table 4.37: Regression analysis of OCAI-dimensions on Servant Leadership (SLBS-6) considering instrumental variable

Variable	Unstandardized B	Standard Error B (SE B)	Standardized β
Dominant Characteristics:			
Constant	-12.244	38.571	
Dominant Characteristics	4.820	11.799	3.936
R ²		.001	
Adjusted R ²		-.003	
F (df=1; 248)		.167	

Constant	-12.244	9.782	
Unstandardized Predicted Value	4.820	2.992	.102
R ²		.010	
Adjusted R ²		.006	
F (df=1; 248)		2.594	

Organizational Leadership:

Constant	-3.105	7.168	
Organizational Leadership	2.066	2.238	1.790
R ²		.003	
Adjusted R ²		-.001	
F (df=1; 248)		.853	

Constant	-3.105	4.109	
Unstandardized Predicted Value	2.066	1.283	.102
R ²		.010	
Adjusted R ²		.006	
F (df=1; 248)		2.594	

Management of Employees:

Constant	.341	1.902	
Management of Employees	.970	.582	.758
R ²		.011	
Adjusted R ²		.007	
F (df=1; 248)		2.782	

Constant	.341	1.969	
Unstandardized Predicted Value	.970	.602	.102

R ²		.010	
Adjusted R ²		.006	
F (df=1; 248)		2.594	

Organization Glue:

Constant	-.168	2.361	
Organization Glue	1.061	.681	.862

R ²		.010	
Adjusted R ²		.006	
F (df=1; 248)		2.431	

Constant	-.168	2.285	
Unstandardized Predicted Value	1.061	.659	.102

R ²		.010	
Adjusted R ²		.006	
F (df=1; 248)		2.594	

Strategic Emphases:

Constant	-.093	2.095	
Strategic Emphases	1.045	.607	.833

R ²		.012	
Adjusted R ²		.008	
F (df=1; 248)		2.963	

Constant	.093	2.239	
Unstandardized Predicted Value	1.045	.649	.102

R ²		.010	
Adjusted R ²		.006	
F (df=1; 248)		2.594	

Criteria of Success:

Constant	.947	1.820	
Criteria of Success	.795	.564	.772
R ²		.008	
Adjusted R ²		.004	
F (df=1; 248)		1.989	
Constant	.947	1.594	
Unstandardized	.795	.494	.102
Predicted Value			
R ²		.010	
Adjusted R ²		.006	
F (df=1; 248)		2.594	

p<.05*, p<.01**, p<.001***

Table 4.38 represents the results of the regression analysis of the four OCAI-cultures on Servant Leadership measured by the SLBS-6 considering “current sector of employment” as an instrumental variable. As with table 4.37, all results are the same for each cultural type and its corresponding “Unstandardized Predicted Value”: Clan Culture/Unstandardized Predicted Value = 2.265, Adhocracy Culture/Unstandardized Predicted Value = 1.084, Market Culture/Unstandardized Predicted Value = 1.135, Hierarchy Culture/Unstandardized Predicted Value = .992. This indicates that there is no correlation between the independent variables and the error term in the regression model. Hence, the problem of endogeneity does not occur again and the measured results from chapter 4 stem from the model itself without side-effects.

Table 4.38: Regression analysis of OCAI-cultures on Servant Leadership (SLBS-6) considering instrumental variable

Variable	Unstandardized B	Standard Error B (SE B)	Standardized β
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Clan:

Constant	-4.687	10.064	
Clan Culture	2.265	2.779	2.395
R ²		.003	
Adjusted R ²		-.001	
F (df=1; 248)		.664	

Constant	-4.687	5.091	
Unstandardized	2.265	1.406	.102
Predicted Value			
R ²		.010	
Adjusted R ²		.006	
F (df=1; 248)		2.594	

Adhocracy:

Constant	.102	2.562	
Adhocracy Culture	1.084	.814	1.152
R ²		.007	
Adjusted R ²		.003	
F (df=1; 248)		1.773	

Constant	.102	2.118	
Unstandardized	1.084	.673	.102
Predicted Value			
R ²		.010	
Adjusted R ²		.006	
F (df=1; 248)		2.594	

Market:

Constant	.002	3.631	
Market Culture	1.135	1.174	1.257
R ²		.004	
Adjusted R ²		-.0003	
F (df=1; 248)		.935	

Constant	.002	2.180	
Unstandardized Predicted Value	1.135	.705	.102
R ²		.010	
Adjusted R ²		.006	
F (df=1; 248)		2.594	

Hierarchy:

Constant	.140	2.561	
Hierarchy Culture	.992	.753	.864
R ²		.007	
Adjusted R ²		.003	
F (df=1; 248)		1.735	

Constant	.140	2.094	
Unstandardized Predicted Value	.992	.616	.102
R ²		.010	
Adjusted R ²		.006	
F (df=1; 248)		2.594	

p<.05*, p<.01**, p<.001***

4.12) Introduction to Organizational Culture Change

The main part of this thesis deals with analysing the impact of the six dimensions of the OCAI on the six dimensions of the SLBS-6. Now that all data is thoroughly described and all results are available, it makes sense to look at the conceptual framework of section 2.5, figure 2.2 once again.

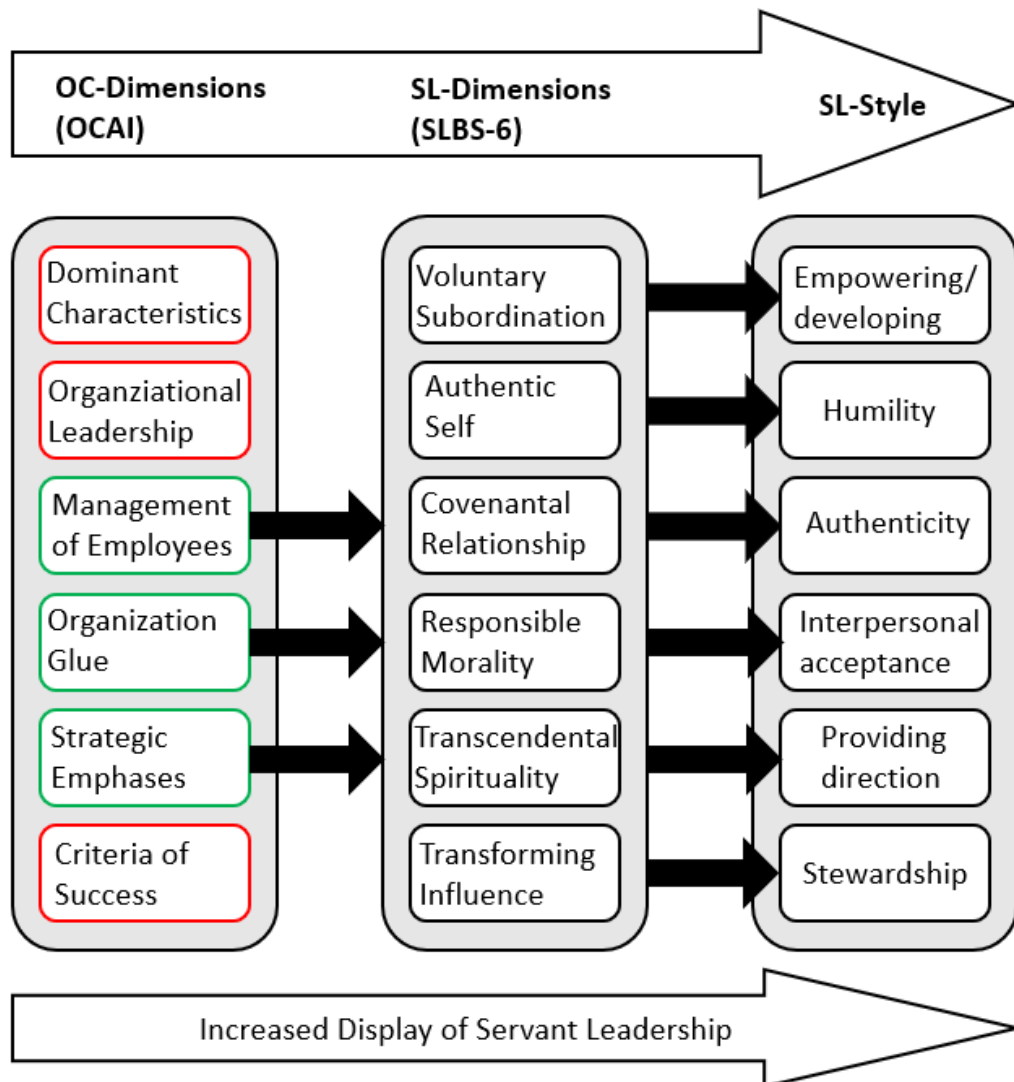


Figure 4.24: Conceptual Framework - Impact of Organizational Culture on Servant Leadership (after data analysis)

Figure 4.24 shows the conceptual framework introduced in section 2.5 with the knowledge of the data description and analysis. The dimensions of the OCAI that have an impact on the SLBS-6 are framed in green whereas the dimensions of the OCAI that

have no impact on the SLBS-6 are framed in red. Consequently, the arrows pointing from left to right between the OCAI and the SLBS-6 have been removed for the OCAI-dimensions with no impact. This presentation allows to see at first sight that Management of Employees, Organization Glue and Strategic Emphases incorporate the aspects that favour the display of a servant leadership style finally described by van Dierendonck's six key characteristics (van Dierendonck, 2011) on the right side of figure 4.24. Additionally, the analysis of the survey data of this thesis revealed that the cultural types "clan" and "adhocracy" are the ones that have a significant impact on the SLBS-6 and hence the display of a servant leadership style.

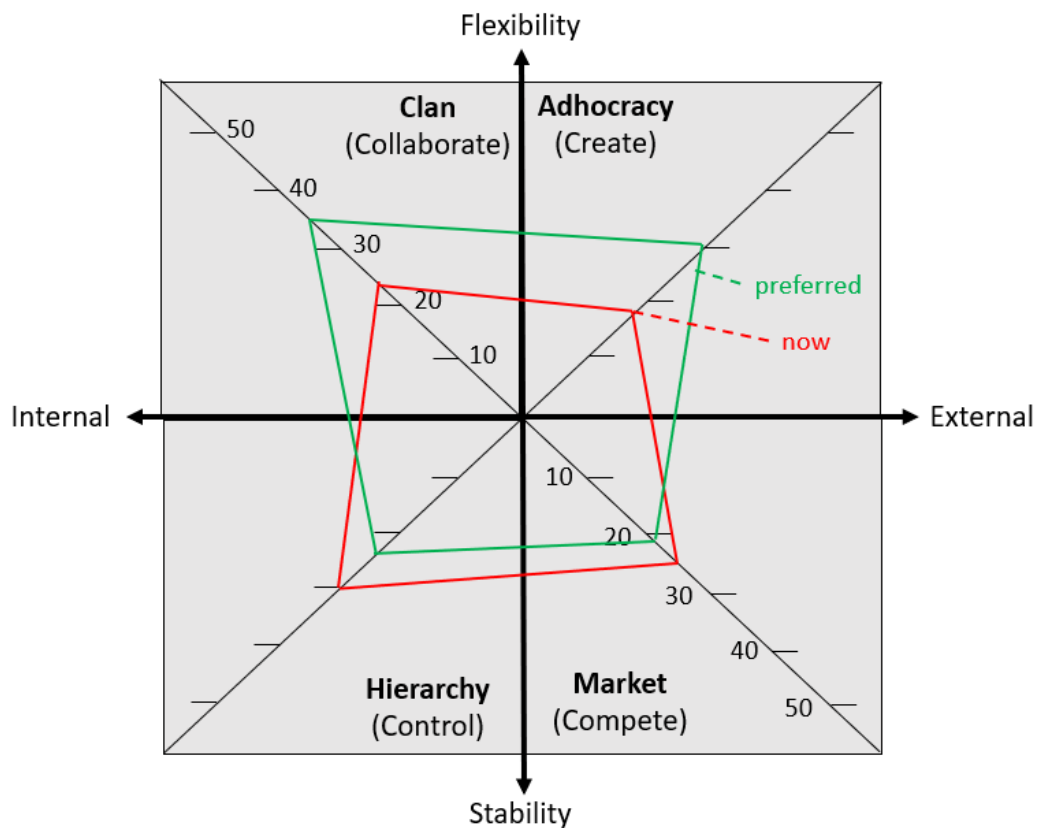


Figure 4.25: Organizational Culture Profile (example)

Figure 4.25 shows a fictitious organizational culture profile in order to visualize organizational culture change as intended by Cameron & Quinn (2011). The profile shows the current state of the organizational culture (coloured in red) and the preferred state of the organizational culture (coloured in green). The upper left quadrant is the

extent to which the cultural type “clan” already is established (red) and preferred (green). It follows in clockwise direction with the same interpretation for the cultural type “adhocracy”, “market” and “hierarchy”. The current state in red shows the greatest value for “hierarchy” (30) and the smallest value for “adhocracy” (18). The preferred state in green shows the greatest value for “clan” (34) and the smallest value for “market” (21). The cultural type hierarchy currently is the one with the greatest impact. Nevertheless, the team of this fictitious example desires the cultural type clan to be the most important one. The cultural type adhocracy currently has the smallest impact, but the team of this fictitious example desires to extend this position as well. The cultural types clan and adhocracy are the ones having a significant impact on the display of a servant leadership style. On the other hand, the team of this fictitious example desires to minimize the impact of the cultural types market (now: 24; preferred: 21) and hierarchy (now: 30; preferred: 23). These are the two cultural types that have no significant impact on the display of a servant leadership style.

The currently existing and preferred organizational culture profile was chosen on purpose in the above detailed way. The intention is to exemplify data to perform an organizational culture change process which contributes to the display of a servant leadership style. What challenges need to be overcome when doing so is explored in section 5.3.3 and how such a change process can be conducted is described in section 6.4 as an implication for future research.

4.13) Chapter Summary

The fourth chapter describes the survey data in combination with the calculations performed. With regards to the research question, it is most important to remember that data proves a significant impact of the OCAI-dimensions Management of Employees, Organization Glue and Strategic Emphases on the SLBS-6. In addition to that, data proves a significant impact of the OCAI-cultures Clan and Adhocracy on the SLBS-6. Further data of a fictitious example describes organizational culture change in terms of favouring the display of a servant leadership style. The results show that the cultural types clan and adhocracy should be favoured instead of the cultural types market and hierarchy.

All results are mathematically proven to be valid and reliable without common threats such as confounding and endogeneity.

5) Discussion of the Research Findings

Chapter 5 builds on chapter 4 by discussing the research findings i.e., combining essentials of the literature review with the collected data. It consists of four sections.

The first section summarizes the key findings and outlines how the discussion of the research findings will be processed.

Section 5.2 discusses the results of the correlations of the six dimensions of the OCAI with the SLBS-6 for each dimension separately. This is done by comparing the theoretical results (section 2.7) with the practical ones (section 4.4.2 – 4.9.2).

The third section is concerned with the impact of the six dimensions and four cultural types of the OCAI on the SLBS-6. It is the continuation of the description and analysis of the data performed in chapter 4. The aim is to provide reason why the hypotheses are met or not and what the consequences are.

Section 5.4 discusses the implications of the overall findings. It sheds light on three different areas i.e., servant leadership, organizational culture and research activities.

“Life is a journey, not a destination.”

(Ralph Waldo Emerson)

5.1) Summary of Interim Results

This thesis aims to answer the research question “what impact does organizational culture have on how servant leadership is understood and enacted within small and medium sized enterprises?”. To achieve this aim, it combines the Organizational Culture Assessment Instrument (OCAI) as the measure of choice for organizational culture with the Servant Leadership Behaviour Scale (SLBS-6) as the measure of choice for servant leadership. Linking the six dimensions of both measures and combining it with servant leadership’s key characteristics results in the theoretical framework described in section 2.5 and illustrated in figure 2.2.

The following ten hypotheses have been derived and tested:

Hypothesis 1: The OCAI-dimension “Organizational Leadership” is positively related to employee’s perception of Servant Leadership in their SME.

Hypothesis 2: The OCAI-dimension “Management of Employees” is positively related to employee’s perception of Servant Leadership in their SME.

Hypothesis 3: The OCAI-dimension “Organization Glue” is positively related to employee’s perception of Servant Leadership in their SME.

Hypothesis 4: The OCAI-dimension “Criteria of Success” is positively related to employee’s perception of Servant Leadership in their SME.

Hypothesis 5: The OCAI-dimension “Dominant Characteristics” is negatively related to employee’s perception of Servant Leadership in their SME.

Hypothesis 6: The OCAI-dimension “Strategic Emphases” is negatively related to employee’s perception of Servant Leadership in their SME.

Hypothesis 7: The OCAI-culture “Adhocracy” is positively related to employee’s perception of Servant Leadership in their SME.

Hypothesis 8: The OCAI-culture “Market” is negatively related to employee’s perception of Servant Leadership in their SME.

Hypothesis 9: The OCAI-culture “Hierarchy” is negatively related to employee’s perception of Servant Leadership in their SME.

Hypothesis 10: The OCAI-culture “Clan” is positively related to employee’s perception of Servant Leadership in their SME.

The description and analysis of the research findings detailed in chapter 4 revealed that the OCAI-dimensions Management of Employees, Organization Glue and Strategic Emphases have a significant impact on employee’s perception of Servant Leadership in their SME. Hypotheses 2 and 3 are accepted. Hypothesis 6 is declined. In turn, chapter 4 revealed that the OCAI-dimensions Organizational Leadership, Criteria of Success and Dominant Characteristics do not have a significant impact on employee’s perception of Servant Leadership in their SME. Hypothesis 5 is accepted. Hypotheses 1 and 4 are declined.

It was also shown in chapter 4 that the OCAI-cultures Adhocracy and Clan do have a significant impact on employee’s perception of Servant Leadership in their SME and that the OCAI-cultures Market and Hierarchy do not have a significant impact on employee’s perception of Servant Leadership in their SME. Hypotheses 7, 8, 9 and 10 are accepted.

All results are scientifically sound because the collection and analysis of data laid out in chapter 4 respects the following suggestions by Eva et al. (2019): Including ratings from people of different hierarchy-levels and from multiple sources; including servant leadership as a competing variable within all calculations; considering organizational culture being an endogenous independent variable. The latter is achieved by performing

a two-stage least squares (2SLS) regression analysis after selecting the question “current sector of employment” as an instrumental variable.

By uniquely combining the cultural dimensions and cultural types of the OCAI with the dimensions of the SLBS-6, this thesis is the first to provide evidence for the impact of organizational culture on servant leadership within SMEs. It has addressed a gap in the literature by following calls for:

- 1) Researching the impact of organizational culture on servant leadership by building a theoretical framework to understand connections at first sight and to derive implications for management practice (Eva et al., 2019).
- 2) Investigating the connection between organizational culture and servant leadership without focusing on single mediators in order to use the results on a more general scale.
- 3) Considering the effects of SMEs and national culture as special contexts influencing the magnitude of the display of servant leadership (Lee et al., 2020).
- 4) Switching the common research stream to characterize organizational culture being conducive to servant leadership with the aim to support implementing strategic concepts such as servant leadership.

In line with the theoretical foundations of this study, the key findings will be interpreted from three main perspectives: the impact of the OCAI-dimensions on servant leadership by comparing the theoretical and practical findings of the bivariate correlations (section 5.2); the Impact of OCAI’s dimensions and cultures on employee’s perception of servant leadership (section 5.3) and the implications of the overall findings (section 5.4).

5.2) Theory/Practice Correlations

The following sections 5.2.1 to 5.2.6 discuss the impact of each of the six OCAI-dimensions on servant leadership by comparing the theoretical (section 2.7) and practical findings (section 4.4.2 – 4.9.2) of the bivariate correlations. This includes in-depth analysis of similarities and deviations as well as possible reasons for the same.

5.2.1) Dominant Characteristics – SLBS-6

Table 5.1 provides an overview of the theoretical and practical findings concerning the bivariate correlations Dominant Characteristics - Servant Leadership (SLBS-6). The OCAI-dimension Dominant Characteristics is described best as “what the overall organization is like” (Cameron & Quinn, 2011, p. 173). Its manifestations range from family-like (A1) to entrepreneurial (A2) to results-oriented (A3) to highly structured (A4).

Within section 2.7.1 it is found that a family-like organization fits best to the SLBS-6 element Voluntary Subordination. The bivariate correlation using Kendall’s Tau supports this theoretical finding (section 4.4.2). On top of that, it has revealed significant correlations to all other five elements of the SLBS-6: (1) A family-like environment allows to question one’s actions and decisions (Authentic Self), because sharing opinions and respect are key-characteristics of a positive family structure – well knowing that malicious family structures exist as well. Exchanging opinions and showing respect is covered in a personal way by correlating significantly towards Covenantal Relationship (2). A family-like environment not necessarily enhances capacity for moral actions (Responsible Morality), but it surely does not contradict the same (3). A family or at least a family-like feeling can help to generate a sense of meaning out of everyday life at work (Transcendental Spirituality) (4). Finally, a family-like environment might contribute to personal and professional growth (Transforming Influence) if the aspect of sharing is stressed in the form of opinions and experiences (5).

The theoretical finding of Voluntary Subordination is correct and its idea of spending energy for a common good is grounded within the principles of every family-like

organization. Nevertheless, limiting the focus on this SLBS-6 element does not display the spectrum of question A1 sufficiently. This has been proven by the practical findings.

Section 2.7.1 also reveals that a dynamic and entrepreneurial organization suits well to the idea behind the SLBS-6 element Transforming Influence i.e., contributing to personal and professional growth. The practical findings underline this result. In addition to that, they enhance the spectrum by showing significant correlations towards Voluntary Subordination (1), Responsible Morality (2) and Transcendental Spirituality (3): The entrepreneurial characteristic of taking risks is what links to the altruistic idea using power in service to others (Voluntary Subordination) very well (Fehr & Fischbacher, 2003). Although “others” might be the organization itself in this case (1). The connection towards Responsible Morality i.e., enhancing moral actions, is not easily found. A possible explanation might be grounded in the fact that an entrepreneurial workplace goes along with a higher degree of risky decisions (Littunen, 2000). As a result, each decision can have far-reaching consequences which stresses the necessity of moral actions (2). Generating a sense of meaning out of everyday life at work (Transcendental Spirituality) correlates with an entrepreneurial organization as well. Such dynamic organizations are oftentimes small (SMEs). Especially employees working in organizations which are in their early stages (Start-Up’s) show a high degree of identification with the same (Morrell & Lockett, 2015). This can serve as a source for reason and meaning (3).

Question A2 shows strong linkages towards the SLBS-6 element Transforming Influence. The practical findings enrich this result by three more elements as detailed above.

Question A3 describes the organization as results-oriented with a focus on competition. Section 2.7.1 makes the point that there is no element within the SLBS-6 that corresponds to such a paradigm. The practical findings lead to the same outcome: There is no significant bivariate correlation between a results-oriented organization in the sense of the OCAI and any SLBS-6 element (section 4.4.2). This surely is an important

finding when it comes to composing an organizational culture that fits best to the prerequisites of a servant leadership style.

Section 2.7.1 states that a highly structured organization has no equivalent element within the SLBS-6. The bivariate correlation using Kendall's Tau does not support this theoretical finding (section 4.4.2). It has revealed significant correlations to the SLBS-6 elements Authentic Self (1), Covenantal Relationship (2) and Transforming Influence (3). Why order and structure enable to question actions and decisions (Authentic Self) is not obvious. There are several studies focusing on the benefits of a structured workplace e.g., with regards to health and consequently cost-savings (Braun, Bambra, Booth, Adetayo, & Milne, 2015); but a scientifically proven linkage towards an open feedback culture could not be found. It might be possible that a high degree of formality appears to some as a source for confidence and safety which in turn enables to question actions and decisions more freely and frequently (1). Covenantal Relationship is about respecting someone as he or she is without fulfilling any selfish expectations. The correlation to this SLBS-6 element can be seen in the fact that following rules and working according to formal procedures focuses on rational outcomes rather than complex emotional relationships (2). Finally, a highly structured workplace significantly correlates with contributing to personal and professional growth (Transforming Influence). One possible explanation for this outcome might be that especially big organizations incorporate high degrees of formality and structure (Redmond, 2013). Such a composition can serve as a basis for a career which contributes to personal growth as well (3).

The final question A4 is the first one where the theoretical and practical findings do not overlap at all. The theoretical investigation of section 2.7 has always focused on the best possible combination of the OCAI element at hand towards any SLBS-6 element. The practical findings are comprehensible, but not obvious as shown above. This is the reason for the discrepancy in the results and it proofs very well that a theoretical investigation needs to be holistic and thoughtful.

Table 5.1: Dominant Characteristics - SLBS-6 (theory/practice correlations)

Dominant Characteristics	SLBS-6 element (theoretical findings)	SLBS-6 element (practical findings)
A1) family-like	Voluntary Subordination	Voluntary Subordination, Authentic Self (1), Covenantal Relationship (2), Responsible Morality (3), Transcendental Spirituality (4), Transforming Influence (5)
A2) entrepreneurial	Transforming Influence	Voluntary Subordination (1), Responsible Morality (2), Transcendental Spirituality (3), Transforming Influence
A3) results-oriented	-	-
A4) highly structured	-	Authentic Self (1), Covenantal Relationship (2), Transforming Influence (3)

5.2.2) Organizational Leadership – SLBS-6

Table 5.2 shows a summary of the theoretical and practical findings concerning the bivariate correlations Organizational Leadership - Servant Leadership (SLBS-6). The OCAI-dimension Organizational Leadership is defined as “the leadership style and approach that permeate the organization” (Cameron & Quinn, 2011, p. 173). It ranges from mentor-based (A5) to entrepreneurial (A6) to results-oriented (A7) to highly structured (A8).

Section 2.7.2 describes that a mentor-based way of leading employees fits best to the SLBS-6 element Voluntary Subordination. The bivariate correlation using Kendall’s Tau has supported this theoretical finding (section 4.5.2). Additionally, it has revealed significant correlations to all other five elements of the SLBS-6: An Organizational Leadership that is mentor-based, exemplifying facilitating and nurturing, stands for a high degree of interaction and cooperation between the employees. Speaking openly and freely including constructive feedback (Authentic Self) is an important prerequisite to do so (1). Another prerequisite of such a way of working with each other is respect. Hence, the significant correlation with the SLBS-6 element Covenantal Relationship is

comprehensible (2). The linkage between a mentor-based Organizational Leadership and the SLBS-6 element Responsible Morality is based on the aforementioned high degree of interaction between employees. Exchanging ideas and opinions can support acting morally because it enlarges everyone's personal horizon (Khelil, Akrou, Hussainey, & Noubbigh, 2018) (3). When the focus at work shifts from working individually towards working as a team it might be easier for some employees to recognize a sense of meaning out of what they are doing (Transcendental Spirituality) (4). Finally, a mentor-based Organizational Leadership contributes to personal and professional growth (Transforming Influence) because of its previously described focus on interaction and teamwork (5).

The next finding of section 2.7.2 is that an organization which is acting primarily in an entrepreneurial way fits best to the SLBS-6 element Transforming Influence. The practical findings support this linkage and show significant correlations towards the SLBS-6 elements Authentic Self (1), Responsible Morality (2) and Transcendental Spirituality (3). The reason for the correlation with Responsible Morality and Transcendental Spirituality can be adapted from the previous investigation about Dominant Characteristics (section 5.2.1): An Organizational Leadership focusing on entrepreneurship requires a high degree of responsibility and consequently a moral compass when decisions are made. Additionally, an Organizational Leadership focusing on entrepreneurship results in a high degree of identification with the same, which opens a door for reason and meaning for every day's life at work (2, 3). The reason for the correlation with Authentic Self is based on the combination of responsibility and identification. Both characteristics can be seen as a prerequisite to question actions and decisions because there would be no need and drive to do so without them (1).

Section 2.7.2 also reveals that an Organizational Leadership stressing the importance of results has no match within the spectrum of the SLBS-6. This surely lies in the results-orientation itself, but also in its description i.e., no-nonsense and aggressive. In contrast to that, the practical findings do reveal significant correlations towards the SLBS-6

elements Voluntary Subordination (1), Authentic Self (2), Covenantal Relationship (3) and Transforming Influence (4). The only explanation that could be found as to why an Organizational Leadership focusing on results and outcome fits to the altruistic idea of servicing others (Voluntary Subordination) is that “others” are the organization itself – a thought already implied in section 5.2.1 (1). The significant correlation with Authentic Self and Covenantal Relationship is easier comprehensible. It can be grounded in the importance of rational acting and decision-making which is closely linked to a results-oriented leadership style (Verbeeten & Speklé, 2015) (2, 3). Lastly, there must be a connection towards Transforming Influence which is defined as contributing to one’s own personal and professional growth. It becomes plausible when bringing to mind that a focus on results necessarily enhances professional development and that a professional development cannot be realized without a personal one (Sangster, 2000) (4).

Question A8 describes an Organizational Leadership that is highly structured, stressing coordination, organization and smooth-running efficiency. According to the theoretical findings of section 2.7.2, no such equivalent exists within the SLBS-6. The practical findings of the bivariate correlations show a different result by proving significance to five out of the six elements of the SLBS-6. These elements are Voluntary Subordination (1), Covenantal Relationship (2), Responsible Morality (3), Transcendental Spirituality (4) and Transforming Influence (5). The above-mentioned personification of the organization is again the most comprehensible explanation of the linkage towards Voluntary Subordination (1). The same applies for the significant correlation with Covenantal Relationship: It is based on the essence of rationality that also describes a highly structured Organizational Leadership. The only difference is that this rationality stems from a focus on order and efficiency rather than results (2). A reason for the significance towards the SLBS-6 elements Responsible Morality and Transforming Influence could not be found by comparing their content, neither by researching the literature of anything that links the characteristics of these two elements towards a high degree of structure (3, 5). An Organizational Leadership glorifying structure should

consider a moral standpoint right from its scratch in order to keep all processes running smoothly. Such an organization seems like an ideal and working in the same might have an equivalent impact on personal and professional development. This striving for a higher goal could also help to generate a sense of meaning out of everyday life at work which can serve as the explanation for the significant correlation with Transcendental Spirituality (4).

Table 5.2 and the details provided have shown that two out of four questions overlap comparing the theoretical and practical findings. On the other hand, there is a gap between both worlds since this overlap is only a partial one and two questions do not overlap at all.

Table 5.2: Organizational Leadership - SLBS-6 (theory/practice correlations)

Organizational Leadership	SLBS-6 element (theoretical findings)	SLBS-6 element (practical findings)
A5) mentor-based	Voluntary Subordination	Voluntary Subordination, Authentic Self (1), Covenantal Relationship (2), Responsible Morality (3), Transcendental Spirituality (4), Transforming Influence (5)
A6) entrepreneurial	Transforming Influence	Authentic Self (1), Responsible Morality (2), Transcendental Spirituality (3), Transforming Influence
A7) results-oriented	-	Voluntary Subordination (1), Authentic Self (2), Covenantal Relationship (3), Transforming Influence (4)
A8) highly structured	-	Voluntary Subordination (1), Covenantal Relationship (2), Responsible Morality (3), Transcendental Spirituality (4), Transforming Influence (5)

5.2.3) Management of Employees – SLBS-6

Table 5.3 presents a summary of the theoretical and practical findings concerning the bivariate correlations Management of Employees - Servant Leadership (SLBS-6). The OCAI-dimension Management of Employees is defined as “the style that characterizes how employees are treated and what the working environment is like” (Cameron, K. S. & Quinn, 2011, p. 173). It ranges from participative (A9) to risk/freedom-loving (A10) to results-oriented (A11) to conformity-based, stable (A12).

Section 2.7.3 postulates that a participative way of managing employees fits best to the SLBS-6 element Voluntary Subordination. The result of the bivariate correlations strengthens this finding. Furthermore, it reveals significance towards all other SLBS-6 elements: Authentic Self (1), Covenantal Relationship (2), Responsible Morality (3), Transcendental Spirituality (4) and Transforming Influence (5). This outcome is not surprising when section 5.2.2 is recapitulated with regards to a mentor-based leadership style. Both concepts rely on the principles of groupwork such as a high degree of interaction, cooperation, respect and the exchanging of ideas and opinions. This is the reason why the explanations provided within section 5.2.2 for the significant correlations work perfectly for a participative management style as well (1, 2, 3, 4, 5).

Section 2.7.3 also finds that a risk/freedom-loving management style fits well to the SLBS-6 element Transforming Influence. The practical findings underpin this result, but also show significant correlations towards the SLBS-6 elements Authentic Self (1), Responsible Morality (2) and Transcendental Spirituality (3). Again, this outcome was to be expected. Considering the description of an entrepreneurial leadership style from section 5.2.2, it becomes clear that a risk/freedom-loving management style relies on the same characteristics such as a high degree of responsibility and identification with the organization. Because of this, all explanations from the mentioned part of section 5.2.2 work for a risk/freedom-loving management style as well (1, 2, 3).

Another theoretical finding within section 2.7.3 is that a results-oriented management style has no equivalent within the spectrum of the SLBS-6. The practical investigation of their bivariate correlations results in a different conclusion. They prove significance between a results-oriented management style and the SLBS-6 elements Authentic Self (1) as well as Covenantal Relationship (2). The reason for this outcome can once again be adapted from section 5.2.2 and its description about a results-oriented leadership style i.e., the importance of rational acting and decision-making which underpins such a leadership and management style (1, 2).

Lastly, section 2.7.3 reveals a theoretical fit between a management style best described as conformity based and stable and the SLBS-6 element Responsible Morality. The practical calculations support this result, but also show significance towards the SLBS-6 elements Voluntary Subordination (1), Authentic Self (2), Covenantal Relationship (3), Transcendental Spirituality (4) and Transforming Influence (5). In contrast to questions A9-A11, the explanations for this significance cannot be adapted from section 5.2.2. A highly structured Organizational Leadership focuses on coordinating, organizing and smooth-running efficiency. A conformity based and stable Management of Employees stresses security of employment, conformity, predictability and stable relationships. (Cameron, K. S. & Quinn, 2011) Although the content is comparable, Management of Employees has a greater tendency towards the employee itself rather than the overarching organization. This is a fact throughout all questions of Management of Employees, but it has the greatest impact within question A12. Hence, a detailed and detached analysis needs to be performed. The significance towards the SLBS-6 element Voluntary Subordination is obvious: A management style focusing on security of employment and stability in relationships uses power in service to others (1). The creation of such a secure and stable work environment enables all employees to question actions and decisions without being frightened of any consequences. This is the core-essence of Authentic Self and explains the significant correlation with the same (2). The SLBS-6 element Covenantal Relationship demands respecting everyone as he or she is. A stable relationship as proclaimed by a conformity-based and stable

management style is impossible without such respect between employees as well as between employees and their superiors (3). Every characteristic of the management style at hand can serve to generate a sense of meaning out of everyday life at work (Transcendental Spirituality). It simply depends on the individual characteristic of each employee if this stems from security of employment, conformity, predictability or stability in relationships (4). In contrast to that, no characteristic was found that explains the significant correlation with the SLBS-6 element Transforming Influence. It seems to be the overall appearance of a conformity-based management style that forms the basis for personal and professional development (5).

The comparison between the theoretical and practical findings of the OCAI-dimension Management of Employees and the SLBS-6 shows a robust amount of accordance. Only question A11 differs substantially. The practical findings incorporate a greater range of significance towards the elements of the SLBS-6. Additionally, this section has revealed overlap to section 5.2.2 with regards to the explanations of the significant correlations. This is not surprising when remembered that the concepts of leaders and managers are not the same, but oftentimes interchangeably used and always linked with each other (Alvesson & Sveningsson, 2003).

Table 5.3: Management of Employees - SLBS-6 (theory/practice correlations)

Management of Employees	SLBS-6 element (theoretical findings)	SLBS-6 element (practical findings)
A9) participative	Voluntary Subordination	Voluntary Subordination, Authentic Self (1), Covenantal Relationship (2), Responsible Morality (3), Transcendental Spirituality (4), Transforming Influence (5)
A10) risk/freedom-loving	Transforming Influence	Authentic Self (1), Responsible Morality (2), Transcendental Spirituality (3), Transforming Influence
A11) results-oriented	-	Authentic Self (1), Covenantal Relationship (2)
A12) conformity-based, stable	Responsible Morality	Voluntary Subordination (1), Authentic Self (2), Covenantal

5.2.4) Organization Glue – SLBS-6

Table 5.4 summarizes the theoretical and practical findings concerning the bivariate correlations Organization Glue - Servant Leadership (SLBS-6). The OCAI-dimension Organization Glue is precisely described as “the organizational glue or bonding mechanisms that hold the organization together” (Cameron & Quinn, 2011, p. 173). Its spectrum ranges from trustful, commitment-based (A13) to innovative, developmental (A14) to results-oriented (A15) to rule-based (A16).

Section 2.7.4 holds that loyalty and trust is what holds an organization together and that commitment to the same is key. These characteristics fit best to the SLBS-6 element Covenantal Relationship from a theoretical point of view. The practical investigation underlines this result, but also proves significance towards all other SLBS-6 elements: Voluntary Subordination (1), Authentic Self (2), Responsible Morality (3), Transcendental Spirituality (4) and Transforming Influence (5). A focus on loyalty can demand altruistic actions (Voluntary Subordination). This explanation becomes more comprehensible when “others” is interpreted as the organization itself as it has already been done in the previous sections (1). Question A13 does not only focus on loyalty, but also on the importance of trust among all employees. This must be the reason for the significant correlation with the SLBS-6 element Authentic Self which gives the right to question actions and decisions (2). The high degree of commitment towards the organization is what can explain the linkages with Responsible Morality (enhances my capacity for moral actions) as well as Transcendental Spirituality (helps me to generate a sense of meaning out of everyday life at work) (3, 4). The SLBS-6 element Transforming Influence postulates a contribution to personal and professional growth. Personal growth might stem from loyal and trustful relationships and what it takes to develop

them. Professional growth might be a positive consequence of committing to the organization e.g., if engagement leads to a promotion (5).

Another finding of section 2.7.4 is that an organization held together by innovation and development has the greatest overlap with the SLBS-6 element Transforming Influence. The practical findings support this result by showing a significant bivariate correlation between the two of them. Additionally, significant correlations towards all other SLBS-6 elements were found: Voluntary Subordination (1), Authentic Self (2), Covenantal Relationship (3), Responsible Morality (4) and Transcendental Spirituality (5). The significant correlation with Voluntary Subordination does make sense when above interpretation is remembered i.e., the organization is personified and stands in the centre of altruistic actions (1). There is a great amount of literature dealing with methods for research and development (Abrahamsson, Salo, Ronkainen, & Warsta, 2017; Brinkkemper, 1996). All of them share the prerequisite to exchange ideas and opinions as well as to provide constructive feedback which is what the SLBS-6 element Authentic Self proclaims (2). Next in line is Covenantal Relationship. This element of the SLBS-6 stresses respectful relationships and rationality rather than emotions. The latter links to an innovative and developmental organization and might be the reason for the significant correlation (Stone, 1981) (3). It was not possible to identify any hints in the literature as to why an organization characterized by innovation and development enhances moral actions (Responsible Morality). Hence, this significant correlation is one of the very few without explanation (4). The interpretation of the previous sections already revealed that nearly anything can be a source of meaning for everyday life at work (Transcendental Spirituality) as long as the individual identification with the same is strong enough. An organization focusing on the cutting edge is no exception to this finding (5).

Section 2.7.4 concludes that there is no optimal fit between an organization held together by achievement as well as goal accomplishment and any of the six elements of the SLBS-6. This finding was based on theory. The practical investigation comes to a

slightly different result. The bivariate correlation using Kendall's Tau shows significance towards the SLBS-6 element Transcendental Spirituality (1). This is in alignment with the interpretation already provided for this element i.e., there always is someone who is able to generate a sense of meaning out of everyday life at work no matter what the overarching organizational culture is like (1).

Finally, section 2.7.4 also states that an organization held together by formal rules and focusing on smooth-running processes has no optimal counterpart within the spectrum of the SLBS-6. The practical findings prove that the thoughts behind this result have not been holistic enough by showing significance towards the SLBS-6 elements Authentic Self (1) and Transcendental Spirituality (2). The right to question actions and decisions (Authentic Self) can only be granted if the organizations' rules and policies are well-thought through so that such a behaviour is at least accepted. Additionally, constantly raising critical questions can be a driver leading to smoothly running processes (1). The explanation for the significance towards Transcendental Spirituality can be adapted from above (2).

The comparison between the theoretical and practical findings of the OCAI-dimension Organization Glue and the SLBS-6 show accordance for questions A13 and A14, but not for A15 and A16. It must be stressed for A13 and A14 that the practical findings are much wider i.e., they show significance to a lot more elements of the SLBS-6.

Table 5.4: Organization Glue - SLBS-6 (theory/practice correlations)

Organization Glue	SLBS-6 element (theoretical findings)	SLBS-6 element (practical findings)
A13) trustful, commitment-based	Covenantal Relationship	Voluntary Subordination (1), Authentic Self (2), Covenantal Relationship, Responsible Morality (3), Transcendental Spirituality (4), Transforming Influence (5)
A14) innovative, developmental	Transforming Influence	Voluntary Subordination (1), Authentic Self (2), Covenantal Relationship (3), Responsible Morality (4), Transcendental

A15) results-oriented	-	Spirituality (5), Transforming Influence
A16) rule-based	-	Transcendental Spirituality (1)
		Authentic Self (1),
		Transcendental Spirituality (2)

5.2.5) Strategic Emphases – SLBS-6

Table 5.5 summarizes the theoretical and practical findings concerning the bivariate correlations Strategic Emphases - Servant Leadership (SLBS-6). Cameron and Quinn define the OCAI-dimension Strategic Emphases as “areas of emphasis [...] that drive the organization’s strategy” (Cameron & Quinn, 2011, p. 173). It consists of a Strategic Emphases that is employee-based, trustful and open (A17), future-oriented (A18), competitive (A19) and stable, efficient (A20).

Section 2.7.5 states that Strategic Emphases on employees and their development, trust and openness fits to the SLBS-6 elements Authentic Self and Transforming Influence. It is an exception that the theoretical findings point out two elements of the SLBS-6. The practical findings underline this result but show significance to all other SLBS-6 elements as well i.e., Voluntary Subordination (1), Covenantal Relationship (2), Responsible Morality (3) and Transcendental Spirituality (4). An organization stressing human development uses power in service to others (Voluntary Subordination). This explanation makes sense if the previously mentioned personification of the organization is processed or if the area of emphases is understood as human resource management (1). The further characteristics of A17 such as a trustful and open cooperation and a high degree of participation emanate any kind of pretending unnecessary. This is what might explain the significant correlation with the SLBS-6 element Covenantal Relationship (2). The next element of the SLBS-6 (Responsible Morality) is said to enhance capacity for moral actions. When high trust and participation persists as proclaimed in the Strategic Emphases under investigation, they signal a great degree of freedom of choice for the employees. This enhances the need for moral actions which might be the reason for the

significant correlation (3). Finally, the practical findings also showed significant results to the SLBS-6 element Transcendental Spirituality. It is easily imaginable that an employee-based, trustful and open organizational culture can serve as a source of meaning for everyday life at work (4).

Furthermore, section 2.7.5 incorporates the finding that an organization with a Strategic Emphases on innovative business opportunities and a future-oriented mindset fits best towards the SLBS-6 element Transforming Influence. The practical results support this theoretical finding, but also show significance towards every other element of the SLBS-6: Voluntary Subordination (1), Authentic Self (2), Covenantal Relationship (3), Responsible Morality (4) and Transcendental Spirituality (5). A reasonable explanation for the significance towards Voluntary Subordination could not be found. Even when the organization is personalised as in the previous sections, the actions and characteristics described in A18 show no indication of altruistic actions which are essential to this SLBS-6 element (1). The significance towards Authentic Self can be explained by remembering section 5.2.3. In this section it was found that a high degree of interaction and cooperation between employees requires to speak openly and freely including feedback. The focus on innovative products and future-oriented business opportunities requires a big proportion of interaction and cooperation which makes them a plausible match (2). The explanation for the significant result towards the SLBS-6 element Covenantal Relationship can be adapted from section 5.2.2 i.e., the focus on rational outcomes rather than complex emotional relationships. This characteristic is part of an organization that has a future-oriented mindset as well (3). It is imaginable that a business mainly dealing with innovation and trying new things requires actions and decisions that are well and morally thought through (Responsible Morality) – at least with regards to employees which are in the position of decision-makers (4). Finally, a Strategic Emphases that is future-oriented is something many employees can relate to. Companies like SpaceX or Tesla are hyped and good examples for such a development, especially when their products serve a higher goal. This makes it easy to comprehend

that for some people it serves as a sense of meaning for their everyday life at work (Transcendental Spirituality) (5).

Section 2.7.5 concludes that a Strategic Emphases which is competitive i.e., focusing on achievements and hitting stretched targets has no fit within the spectrum of the SLBS-6. The practical findings show a different result by proving significance towards Responsible Morality (1). This is a remarkable outcome since goal orientation and the strong will to reach the same should neglect or at least not foster moral actions. Hence, this correlation is one of the very few ones without explanation and the first one that even can be considered as a contradiction (1).

The theoretical investigation of section 2.7.5 also states that a Strategic Emphases which emphasizes permanence and stability as well as smooth operations has no counterpart of the SLBS-6 to correspond with. Again, the practical findings differ from this result by showing significance towards Covenantal Relationship (1), Responsible Morality (2) and Transcendental Spirituality (3). Respecting someone as he or she is (Covenantal Relationship) is a characteristic that cannot be found in the description of A20 because the focus solely is on the organization itself and not on its employees. This finding does not change even if the organization is personalized (1). The significant correlation with Responsible Morality is comprehensible. The need to subordinate everything to smoothly running efficiency and processes makes moral actions and decision-making unavoidable and a prerequisite to do so (2). Finally, the practical findings show significance with regards to the SLBS-6 element Transcendental Spirituality. It might sound a bit odd for some people but the image of an organization as a perfectly running machine could serve as a sense of meaning when the single employee has the feeling of being able to contribute to this ideal. This reminds of totalitarian regimes and why there has always been a small percentage of people that actively and freely participated (Corner, 2009) (3).

The comparison between the theoretical and practical findings of the OCAI-dimension Strategic Emphases and the SLBS-6 show accordance for questions A17 and A18, but not

for A19 and A20. This is the same overall outcome as in section 5.2.5. Again, the practical findings for A17 and A18 are much more diverse and show significance to all elements of the SLBS-6.

Table 5.5: Strategic Emphases - SLBS-6 (theory/practice correlations)

Strategic Emphases	SLBS-6 element (theoretical findings)	SLBS-6 element (practical findings)
A17) employee-based, trustful, open	Authentic Self, Transforming Influence	Voluntary Subordination (1), Authentic Self, Covenantal Relationship (2), Responsible Morality (3), Transcendental Spirituality (4), Transforming Influence
A18) future-oriented	Transforming Influence	Voluntary Subordination (1), Authentic Self (2), Covenantal Relationship (3), Responsible Morality (4), Transcendental Spirituality (5), Transforming Influence
A19) competitive	-	Responsible Morality (1)
A20) stable, efficient	-	Covenantal Relationship (1), Responsible Morality (2), Transcendental Spirituality (3)

5.2.6) Criteria of Success – SLBS-6

Table 5.6 shows the theoretical and practical findings concerning the bivariate correlations Criteria of Success - Servant Leadership (SLBS-6). The OCAI-dimension Criteria of Success describes “how victory is defined and what gets rewarded and celebrated” (Cameron & Quinn, 2011, p. 173). It ranges from employee-based (A21) to product-based (A22) to market share-based (A23) to efficient and reliable (A24).

The theoretical finding of section 2.7.6 states that an organization with an employee-based Criteria of Success such as human development, teamwork and concern fits to the SLBS-6 elements Responsible Morality as well as Transcendental Spirituality. Besides A17, it is the second time that the theory attested a strong connection towards two

elements of the SLBS-6. The practical findings underline this result, but also show significance to all other elements of the SLBS-6 i.e., Voluntary Subordination (1), Authentic Self (2), Covenantal Relationship (3) and Transforming Influence (4). The significant correlation with Voluntary Subordination becomes obvious by recapitulating characteristics of an employee-based Criteria of Success such as teamwork, employee commitment and concern for people. All of them incorporate altruistic tendencies which are manifested in the SLBS-6 element Voluntary Subordination (1). In section 5.2.3 it was found that a high degree of interaction and cooperation between employees requires to speak openly and freely (Authentic Self). The manifestation of teamwork in A21 is all about interaction and cooperation and consequently one likely explanation for the significant correlation with Authentic Self (2). The explanation for the practical results regarding Covenantal Relationship and Transforming Influence can be adapted from section 5.2.3 as well by focusing on teamwork. Respecting each other (as he or she is) was mentioned as a prerequisite of teamwork and can serve as the reason for the significant correlation with Covenantal Relationship (3). Teamwork was also highlighted as a source of personal and professional growth and consequently which can serve as the reason for the significant correlation with Transforming Influence. Additionally, all other characteristics of A21 support what Transforming Influence stands for e.g., development of human resources and concern for people. This makes a very comprehensive explanation of the significant correlation with this element of the SLBS-6 (4).

Another finding of section 2.7.6 is that a product-based Criteria of Success has no match within the spectrum of the SLBS-6. In deviation to that, the practical investigation via Kendall's Tau shows a significant result towards the SLBS-6 element Covenantal Relationship (1). The reason for this might be based on the focus on rationality that goes along with being a product innovator/leader. It links back to the reason introduced in section 5.2.2 (1).

According to section 2.7.6, a Criteria of Success that can be summarized as market share-based has no match within the spectrum of SLBS-6 as well. The practical result underlines this conclusion. It is in combination with A3 the second time that theory and practice agree upon not showing any relation towards any element of the SLBS-6. This is a remarkable finding.

Section 2.7.6 finally states that a Criteria of Success focusing on efficiency and reliability has no match within the spectrum of the SLBS-6. The practical findings show a different result by incorporating significance towards Transcendental Spirituality (1). The explanation for this match stays the same: Even smoothly running process and dependability can help to generate a sense of meaning out of everyday life at work for some employees (1).

The comparison between the theoretical and practical findings of the OCAI-dimension Criteria of Success and the SLBS-6 only shows accordance for question A21 with the practical findings being much broader showing significance to all elements of the SLBS-6. This makes Criteria of Success the dimension of the OCAI with the least optimal fit towards the SLBS-6.

Table 5.6: Criteria of Success - SLBS-6 (theory/practice correlations)

Criteria of Success	SLBS-6 element (theoretical findings)	SLBS-6 element (practical findings)
A21) employee-based	Responsible Morality, Transcendental Spirituality	Voluntary Subordination (1), Authentic Self (2), Covenantal Relationship (3), Responsible Morality, Transcendental Spirituality, Transforming Influence (4)
A22) product-based	-	Covenantal Relationship (1)
A23) market share-based	-	-
A24) efficient, reliable	-	Transcendental Spirituality (1)

5.2.7) Summary of Findings

The theoretical and practical comparison between the OCAI and the SLBS-6 revealed several important insights. Making the results the starting point is derived from the backward research method first described by Andreasen (1985). This approach opened the door for new ways of thinking and a much more diverse look on the theory. Doing so, it was possible to comprehend nearly all practical results i.e., significant bivariate correlations calculated by making use of Kendall's Tau. Some of the explanations provided for the significance of the bivariate correlations had a general character and could be used within more than one dimension of the OCAI. Section 5.2.5 contains with question A19 the only contradiction between theory and practice that could not be solved. The diversity of significant correlations assigned to the practical measurement made clear that an investigation which is solely theory-based is not sufficient to achieve a comprehensive understanding of all interrelations between two subjects.

The greatest share of accordance between theory and practice is provided by the OCAI-dimensions Dominant Characteristics and Management of Employees. Both agree on three out of four questions although the results provided by the bivariate correlations (practical findings) are much more diverse than the ones found by theory as already indicated above. All four remaining dimensions of the OCAI agree on two out of four questions comparing theory and practice. Differences in the formulation of the statements which are describing the six dimensions of the OCAI may be one reason for this result. It is conceivable that there are formulations which the operating person can understand or relate to easier than other formulations. This can influence how a corresponding element within the SLBS-6 is identified.

The OCAI-dimensions with the greatest number of significant correlations are Strategic Emphases (question A17 with two theoretical and six practical significant correlations as well as question A18 with one theoretical and six practical significant correlations), Management of Employees (questions A9 and A12 both of them with one theoretical and six practical significant correlations) and Organization Glue (questions A13 and A14 both of them with one theoretical and six practical significant correlations). Criteria of Success incorporate two theoretical and six practical significant correlations with

question A21. Dominant Characteristics and Organizational Leadership both incorporate one theoretical and six practical significant correlations with questions A1 and A5. According to this, the most important dimensions of the OCAI considering the impact of organizational culture on servant leadership are Management of Employees, Organization Glue and Strategic Emphases. The OCAI-dimensions with the least number of significant correlations are Dominant Characteristics and Criteria of Success. They incorporate questions A3 as well as A23 and none of them show any significant correlation – neither from a theoretical nor from a practical point of view. This makes Dominant Characteristics and Criteria of Success the least important dimensions of the OCAI considering the impact of organizational culture on servant leadership.

Comparing the theoretical and practical correlations between the dimensions of the OCAI and the SLBS-6 is worthwhile in three ways. First of all, it underlines that a scientific investigation which is solely theoretically based does not lead to holistic answers. This may not be a finding exclusively bound to this research, but it enriches the current body of knowledge anyway. Secondly, discussing the theoretical and practical findings creates a holistic understanding why the different dimensions of the OCAI fit or do not fit to the elements of the SLBS-6. This understanding goes beyond checking significant correlations. Finally, the results already point into the direction that organizational culture may have an impact on servant leadership in the context of SMEs. The following sections will analyse this statement further including its implications.

5.3) Discussing the Impact of the OCAI on employee's perception of Servant Leadership in their SME

Section 5.3 discusses the impact of the six dimensions and four cultural types of the OCAI on servant leadership measured by the SLBS-6. Two subsequent subsections are used. Both follow the same structure: Combining the results of the bivariate correlations with the results of the regression analysis; checking the expectations set in section 2.6; linking the findings to the literature review. The aim is to evaluate why the hypotheses are met or not and how possible consequences look like.

5.3.1) Discussing the Impact of the six dimensions of the OCAI on employee's perception of Servant Leadership in their SME

The first regression analysis within this piece of work investigates the impact of the six dimensions of the OCAI on the SLBS-6. Section 5.1 summarizes the outcome as follows: There are significant correlations between the OCAI-dimensions Strategic Emphases (concerned with what the organization predominantly focuses on in strategic terms), Management of Employees (concerned with the overarching management style of an organization) and Organization Glue (concerned with what it is that holds the organization together) and the SLBS-6. This leads to accepting hypotheses 6 (Strategic Emphases), 2 (Management of Employees) and 3 (Organization Glue). Section 5.2.7 listed the most and least important dimensions of the OCAI with regards to their number of significant correlations towards the SLBS-6. Speaking in this sense, the most important ones are Strategic Emphases, Management of Employees and Organization Glue. It can be concluded that the results of the bivariate correlations support the results of the first regression analysis.

Section 5.1 also summarizes that the OCAI-dimensions Dominant Characteristics (concerned with the overarching attributes of an organization), Organizational Leadership (concerned with the overarching leadership style of an organization) and Criteria of Success (concerned with what the organization defines as success) do not correlate significantly with the SLBS-6. This leads to denying hypotheses 5 (Dominant

Characteristics), 1 (Organizational Leadership) and 4 (Criteria of Success). Section 5.2.7 outlines Dominant Characteristics and Criteria of Success to be the least important dimensions of the OCAI with regards to their number of significant correlations towards the SLBS-6. This finding is in alignment with the results of the first regression analysis. The results achieved are robust.

Section 2.6 set the expectation that the OCAI-dimensions Management of Employees and Organizational Leadership are conducive to servant leadership. The results summarized above show that this is the case for Management of Employees but not for Organizational Leadership. The literature review conducted in section 2.1.1 revealed that there are differences between management and leadership. The most important ones are a visionary (Conger & Hunt, 1999; Hunt & Dodge, 2000) and long-term perspective (Coulson-Thomas, 1992). Both attributes can be assigned to leadership, but not to management practice. Section 2.1.1 also revealed that servant leadership is described best by its six key characteristics empowering and developing people, humility, authenticity, interpersonal acceptance, providing direction and stewardship (van Dierendonck, 2011). A visionary and long-term perspective can be assigned to the key characteristics empowering and developing people because such processes take time as well as providing direction because this includes setting expectations and following-up on them which is not something that can be processed within a few days. On the other hand, the key characteristics humility, authenticity, interpersonal acceptance and stewardship are value-based recommendations for actions that should be considered in everyday life at work. This makes them tend more to management attributes than to leadership attributes. It is not possible to evaluate why the OCAI-dimension Organizational Leadership is conducive to servant leadership and the OCAI-dimension Management of Employees is not conducive to servant leadership. It might be possible that the differences between both concepts are too vague (Yukl, 2013). Section 2.6 set the expectation that the OCAI-dimensions Organization Glue and Criteria of Success are conducive to servant leadership. The results summarized above show that this is the case for Organization Glue but not for Criteria of Success. The expectation was

based on four studies by Akbari et al. (2014), Lee et al. (2018), Setyaningrum (2017) and Harwiki (2016). All of them analyse the relation between servant leadership and one or more dependent variables such as job satisfaction or organizational citizenship behaviour. The focus is on possible effects rather than on servant leadership. Sticking to servant leadership reveals that an essence that holds the organization together (Organization Glue) can be found in all six key characteristics i.e., empowering and developing people, humility, authenticity, interpersonal acceptance, providing direction and stewardship (van Dierendonck, 2011). This is a sound explanation for the significant correlation between the OCAI-dimension Organization Glue and servant leadership. On the other hand, none of the six key characteristics is concerned with what the organization defines as success (Criteria of Success). This is the reason why the correlation between the OCAI-dimension Criteria of Success and servant leadership is not significant.

Section 2.6 set the expectation that the OCAI-dimensions Dominant Characteristics and Strategic Emphases are not conducive to servant leadership. The results summarized above show that this is the case for Dominant Characteristics but not for Strategic Emphases. It has already been argued in section 2.1.1 that servant leadership's key characteristics (van Dierendonck, 2011) are value-based and hence incorporate a humanistic approach. In contrast to that, the OCAI-dimension Dominant Characteristics is concerned with the overarching attributes of an organization. The focus is on the organization and not on human beings/employees. Because of this, the OCAI-dimension Dominant Characteristics do not correlate significantly with servant leadership. The first paragraph of this section has shown parallels between servant leadership's key characteristics empowering and developing as well as providing direction and the OCAI-dimension Organizational Leadership. Since leadership is strategic in its nature, it is not surprising that the OCAI-dimension Strategic Emphases (concerned with what the organization predominantly focuses on in strategic terms) correlates significantly with servant leadership as well.

The OCAI-dimension Strategic Emphases has the greatest impact on servant leadership. This is supported by the analysis of the data performed in chapter 4 (p-value of .000017) and the discussion evolved so far. What would it mean for the culture of an organization if the focus is set on this dimension?

It is important to recapitulate how the OCAI-dimension Strategic Emphases is made up to provide an answer to this question. It consists of the following items described by Cameron & Quinn (2011):

A: The organization emphasizes human development. High trust, openness, and participation persist.

B: The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are values.

C: The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.

D: The organization emphasizes permanence and stability. Efficiency, control, and smooth operations are important.

It is the inherent characteristic of every OCAI-dimension that each of its four items stems from another cultural type. Speaking in this sense, item A belongs to the cultural type Clan, item B belongs to the cultural type Adhocracy, item C belongs to the cultural type Market and item D belongs to the cultural type Hierarchy. What this means is that whenever any of the six dimensions of the OCAI are stressed, all four cultural types of the OCAI are stressed equally. A focus on a dimension prevents a focus on a cultural type. Consequently, one must decide whether an OCAI-dimension or an OCAI-culture is supposed to be favoured. This leads to the question what makes more sense.

From an organizational point of view, a focus on a dimension does not make sense. The reason is that a dimension solely favours one aspect e.g., strategic emphases as stated

above. Section 2.3.1 states that culture is a complex phenomenon (Bloor & Dawson, 1994). Favouring only one aspect like the overarching strategy of an organization does not take that into account. Setting the focus on more than one OCAI-dimension might solve this problem. This thesis has shown that strategic emphases, management of employees and organization glue are conducive to servant leadership. Striving to all three of them complicates the overall process. Additionally, the combination of an overarching strategy (strategic emphases), a plan how to manage employees operationally (management of employees) and knowledge of what it is that holds an organization together (organization glue) still is an insufficient image of culture. The reason is that values as a core element of any cultural concept are missing (Giambatista et al., 2020): A focus on values is included in the descriptions of the OCAI-dimensions Dominant Characteristics and Criteria of Success- none of them being conducive to servant leadership.

5.3.2) Discussing the Impact of the four cultural types of the OCAI on employee's perception of Servant Leadership in their SME

The second regression analysis within this piece of work investigates the impact of the four cultural types of the OCAI on the SLBS-6. Section 5.1 summarizes that the cultural types Clan (work environment collaborative and friendly) and Adhocracy (work environment creative and dynamic) have a significant correlation with the SLBS-6. This leads to accepting hypotheses 10 (Clan) and 7 (Adhocracy). Section 5.2.7 listed the single questions that does and does not show a significant correlation with the SLBS-6. They were matched to their underlying cultural type as part of the further analysis of the results. According to this, questions A1, A5, A9, A13, A17 and A21 show a significant correlation. All of them stem from the cultural type Clan. This group is the majority with six out of nine significantly correlating questions. It supports the result of the second regression analysis.

Section 5.1 also summarizes that the cultural types Hierarchy (work environment structured and formalized) and Market (work environment focusing on deadlines,

targets and the accomplishment of tasks) do not correlate significantly with the SLBS-6. This leads to denying hypotheses 9 (Hierarchy) and 8 (Market). Section 5.2.7 outlines that the questions A3 and A23 show no significant correlation. Both refer to the cultural type Market. This finding is in alignment with the results of the second regression analysis. It can be concluded that the results achieved are robust.

Section 2.6 set the expectation that the OCAI-cultures Adhocracy and Clan are conducive to servant leadership. The results summarized above show that this is the case for both. Combining the literature review around the cultural types of the OCAI (section 2.3.3) with the description and key characteristics of servant leadership (section 2.1.1) reveals this outcome to be expected. An adhocracy culture incorporates an organization's overall-position which is flexible and which focuses on externalities. The working environment can be described as creative and dynamic. Consequently, employees and leaders need to adapt which leads them to be venturesome and innovative. The organization favours individual freedom and initiatives. (Cameron & Quinn, 2011) The focus on externalities is covered by servant leadership's definition: "Servant leadership is an other-oriented approach to leadership manifested through one-on-one prioritizing of follower individual needs and interests, and outward reorienting of their concern for self towards concern for others within the organization and the larger community." (Eva et al., 2019, p. 114) The "larger community" strengthens an external view. All other attributes describing adhocracy culture can be found in servant leadership's six key characteristics empowering and developing people, humility, authenticity, interpersonal acceptance, providing direction and stewardship (van Dierendonck, 2011). A creative and dynamic environment at work can only occur if employees are empowered to develop in such a direction. This makes the first key characteristic a prerequisite for an adhocracy culture. The same applies for the outstanding attributes venturesome, innovative and individual freedom. They are strengthened by the key characteristics providing direction and stewardship. This is the reason why the correlation between the OCAI-culture Adhocracy and servant leadership is significant.

A clan culture incorporates an organization's overall-position which is flexible and which focuses on internalities. The working environment is collaborative and friendly. These attributes are manifested in the behaviour of the leaders and the employees. The result is a family-like feeling based on tradition, loyalty and caring for each other. (Cameron & Quinn, 2011) The focus on internalities is covered by servant leadership's definition as well by stating "within the organization". A collaborative and friendly environment at work is ensured by all six of servant leadership's key characteristics i.e., empowering and developing people, humility, authenticity, interpersonal acceptance, providing direction and stewardship (van Dierendonck, 2011). Their acceptance and procession are the reason why a family-like feeling at work can occur which covers the outstanding attributes tradition, loyalty and care of a clan culture. Consequently, this is why the cultural type clan significantly correlates with servant leadership.

Section 2.6 set the expectation that the OCAI-cultures Market and Hierarchy are not conducive to servant leadership. The results summarized above show that this is the case for both. Combining the literature review around the cultural types of the OCAI (section 2.3.3) with the description and key characteristics of servant leadership (section 2.1.1) reveals this outcome to be expected as well. A market culture incorporates an organization's overall position which is stable and which focuses on externalities. The working environment emphasizes deadlines, targets and the accomplishment of tasks. Everyone is number-driven, sometimes resulting in a dog-eat-dog mentality. The organization wants to establish itself as the market-leader. (Cameron & Quinn, 2011) The focus on externalities is the only thing that can be found within the description of servant leadership. Neither the outstanding parts of its definition, nor its six key characteristics cover attributes like hitting targets and being the best no matter what it takes. This is the reason why the correlation between the OCAI-culture market and servant leadership is not significant.

A hierarchy culture incorporates an organization's overall position which is stable and which focuses on internalities. The working environment is highly structured and formalized. Everyone is striving for efficiency while simultaneously respecting rules and policies. The goal is a reliable and controllable long-term planning. (Cameron & Quinn,

2011) The focus on internalities is anchored within servant leadership's definition since it covers both perspectives as described above. The attributes structure, formalization and sticking to rules are not directly linkable with servant leadership's six key characteristics: It is unlikely that empowering people leads to such a behaviour. Providing direction can have a restrictive character fostering structure and rules. On the other hand, it is unlikely that this is the intention of that key characteristic since the other ones have an independent character. The result is a non-significant correlation between the OCAI-culture hierarchy and servant leadership.

The OCAI-culture Clan has the greatest impact on servant leadership. This is supported by the analysis of the data performed in chapter 4 (p-value of $8.67 \cdot 10^{-13}$) and the discussion evolved so far. The previous section has revealed that it is not useful for an organization to strive for one or more OCAI-dimensions. Consequently, it must be evaluated if a focus on a cultural type does make more sense. Clan culture will serve as an example.

It is important to recapitulate how the OCAI-culture Clan is made up to provide an answer to this question. It consists of the following items described by Cameron & Quinn (2011):

- 1) The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.
- 2) The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.
- 3) The management style in the organization is characterized by teamwork, consensus, and participation.
- 4) The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.

- 5) The organization emphasizes human development. High trust, openness, and participation persist.
- 6) The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.

It was found out in the previous section that focusing one or more dimensions of the OCAI are not useful because of two aspects. Firstly, they only favour certain aspects which do not meet the complexity of an organizational culture. This is not the case for the four cultural types of the OCAI. Above list of Clan culture exemplifies this fact. It incorporates one item of every OCAI-dimension i.e., Dominant Characteristics (1), Organizational Leadership (2), Management of Employees (3), Organization Glue (4), Strategic Emphases (5) and Criteria of Success (6). This ensures a great variety which can correspond to the complexity of an organizational culture. Secondly, focusing on one or more dimensions of the OCAI do not consider values. They are a core element of any cultural construct and they are primarily part of the OCAI-dimensions Dominant Characteristics and Criteria of Success which are not conducive to servant leadership. Focusing on any of the four cultural types avoids this problem because they incorporate one item of every OCAI-dimension. The cultural type Clan incorporates item 1) belonging to Dominant Characteristics: "The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves." It stresses values like caring and feeling safe. Furthermore, the cultural type Clan incorporates item 6) belonging to Criteria of Success: "The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people." It stresses values like development and sharing. A focus on a cultural type of the OCAI is useful since both aspects are not applicable. This is the reason why the organizational culture change profile introduced in section 4.12 is centred around the four OCAI-cultures and not the six OCAI-dimensions.

5.3.3) Discussing the role of COR theory for the Impact of the OCAI on employee's perception of Servant Leadership in their SME

The literature review conducted in section 2.1.2 revealed that COR theory can be applied to organizational settings because it is based on appraisals of groups of people (Hobfoll, 2011). The primary concern of COR theory is to build resources and to avoid losing them (Hobfoll, 1989). These resources have a universal character and they are centrally valued e.g., "health, well-being, peace, family, self-preservation, and a positive sense of self" (Hobfoll, 2011, p. 117).

This thesis has combined organizational culture with servant leadership based on these theoretical assumptions. Hence, it must be evaluated if servant leadership favours an organizational culture which provides valued resources and which has the potential to build and retain them.

The analysis and discussion of the data made clear that the OCAI-dimensions Management of Employees, Organization Glue and Strategic Emphases as well as the OCAI-cultures Clan and Adhocracy are conducive to servant leadership. This creates an organizational culture which focuses on managing its employees (Management of Employees), knowing what is important to hold the organization together (Organization Glue) and which has an overarching strategy (Strategic Emphases). The OCAI-cultures add an environment which is collaborative and friendly (Clan) and creative and dynamic (Adhocracy).

Health and well-being are two resources assigned to COR theory (Hobfoll, 2011). It is likely that the collaborative and friendly working environment of Clan culture favours these resources. In other words, it is not likely that a working environment which is highly structured and formalized (Hierarchy) or which focuses on deadlines, targets and the accomplishment of tasks (Market) favour health and well-being of employees. Peace and family are two more resources contributing to COR theory (Hobfoll, 2011). They are directly anchored in the description of Clan culture. Hence, they match perfectly. Self-preservation and a positive sense of self is the final pair of resources assigned to COR theory listed by Hobfoll (2011). Both reflect characteristics of employees, how they see and feel themselves. They can be affected by a lot of factors in private life and business

life. The culture of an organization is one factor in business life. Comparing the four cultural types of the OCAI allows to conclude that Clan and Adhocracy are more conducive to the resources self-preservation and a positive sense of self than Hierarchy and Market - although it is more of an indirect impact. In summary, servant leadership favours an organizational culture which provides valued resources proposed by COR theory.

Section 2.1.1 has revealed that six key characteristics properly describe servant leadership. They are value-based and primarily humanistic in their nature (van Dierendonck, 2011). These qualities have the potential to build and retain resources in the sense of COR theory because they stress social welfare of groups. Both findings legitimize research on the culture-leadership connection and show that COR is a sound theory to do so.

5.4) Implications of Findings

Section 5.4 deals with the implications of the results on the research question “what is the impact of organizational culture on how servant leadership is understood and enacted within small and medium sized enterprises”. The discussion is processed by combining the results of the survey with the theoretical knowledge laid out in chapter 2. It involves implications on servant leadership, organizational culture and research activities.

5.4.1) Implications of Findings on Servant Leadership

The previous section summarized the finding that organizational culture has an impact on servant leadership within the environment of SMEs as the starting point for a comprehensive discussion. But what is the consequence from that? Should all SMEs strive for servant leadership now? Discussing this question requires to remember the result by Thorpe et al. (2009): Any leadership style that primarily focuses on the human capital of an organization instead of the financial capital of an organization suits well to SMEs or should at least be preferred. This argument includes servant leadership, but it does not limit the scope of possible leadership theories to servant leadership exclusively. Section 2.1.1 analysed leadership theories which are comparable to servant leadership. Sticking to this list, authentic leadership, ethical leadership and empowering leadership fulfill the prerequisite by Thorpe et al. (2009) which qualifies them as possible leadership theories for the environment of SMEs as well. The final amount of leadership theories conducive to SMEs will assumingly be much higher. Additionally, it is imaginable that a SME just like any other organization may get in situations in which Thorpe et al. (2009) choice of a leadership theory focusing on human capital instead of the financial one may not be the best choice. The impending insolvency of an organization is such a situation. It does not matter if this impending insolvency is due to wrong strategic decisions of the management board, a general economic crisis, bad quality of products or any other reason. What matters is the situation itself. An impending insolvency requires the management to focus on the organization’s financial capital and especially its open

loans. It requires fast decision making and someone who is willing to take over responsibility. In other words, an impending insolvency requires a rather authoritarian leadership style which asserts authority and control over employees. An authoritarian leadership style may be outdated nowadays for general usage because of its negative effects on employees' ethical voice. Nevertheless, there are environments and situations like an impending insolvency in which an authoritarian leadership style can be beneficial. (Zheng, Graham, Farh, & Huang, 2021) An interim conclusion is that a SME and any other organization should select a leadership theory which they pursue in general because leadership theories are not generally utilisable. (Kim et al., 2014). In addition to that, there will always be occasions where exceptions in the sense of a situational leadership style are necessary (Graeff, 1997).

It must be underlined that servant leadership is not without critique and that it has its downfalls just as any other leadership theory does. The literature review conducted in section 2.1.1 describes several negative points. Two of them are worth mentioning again because the data analyzed within the study at hand contributes to their deeper understanding. The first point criticizes servant leadership for being based on a novel and hence lacking a theoretically sound background (Kim, Kim, & Choi, 2014; Northouse, 2019). This thesis implements COR theory as a new theoretical basis for servant leadership. It enables to investigate the connection between organizational culture and servant leadership. Consequently, this study contributes to lower this point of critique since the results achieved are significant, valid and reliable. The second point criticizes servant leadership for being open to dependency issues. They can be summarized as issues arising from the will and need to interact with valued other people (Hirschfeld, Klerman, Chodoff, Korchin, & Barrett, 1976). The analysis of the data collected within this study concludes that the cultural type Clan has the greatest impact on servant leadership. Hence, a clan culture should be favoured when servant leadership is supposed to be implemented as the predominant leadership style within an organization. A clan culture strongly relies on valued other people. It stresses aspects like an extended family, teamwork, loyalty and trust as well as concern for people (Cameron & Quinn, 2011). This makes servant leadership prone to dependency issues

although it also fosters to empower employees with the aim to take decisions and create reasoning on your own. Practitioners should keep this in mind and researchers should investigate this threat further to assess its effects more precisely.

The finding that organizational culture has an impact on servant leadership within the environment of SMEs reads like a statement which is true in general. In order to check if this is the case, one needs to have a look at the sample of the study. Section 4.1.1 revealed that 69.6% of all participants of the survey selected German as their native language, 18.4% English and 12% Other (Question C3). This result is remarkable because the survey was spread on an international scale via social networks. One possible explanation is that a significant number of participants stem from my social environment and hence are from Germany. Whatever the reason is, the sample emphasizes German people and consequently German culture. Section 2.4.2 revealed that German SMEs share most, but not all of the principles assigned to servant leadership (Federal Ministry for Economic Affairs and Climate Action, 2022; Hannay, 2008). The consequence is that another national background might lead to a different result with regards to topics concerning servant leadership. This finding limits the proven impact of organizational culture on servant leadership. A further limitation is the selected environment of SMEs. Section 1.3 details that more than 99% of all companies in Germany are SMEs (Statista Research Department, 2021a) which explains the statement that they are the backbone of the German economy (Fazit Communication GmbH, 2022). Nevertheless, it is unrealistic to assume that the people working in these SMEs represent a national culture in its full spectrum. What lacks is everyone who is not working in a SME and of course everyone who is not working at all such as people below the age of 18 and above the age of 67. The absence of these population groups only allows to say that organizational culture has an impact on servant leadership within the scope of SMEs. Recalling the literature review from section 2.2, even this statement must be handled carefully. The definition of SMEs (Maffenini et al., 2020) includes a broad range of organizations. This is the reason why every SME is unique when it comes to the composition of its cultural values – although they stem from the same country and/or market segment (Pratt et al., 1993; Soeters & Schreuder, 1988). The consequence is that the finding of organizational

culture having an impact on servant leadership within the environment of SMEs might not necessarily be the case for all SMEs. Hence, it is unavoidable to check for every organization under investigation to what extent its culture is conducive to servant leadership.

Taking this thought one step further raises the question of deviations within one and the same SME. Section 2.3.2 outlines the differences between an unitarist and a pluralist view on culture. The unitarist view supposes one uniform culture throughout one organization whereas the pluralist view supposes cultural differences within the same organization (Mohan, 1993). These differences may stem from different subsidiaries or different departments. Their manifestation can lead to subcultures which incorporate the potential to influence themselves negatively (Alvesson, 2002; Smircich, 1983). The consequence is that the finding of organizational culture having an impact on servant leadership within the environment of SMEs might lead to altering results when a different sample within the same organization is drawn. This makes the selection of the sample frame an important factor. It should include all subsidiaries and departments to create a holistic overview of the organization.

Closer reflection on the research finding leads to two implications for further research. Firstly, the results support that servant leadership is a utilizable approach within the environment of SMEs. It must be stressed that this assumption is a preliminary one based on reviewing the literature as outlined in sections 2.1 and 2.2. It needs confirmation by collecting and analysing data which goes beyond the scope of this thesis. Nevertheless, such an investigation would be worthwhile because it has practical relevance. One example of such practical relevance is that servant leadership has the characteristics to provide managers working in SMEs such as entrepreneurs and young business founders with a guiding hand, with something that provides direction. Even SMEs that have proven themselves for a long time within their market segment can make use of the principles behind servant leadership in this way e.g., by creating an overarching vision for the organization. Especially the servant leadership dimension transcendental spirituality is a great support for visionary purposes because it stresses a dogma pointing into such a direction. Secondly, the results support that servant

leadership can interchangeably be used with transformational leadership for research conducted around SMEs. It must be stressed once again that this assumption is preliminary and based on reviewing the literature: Section 2.2 revealed evidence to investigate SMEs in the context of a transformational leadership style (Franco & Matos, 2013; Matzler et al., 2008). It seems possible to extent this finding to servant leadership because the two concepts share fundamental basics. Only their primary concern is different in terms of the wellbeing of the overall organization on the one hand (Graham, 1991) and the single employee on the other hand (Greenleaf, 1991; Greenleaf & Spears, 2002). A final confirmation that allows to use transformational and servant leadership interchangeably for research conducted around SMEs requires a data collection and analysis which is not part of this thesis, but once again worthwhile conducting for practical reasons: A positive result would offer the managers of SMEs the possibility to use the linkages between transformational and servant leadership to create a signature leadership style which focuses on employees and the overall organization simultaneously. Both examples demonstrate why further research around these topics can be beneficial.

5.4.2) Implications of Findings on Organizational Culture

Section 5.3.1 summarized the finding that organizational culture has an impact on servant leadership within the environment of SMEs. The Organizational Culture Assessment Instrument (OCAI) (Cameron & Quinn, 2011) based on the Competing Values Framework (CVF) (Quinn & Rohrbaugh, 1983) is used within this piece of work to derive this conclusion. Speaking in this sense, the cultural types “clan” and “adhocracy” are conducive to servant leadership. The cultural types “market” and “hierarchy” are not conducive to servant leadership. This result is fine, but it needs to be described in other words because it cannot be expected that everyone is using the OCAI to measure organizational culture. Section 2.3.3 reviewed the literature around the OCAI. Putting together the essentials of the four cultural types it can be stated that an organizational culture based on values such as collaboration, a friendly work-environment, tradition,

loyalty, care, flexibility and creativity (category A) fits very well to the idea behind servant leadership. It can also be stated that an organizational culture based on values such as goal-achievement, working with fixed deadlines and targets, having a strong will to be the best, following routines, thinking in hierarchies and following their formalizations (category B) does not fit very well to the idea behind servant leadership. This rephrasing of the research finding allows to make use of the same beyond the limitations of the OCAI or any other measurement for organizational culture. This is a great advantage since there exists a high number of measures for organizational culture (Jung et al., 2009).

The previous section already shed light on the question if the research finding that organizational culture has an impact on servant leadership within the environment of SMEs is valid in general. One insight was that the magnitude of the display of a servant leadership style depends on national culture or more precisely values which form a national and organizational identity (Smith et al., 1996; Van Muijen & Koopman, 1994). It is previously described as well that the sample of this thesis has a focus on participants with a German background. The selected setting of the research are SMEs. Consequently, the majority of participants of the study are German SMEs. Putting it all together, this leads to the question whether German SMEs incorporate a set of values which overlaps to the above stated values summarized as category A or category B. An overlap to category A means that the values of German SMEs are in alignment with the ones behind a clan and an adhocracy culture. This result favours a culture which is conducive to servant leadership. An overlap to category B means that the values of German SMEs are in alignment with the ones behind a market and a hierarchy culture. This result favours a culture which is not conducive to servant leadership. Section 2.4.2 analyses what German SMEs are like and what their predominant attributes are. The baseline is a great variety due to different numbers of employees (Maffenini et al., 2020) and types of organizations (Liesegang & Partner, 2021). The one aspect they have in common is how they are managed: Fast decision making and adapting to market changes, continuatively reaching for long-term goals as well as feeling responsible for their employees and the closer region of the organization (Federal Ministry for Economic

Affairs and Climate Action, 2022). Fast decision making and adapting to market changes corresponds with flexibility and requires creativity. Both are values from category A. Recurringly reaching for long-term goals overlaps twofold. On the one hand, it is represented in category A by the values collaboration and creativity. On the other hand, it is represented in category B by the values goal-achievement and having a strong will to be the best. The overlap with category A has more of an indirect character whereas the overlap with category B fits perfectly. Feeling responsible for their employees and the closer region of the organization is in alignment with the values of a friendly work-environment, loyalty and care. All three of them stem from category A. In summary, the results show a stronger overlap with category A than with category B. This leads to the assumption that the values of German SMEs are in alignment to the ones behind a clan and an adhocracy culture. It is another implication for researchers since data collection and analyses of several SMEs are needed for testification. What makes exploring this implication worthwhile is its practical relevance. Knowing that the organization under investigation incorporates a set of values which overlaps to category A (conducive to clan/adhocracy culture) supports managers when they intend to establish or strengthen a servant leadership style. This is especially true for German SMEs, but not necessarily limited to this environment. The values summarized in category A and B allows a comparison to any other environment as well. Consequently, it is possible to check for every organizational culture at hand if it is in alignment with an organizational culture that is conducive to servant leadership.

The final point of discussion concerning the implications of the regression analyses on organizational culture deals with the topic of changeability. There already exist a body of literature dealing with cultural change of SMEs e.g., with the intention to simplify change and foster employee empowerment (McAdam, Stevenson, & Armstrong, 2000) or continuous improvement (Chu, 2003). The selection of SMEs as the environment of choice is no coincidence. One of their predominant values is great flexibility due to low hierarchies and a direct influence of the managing director as described in section 2.4.2. This results from the fact that SMEs are small entities. It makes SMEs the perfect environment to deal with change processes in contrast to bigger organizations as long

as there exists a structure which deals with implementation control (Ford, 2009). Section 4.12 exemplifies such a change process with the help of a fictitious example. The aim is to create an organizational culture that is conducive to servant leadership. What actions should and should not be processed to achieve this aim is detailed in section 6.4. It has already been argued that in terms of the OCAI the cultural types clan and adhocracy are conducive to servant leadership. The same applies on a more general scale for organizational cultures which share the values summarized in category A. Consequently, it is advantageous to have an organizational culture according to these principles if a servant leadership style is supposed to be favoured. There are two possible scenarios. Scenario one is being in the situation to already have such an organizational culture. Scenario two is more realistic. It is the situation of having an organizational culture which does not focus sufficiently on clan/adhocracy or its corresponding values. Speaking in the context of this thesis, such a situation raises the need to change the organizational culture. Section 2.3.2 started with some theoretical thoughts about doing so. It explained the difference between an unitarist and a pluralist perspective and that the co-existence of multiple cultures within one organization is likely which favours to support the pluralist perspective. Nevertheless, the intention of changing an organizational culture per se and the purpose of striving for a certain type of culture or corresponding values favours an unitarist perspective. The latter is presented in section 6.4 well knowing that it may not be a perfect picture of reality. The reason why it is done anyway is the underlying conceptual framework of the study with its selected measurements for organizational culture and servant leadership. They make up the research model. A good model gets close to reality but it will always be a simplification of the same in order to understand its underlying mechanisms and derive further implications (Hestenes, 2013). It should also be made very clear that there is a difference between striving for something and reaching the desired state. What this means with regards to an unitarist culture is shown in the fictitious example of section 4.12: It might be possible to create a focus on a certain type of organizational culture and its corresponding values, but it is impossible to get rid of the impact of the remaining cultural types thoroughly. This makes the pluralist perspective not the desired outcome,

but the more realistic one. Consequently, there is the possibility of emerging subcultures within one and the same organization. They have the potential to develop to countercultures working against each other. Such developments occur more often when changes in the organizational culture are performed and overarching advises concerning this change process are neglected (Awal et al., 2006; Hobbes, 1958), but they can occur at any time. Oftentimes they are subject to incidents being out of scope of management activities. Section 2.3.2 mentions the Johari Window to visualize this process (Luft & Ingham, 1961). Speaking in this sense, three-quarter of all information is either unknown to yourself “blind” or others “hidden” or even unknown to yourself and others “unknown”. This is a good explanation why tendencies can emerge and evolve up to a certain extent before they are noticed either by yourself or others. Changing jobs is a common example that many people can relate to. The Gallup Research Institute identified that every sixth employee in Germany already has quit their job within themselves, without saying so and without being conscious about it (Gallup Research Institute, 2021). Transferring above theory to organizational culture change explains why employees can secretly develop tendencies for other cultural types focusing on other cultural values. This process is unavoidable and it certainly is the biggest challenge when striving for a specific culture. The only option the management of an organization seems to have to minimize such tendencies is to incorporate the expectations of their employees for the desired state of culture (Awal et al., 2006) and to build the change-process on universal values such as honesty and integrity (Hobbes, 1958). It is likely that there are scenarios where the benefits going along with changes in an organizational culture can outweigh the possibility of emerging subcultures having the potential to develop to countercultures. This is another implication for future research which requires a broad data collection and analysis on its own. Nevertheless, this investigation is worthwhile because of its practical applicability. One example is the ongoing trend to shift the commercial trade from a store-based concept to an online-based concept. An organization which is following this trend faces massive changes with diverse effects on all employees. Adjusting the culture of this organization upfront to favour values such as an entrepreneurial mindset can be supportive for the whole process. The emergence

of subcultures still is a possibility, but a successful transformation establishes the organization in a future-proof sector.

5.4.3) Implications of Findings on Research Activities

The previous two sections discussed the implications of the research findings achieved by conducting the regression analyses comprised of the independent variable (organizational culture) and the dependent variable (servant leadership). It is scientific practice to analyse the impact of the independent variable on the dependent variable (Bhandari, 2022). What has been defined within the scope of this thesis is that organizational culture serves as the independent variable and that servant leadership serves as the dependent variable. This choice has been made on purpose. Section 1.2 reveals that there are many more studies using organizational culture as the dependent variable than using it as the independent variable e.g., (Harwiki, 2016; Lee et al., 2018). Turning around the research stream and combining it with the fact that there are only a few studies analysing the influence of organizational culture on leadership theories (Pillai & Meindl, 1998) and none that take servant leadership into account is what makes the study significant and what complements the idea by Eva et al. (2019) for an in-depth investigation. It is correct that the research setting used in this thesis consisting of a cross-sectional research design in combination with regression analyses only allows to speak about correlations between the independent and the dependent variable. This argument is detailed in section 6.1 because it is a limitation of the overall study. Speaking in this sense, it does not matter whether two variables are analysed from A to B or from B to A – the correlations are either significant or they are not. What does matter instead is that turning around the research stream offers the possibility for new perspectives and new ideas which can lead to new insights. Section 1.2 has laid out this idea for the two examples from Harwiki (2016) investigating the impact of servant leadership on organizational culture in the milieu of women cooperatives in East Java and Lee et al. (2018) investigating the impact of servant leadership on organizational culture in the milieu of fitness clubs. Turning around the research stream makes this thesis benefit in

the same way. Making organizational culture the independent variable and hence the starting point stresses thoughts on how to actively use the possibilities going along with an organizational culture. A great potential is seen in altering the culture of an organization in order to focus on specific aspects comprised by different types of culture and ultimately sets of values. Section 6.4 illustrates this thought with the help of the fictitious example described in section 4.12. It outlines actions that should be done and should be avoided to foster an organizational culture according to the principles of the cultural types clan and adhocracy. The aim is to create an organizational culture which is conducive to servant leadership. There is strong agreement with Cameron and Quinn (2011) saying that cultural change ultimately requires a change in every employee's personal behaviour. An intrinsic willingness to change must be created and this new dogma must be established in a sustainable way. The whole process of changing a culture can fail if this prerequisite is not fulfilled. Actively involving employees in these change processes is considered as key to success.

In order to estimate the possibilities going along with changing the culture of an organization within the scope of this thesis, it is required to go back to the research question once again i.e., what the impact of organizational culture is on how servant leadership is understood and enacted within small and medium sized enterprises. It was proven within chapter 4 and 5 that there is a measurable impact of OCAI-dimensions and cultures on the SLBS-6 in SMEs. But what does that mean with regards to the self-conception of servant leadership in such organizations? Supposing that the management board of a SME decides to establish servant leadership as the predominant way to cooperate with employees. The advantages for employees outlined in section 2.1 are one reason for such a strategic decision. In that case, the managers theoretically have two options. The first one is the direct and already known option: When you want to establish something, you are pushing for its characteristics and everything related to the same. This might be the creation of theoretical knowledge about servant leadership on department and team-lead level or practical trainings how to interact with subordinates as intended in the sense of a servant leadership style. The second one is the indirect and new option: The proven correlation between organizational culture and

servant leadership offers the possibility to support the implementation of servant leadership by creating an organizational culture that is conducive to the same. Striving for this second option makes servant leadership something like a logical and natural outcome. The acceptance among employees is higher since the necessity to push the implementation of servant leadership in the sense of a top-down approach is limited. It is a matter of course that this procedure needs to be tested in practice before any further conclusions can be drawn. A realistic estimation is that an organizational culture which is conducive to servant leadership does not automatically create and manifest servant leadership as the predominant leadership style within an organization. Because of that, a third option might be the best choice in management practice. It is a combination of the two previously outlined options i.e., creating an organizational culture which is conducive to servant leadership and directly implementing servant leadership via a top-down approach. A Further reason for following the third option lies in the fact that the creation of a sound theoretical and practical knowledge among people with management responsibility is unavoidable regardless which topic and in what way something new is supposed to be implemented. Additionally, the management and all other employees might feel passed over or even brainwashed if they recognize that change processes are going on and no one knows about it. Not involving everyone in the organization and being as transparent as possible contradicts a successful change process as mentioned earlier in this section.

5.5) Chapter Summary

Chapter 5 discusses the findings of the research. The comparison of the theoretical and practical results concerning the impact of the six dimensions of the OCAI on the SLBS-6 show that the practical results incorporate significance between a lot more dimensions than the theoretical ones did. Hence, it can be concluded that a comparison which is solely theoretically based is insufficient.

A discussion of the regression analyses performed with the six dimensions and four cultural types of the OCAI on servant leadership reveal two insights. Firstly, focusing on the most conducive cultural type (Clan) makes more sense than focusing on the most conducive dimensions (Management of Employees, Organization Glue and Strategic Emphases). The reason is that cultural types incorporate a greater diversity of attributes and a sense for values. Secondly, servant leadership favours an organizational culture which provides, builds and retains valued resources proposed by COR theory.

The implications of these findings are split up between implications on leadership and implications on organizational culture. The most important implications on leadership development support that servant leadership is a leadership style that is conducive to SMEs and that the impact organizational culture has on servant leadership depends on the cultural composition of the organization under investigation. The most important implications on organizational culture are threefold: Extending the focus from certain types of organizational culture to values being conducive to servant leadership; providing support that servant leadership is a leadership style that is conducive to German SMEs; describing that the possibilities going along with changing the culture of an organization can outweigh challenges linked to this process such as the increased emergence of subcultures. The most important implication on research activities is that changing the research stream by switching the dependent and the independent variable offers the possibility to discover new insights. This procedure has the power to support the implementation of servant leadership in an indirect way i.e., by adjusting the culture of the organization accordingly. Section 6.4 will exemplify this thought for the scope of this thesis.

6) Conclusion

The final chapter is divided into four sections i.e., a summary of the main findings, the limitations of the study, the reflection of the study and an indication for future research about organizational culture change. The first section details the theoretical, methodological and practical contribution. As such, it is the core-essence of this thesis. The following section attempts to create a comprehensive overview of all possible limitations. This is in alignment with adopting a reflective research process. It includes limitations due to the research design as well as personal ones.

The third section underlines the reflective character of this thesis as well. It deals with reflective thoughts on the results achieved and discusses the question of their insights on me as a leader in daily business life.

The final section can be considered as a call for future research based on the findings of this thesis. It details the process of changing an organizational culture. This includes actions that should and should not be processed in order to change the overall cultural profile of an organization to make it conducive to servant leadership.

“If you would be a real seeker after truth, it is necessary that at least once in your life you doubt, as far as possible, all things.”

(René Descartes)

6.1) Summary of Final Results

This research aimed to examine the impact that organizational culture has on how servant leadership is understood and enacted within small and medium sized enterprises. In line with this research aim, a theoretical framework has been developed comprised by the six dimensions of the OCAI, the SLBS-6 and servant leadership's key characteristics (section 2.5). The framework was enriched by adding the four cultural types of the OCAI to the investigation. By identifying direct causal linkages between the different elements of the theoretical framework, theoretical, methodological and practical contributions have been made.

The main findings of this research are three-fold, namely, theoretical, methodological and practical. They contribute to knowledge as follows:

Theoretical contribution:

- 1) The first study to use COR theory in an organizational context with a focus on servant leadership. Doing so provides the insight that servant leadership favours an organizational culture which provides, builds and retains valued resources proposed by COR theory. This makes COR a well-suited theory to investigate servant leadership in practice.
- 2) The first study to investigate the combination of organizational culture and servant leadership without a special focus e.g., on performance or employee commitment. This makes the research findings applicable to a broader audience of practitioners.
- 3) The first study among the research of servant leadership to address SMEs and national culture as two special contexts. Both influence the effects of servant leadership and must be considered by practitioners.

Methodological contribution:

- 1) One of the first studies conducting survey research which considers the following:
Ratings from people of different hierarchy-levels and from multiple sources;

inclusion of servant leadership as a competing variable within all calculations; considering the possibility of organizational culture as an endogenous independent variable. All points improve data quality and ensure that the results are scientifically sound.

- 2) The first study to suggest that changing the research stream can be beneficial. Switching the dependent and the independent variable allows new ways of thinking and hence opens the door to achieve new insights. This is applicable for already existing problem settings and to derive new research questions. The study processes this idea by analysing the impact of organizational culture on servant leadership and not the other way around as it is already done by corresponding literature.

Practical contribution:

This study offers managers insights of cause-effect relationships between the culture of their organization and servant leadership. They can recognize how an organizational culture looks like that is conducive to servant leadership. This knowledge has the potential to support the implementation of servant leadership as a new and indirect approach.

Speaking in this sense, it may be necessary to adjust the culture of an organization to make it (more) conducive to servant leadership. This thesis does not provide data on this topic, since it is an area of research of its own; but it incorporates theoretical thoughts (section 2.3.2) as well as actions that should and should not be processed to achieve this aim. They are based on the framework of Cameron and Quinn (2011) and personal experience at work. Hence, these actions can be considered as an implication for future research. They are added towards the end of chapter 6.

6.2) Limitations of the Study

There are a few limitations within this thesis that must be pointed out. Doing so is an important part of taking a reflective research position. With regards to the research design, the choice of a survey can be considered as the most severe limitation. The reason for this is that all survey answers rely on self-report: The participants select answers by themselves without any external interference (Fielding, 2006). Self-report studies are popular because they are easy to obtain, inexpensive and the results are quickly achievable. Nevertheless, they are facing downsides as well e.g., honesty. What this implies is that the participants of the study tend to select answers which are more socially accepted than truthful. (Salters-Pedneault, 2023) Such an effect leads to validity problems. This study spent a great amount of time and effort to ensure validity, including a check for confounding and endogeneity (section 4.11). This procedure enables to exclude effects arising from self-report.

What remains is that the perception of organizational culture and servant leadership is solely assessed by one employee representing a whole organization. It is possible that someone else from the same organization feels different about the two concepts and would have answered the questions more or less positively. This problem intensifies with the so-called introspective ability which describes the absence of assessing oneself correctly due to a lack of reflective skills (Salters-Pedneault, 2023). This thesis tried to minimize this effect by performing a census (section 3.3.1) to include as many participants as possible.

The procession of a cross-sectional study can be considered as another limitation. The rationale for this selection is to provide a holistic answer to the research question: What impact does organizational culture have on how servant leadership is understood and enacted within small and medium sized enterprises? Comparable work proves that a cross-sectional research design is well-suited to answer the research objective's hypotheses (Akbari et al., 2014; Block, 2003; Pillai & Meindl, 1998). It is the inherent characteristic of a cross-sectional study that exposure and outcome are assessed simultaneously. Consequently, there cannot exist any evidence of a temporal relationship between these two variables (Carlson & Morrison, 2009). This makes it hard

to justify any cause and effect relationship. Solem (2015) provides the example of statistically different variables on the impacted side which may not necessarily be a cause but a result of the impactation. Researchers should be cautious to speak about a true “impact” within the setting of a cross-sectional research design. The word impact is used within this thesis anyway with the intention to describe a significant correlation between two variables.

The measures for organizational culture (OCAI) and servant leadership (SLBS-6) as well as how the data will be analysed (multiple linear regression) can be considered as a limitation linked to the research design of the study. It is necessary to decide these fundamentals upfront in order to develop a plan that enables to provide an answer to the research question. Although their selection is justified well within chapter 2 and 3, it must be considered that other measures or ways of analysing the data are feasible as well. Their usage might lead to slightly different outcomes. The selection of the OCAI and the SLBS-6 is a limitation, but it is not a terminal one in terms of the validity and reliability of the results of the study.

Section 4.11 tackles the problems confounding and endogeneity. Both are additional measures to ensure a high degree of validity. Dealing with endogeneity requires an instrumental variable. The search and selection of the same has followed a simple check for correlation as mentioned by Reiss & Wolak (2007) without involving any economics. Such a procedure leaves room for improvement for future studies. Lousdal (2018) offers four assumptions to identify instrumental variables. They are termed relevance, exclusion, exchangeability and homogeneity. A detailed description goes beyond the aim of this section but all of them incorporate mathematically traceable ways of identifying instrumental variables. The selected approach within this thesis is common practice and not wrong (Reiss & Wolak, 2007). Therefore, validity remains on a high level although Lousdal (2018) has not been considered.

Another limitation of this thesis is the final number of survey answers. Section 4.1 explains that the 615 answers had to be narrowed down to 250. The greatest impact had 229 participants that answered the second of the two control questions with “no” i.e., they are not working in a SME. While it was right to integrate this control question,

it was a bad decision in terms of the design of the survey to make it stop immediately. All 229 participants did not have the opportunity to answer the outstanding questions. Consequently, their answers could not be evaluated to look for differences in contrast to participants who are working in SMEs. Receiving a sufficient amount of valid answers is one of the biggest hurdles going along with conducting a survey (Simsek & Veiga, 2000). On top of this, it is not defined what a sufficient amount is. This thesis has analysed studies with a comparable focus ranging from 40 respondents (Harwiki, 2016) to 782 respondents (Block, 2003). In contrast to that, a sample size of 250 is acceptable. Closely linked to the aforementioned limitation is the composition of the 250 people that participated in the survey. Section 3.3 explained that the survey is spread on an international scale via the social networks Xing, LinkedIn and Facebook. The aim is to generate an equally mixed composition of participants to ensure the display of real-life organizational culture/servant leadership conditions in the study. The analysis of the demographic questions revealed two conspicuous features. Firstly, 52.8% of all participants are in the age group of 25-34. This may be the case because social networks are primarily used by younger people and the majority of people using Facebook and LinkedIn are somewhere between 25-34 (Barnhart, 2022). People from older age groups are underrepresented within the sample (8% are between 45-64). Secondly and more severe, 69.6% of all participants have a German background. This is a strong focus and the reason why section 2.4 analyses the impact of national culture on organizational culture and servant leadership. Nevertheless, both features have been considered during the analysis of the data and the derivation of the results. Because of that, the validity and reliability of the essentials of this thesis cannot be called into question. Another limitation of this thesis is the inclusion of SMEs only without focusing on a specific industry sector. Section 1.3 details that this decision was made because on the one hand, a study should not be conducted context unspecific since individualities have the potential to influence the outcomes. On the other hand, the intention was to provide no further limitation regarding the potential number of participants and to keep the outcomes of the study as general as possible. It is common practice to break down a research intention into smaller bits in order to keep the scope of investigations feasible.

Nevertheless, leadership theories are not generally utilisable. For example, one that works in a profit-driven organization may not work in a non-profit organization. (Kim et al., 2014) The application of a leadership theory that does not consider the given environment might affect organizational effectiveness or performance in a negative way (Nahavandi, 2006). These insights raise the question if the meaningful results of this research stay the same when bigger organizations are included or when a further limitation is set to a specific industry sector. Such doubts call for studies looking into both problems. One possibility to tackle the first question is to replace SMEs by organizations with a bigger size before repeating the study. One possibility that tackles the second question is to include another control question asking for the industry sector of choice before repeating the study. All data collected can be compared to the study at hand looking for deviations/similarities and discussing reasons for the same.

Researchers might also remark that this thesis points in the direction of organizational culture change without going down this road. This could be considered a limitation in the scope of analysis. The reason for this approach is that on the one hand, this thesis is concerned with characterizing an organizational culture which is conducive to servant leadership. It necessarily raises the topic of adjusting the same since it is unlikely that any organization incorporates such a culture upfront. On the other hand, organizational culture change is a broad research stream and a complex phenomenon. These needs would not have been met if condensed in the formal limitations of a DBA thesis which has a different focus.

The final limitation has a personal character and links to the scope of discussions. As a practitioner who is not working at a university, I do not have routine or years of experience in producing research papers and academic pieces of work with a high standard. Hence, it must be considered that the scope and depth of discussions in this thesis may be compromised in some levels compared to the works of more advanced scholars. The recommendation for other researchers is to include other sources of literature as well if one is looking into the topic of organizational culture and its impact on servant leadership. Anyway, this limitation does not put the validity and reliability of the findings of this thesis into question.

6.3) Reflection of the Study

A comprehensive reflection of the research findings starts by comparing them with my personal expectations before evaluating their impact on myself in terms of a practical example.

The results achieved by comparing the theoretical and practical outcomes of the significant correlations appear to me partly as expected and partly as unexpected. What I did not expect is the oftentimes big difference between the theoretical and practical results. This is based upon the fact that in theory I was trying to find the one element of the SLBS-6 that fits best towards the OCAI-dimension at hand. The practical calculations performed via Kendall's Tau revealed all significant correlations between the two subjects. I also did not expect to find plausible explanations for nearly all practical results by looking at the theory once again. Additionally, it was astonishing that the explanations provided could be used several times i.e., for more than one significant correlation.

The result I expected was that most of the questions showing a significant correlation stem from the cultural type "Clan" and that the questions showing no significant correlation at all stem from the cultural type "Market". Remembering section 2.3.3 and figure 2.1, these two cultural types are opposing ones: A clan culture incorporates a high degree of flexibility and an internal focus. This results in aiming for collaboration. A market culture incorporates a high degree of stability and an external focus. This results in aiming for competition. I also expected that the two regression analyses would confirm the preliminary result achieved by the significant correlations and consequently, that organizational culture has an impact on the display of servant leadership in the context of SMEs.

The final question is: What is the impact of these insights on me as a leader? First of all, I am certain that I want to lead my team predominantly according to the principles of servant leadership. This became clear during my literature research described in chapter 2. What makes the difference to me is the altruistic idea, the values incorporated in the six key characteristics which I can relate to as well as the fact that servant leadership is

a recent theory which is still developing. The latter argument makes it relevant for today's business life. There is no other leadership theory which combines these facts in a similar way.

The results irrevocably show that the culture within an organization has an impact on a servant leadership style within the environment of SMEs. Since I am working in a SME, I have to pay attention to the current organizational culture which I did not in the past. I have to be susceptible for moods, vibes and precise actions e.g., from the management board. A much more general and broader view on the organization is required instead of solely focusing on my team-level. This is important in order to find out what the current organizational culture is like in terms of their predominant cultural type as well as to realize whenever any changes emerge.

I am working in the area of sales which necessarily highlights the importance of numbers and measurable output. Achieving the monthly, quarterly and yearly sales goals is key and actions are taken that support this dogma. It sometimes seems to me that my department naturally tends towards a market culture if I describe it in the words of the OCAI. This is counterproductive with regards to establishing a servant leadership style since it is the opposite of the desired organizational culture i.e., clan culture. Consequently, the challenge is to focus on action and behaviour which is in alignment with a clan culture while simultaneously still striving for sales targets. I think that this opens the door for new perspectives within the area of sales rather than being a contradiction. One example is to stress the importance of long-term goals such as the overall development of a customer within a scope of three years. This allows a more sustainable business relationship and minimizes quick sales which do not include a sustainable mindset or even neglect the same on purpose (Wilhelm, Soyka, & Olson, 2013). Another example is to consider qualitative goals such as the overall customer satisfaction or the rate of returns as additional key performance indicators (KPIs) for sales-employees. Working successfully in a sales department is much more than hitting sales figures. A clan-like organizational culture supporting a servant leadership style can be an effective mean to transfer this new dogma into practice. In summary, there are

several impacts of the research findings on myself and I am certain that other managers can benefit from it as much as I can.

6.4) Indicating Future Research

Section 6.4 details an organizational culture change process which is exemplified in section 4.12. Based on the framework of Cameron and Quinn (2011) and the organizational culture profile of the fictitious example (figure 4.25), actions are derived that favour and contradict the display of an organizational culture that is conducive to servant leadership. These actions stem from personal experience at work and do not result from any data. They are primarily value-based and humanistic in their nature. As described in section 2.3.1, such a focus has the potential to build the bridge between organizational culture and servant leadership. This section is worthwhile because it sets a frame for future research now that the dimensions and cultural types of the OCAI are known which are conducive to servant leadership.

6.4.1) Changing Organizational Culture – What should be done

Cameron and Quinn (2011) suggest following a six steps strategy when the culture of an organization is supposed to be changed. As described in section 4.12, the identification of the current organizational culture and the preferred one are the first two of them. Going through all six steps one by one is not the intention of this section. Instead, some light will be shed on the core aspect i.e., what actions need to be done to strengthen certain cultural types. The data of the fictitious example within section 4.12 revealed that the cultural types “clan” and “adhocracy” should be favoured because they have a significant impact on the display of a servant leadership style.

A clan culture stresses the organizations’ internal focus and underlines a high degree of flexibility in its actions. Overarching adjectives are collaborative, friendly, family-like and careful. Tradition and loyalty also play an important role. (Section 2.3.3) Based on this general description, there are several actions favouring clan culture that come into question. It is important to select the ones that match the characteristics that every organization has. The following actions do not claim to be a comprehensive list in chronological order and a few of them are inspired by suggestions made by Cameron and Quinn (2011). One possibility to start this topic is the establishment of an internal

training academy. This academy could organize trainings that are mandatory for every employee e.g., safety-related topics. Furthermore, the academy could build-up programmes suited for the special needs of each department. An important fact linking to the underlying thoughts of a clan culture is to implement internal and external trainers. The internal ones allow employees to participate in sharing their knowledge to develop colleagues. A rewarding programme with benefits like an additional day of vacation can be added to make participation as a trainer more attractive. The implementation of internal trainers is an important contribution to intra-organizational learning. Another point favouring this aspect are business breakfasts. Such breakfasts allow to exchange ideas and they provide insight into other business areas. The advantages are the possibility to implement them on every organizational level e.g., between different departments or subsidiaries as well as the relaxed atmosphere that goes along with having a breakfast. Videocalls can be a supportive mean to realize this with minimum costs. Another action point related to learning is mentoring. It is proven fact that the organization as a whole and new employees in particular benefit from this programme (Wilson & Elman, 1990). A mentor usually is part of the organization for quite some time and knows all processes and important persons to handle daily business very well. The new employee has a point of contact in case of questions which simplifies his first days and provides a feeling of safety right from the start. Additionally, mentoring is one important element allowing juniors to learn from seniors. The final action point linking to learning is the evaluation and development of soft skills. There are more comprehensive and scientifically grounded ways to evaluate soft skills than subjective feedback from the supervisor about every one of his employees (Gibb, 2014). The overall aim is to favour strengths and tackle weaknesses. The latter can be processed by internal and external trainings which brings us back to the initially introduced training academy. Another action point conducive to a clan culture is to create perspective for each job profile. A career within a sales department might start as a Junior-Accountmanager, Accountmanager, Senior-Accountmanager and finally Key-Accountmanager – each of these positions being distinctive in their customers and aims that need to be fulfilled as well as the setup of soft skills that are required. Another possible action point is to

establish a 360° feedback culture which means that every employee is allowed to give feedback to every other employee within his team. This is regardless of any positions and includes a reflective self-assessment as well. (Lepsinger & Lucia, 2009) There are several means to implement this management tool in daily processes such as surveys, employee appraisal forms that include questions of these kind or simple feedback conversations. Another point closely linked to this are retrospectives. A retrospective stems from the field of software development techniques. It allows to look back at the latest project, month or quarter and reflects what was going well and what was not in order to improve for the future. This setup usually is moderated by a neutral person that is not part of the team. (Baumgartner et al., 2018) Another action supporting the internal focus of a clan culture are meetings where the heads of all departments come together with the goal to smoothen processes between them. A structured protocol with clearly assigned tasks and deadlines is a helpful mean to create drive and commitment in such meetings. There are two more actions worth mentioning. The first one deals with Key Performance Indicators (KPIs), a management tool to measure performance that is frequently in use (Parmenter, 2020). The very nature of these KPIs is usually quantitatively driven, especially in sales teams. It does make sense to include qualitative goals as well when the focus lies on establishing a clan culture. Qualitative goals might be the overall customer satisfaction or the ratio and reason of service cases. The inclusion of a KPI on team-level might be supportive as well to underline the team concept. The second action especially commits to the friendly and family-like work environment that is inherent to a clan culture. It is processed by regular team events or team building events. These events allow to connect employees outside the usual work environment which leads to getting to know each other on a more personal level. This impacts collaborative working routines positively and prevents the creation of subgroups within the overall team that might lead to social tensions. A regularity for such events is more important than creating a very special and/or expensive ones. An adhocracy culture incorporates a high degree of flexibility in its actions as well. In contrast to a clan culture, the focus is on externalities. Preliminary adjectives are creative, dynamic, venturesome and innovative. Individual freedom and initiatives are

favoured by the organization. (Section 2.3.3). This repetitive summary is the framework for all actions enhancing adhocracy culture. Again, the list does not claim to be comprehensive or in chronological order and it is linked to some of the suggestions provided by Cameron and Quinn (2011). The first action favouring an adhocracy culture is the possibility to work when and where it best suits your employees. This is an important contribution to individual freedom. Since creative and innovative people tend to be individual when it comes to their moments of highest productivity, it is wise to allow such flexibility (Amabile, 1983). Software programmers might be a good example here. They are not bound to regular nine to five working days from Monday to Friday because they do not stay in contact with customers, suppliers, or any other stakeholders. Nowadays the establishment of home office allows for some individual freedom in other departments like sales or purchasing. Another action supporting an adhocracy culture deals with creating a vision and mission that focuses on creativity and innovation. These statements have the greatest impact when they are formulated in a general way i.e., for every employee in the organization. It is also possible to create a vision and mission on department or team level if the organization does not have a general one yet. Additionally, such statements provide direction and meaning for everyday life at work (Dym, Egmont, & Watkins, 2011). Another action point closely related to a creative and innovative working environment allows employees to pitch new business ideas. This can be implemented by the aforementioned internal academy or in a separate format. A possible scenario could look as follows: Once a year the organization makes a call to hand-in all business ideas with a written plan until a certain deadline; everyone can participate; a jury consisting of managers and operative employees evaluate the best five ideas; a member of the management board should be present to act as a sponsor; on a certain day, the pitches take place; they are recorded on video; everyone in the organization can vote for their favourite; finally, the winner receives the support they need to implement the idea. Positive side-effects of such a scenario are the involvement of many employees which ensures a high degree of acceptance and that everyone gets the opportunity to actively create the organization in their intended way. Both effects favour the employees' identification with their

organization. Another action that favours the display of an adhocracy culture is utilizing (project) management techniques that support flexibility. All agile methods incorporate this dogma (Abrahamsson, Warsta, Siponen, & Ronkainen, 2003; Cohen, Lindvall, & Costa, 2004). The famous scrum is one prominent example of an agile method. Scrum can be described best as a set of meetings, tools, and roles that are used to facilitate a project. Initially used in software development, it is now prominent in many other departments. (Sutherland, Coplien, Heasman, Hollander, & Oliveira Ramos, 2019) Although scrum might not be fully adaptable to departments like sales or purchasing, its underlying ideas and principles are worthwhile looking at. The next action point is the establishment of a continuous improvement process. Such a process can be established with the help of a simple pinboard where every employee can publish ideas e.g., to improve the productivity of an assembly line by simplifying a step in the process with the help of a robotic arm. The organization employs one person to evaluate the ideas, talks to the people that had the idea and finally implements the same once their economic sense is proven. After all, the employee who had the idea might receive a financial bonus as a reward. The final three actions put the external focus of an adhocracy culture in the centre of investigation. Firstly, it can be beneficial to establish a business unit that has an eye on market trends and competitors. This is especially the case when the organization participates in an environment that changes fast e.g., the whole IT sector. Ignoring or simply not being aware of latest trends can cause a dominant market position. Secondly, it can be beneficial to focus on customer demands and not on what your R&D department thinks is needed. There is no market for the greatest products if they do not meet customer's needs. Talking to people working in field sales is one possibility to gather this knowledge. Thirdly, it can be helpful to get outside perspectives on internal issues. It can be difficult to think outside the box when you are stuck in daily routines. This is especially the case the longer you are working in on and the same organization. An external focus helps to point in directions that the organization would not have headed to.

6.4.2) Changing Organizational Culture – What should not be done

The previous section laid out possible actions to enhance a clan and adhocracy culture in order to favour the display of a servant leadership style indirectly via organizational culture. Speaking in this sense, it is equally important not to process any actions that are assigned to a “market” and a “hierarchy” culture. They are the ones that should be stressed less because they do not have a significant impact on the display of a servant leadership style.

When it comes to a market culture, the focus is on a high degree of stability and externalities. This results in a competitive mindset among the employees. (Section 2.3.3) All actions favouring such a culture should be avoided. The first example is that many top-down decisions from the managing directors should be avoided. Although some of them are unavoidable in every organization, they do not include any chance of participation for other employees. This contradicts a family-like character and the feeling of being part of a bigger whole. Consequently, the degree of identification with the organization decreases. The second example includes the risk to position to customers solely based on hard facts like prices or reaction times. With regards to establishing a servant leadership style, this should be avoided. A successful customer relationship and a high degree of customer satisfaction is grounded on a different way of thinking. This includes sustainable actions, dependable commitments and a respectful partnership on eye level. The third example is quite the same message, but transferring it into the organization: It should be avoided to reward employees based on hard facts like sales figures only. Qualitative KPIs like the overall customer satisfaction are a useful addition as detailed in the description of the clan culture above. Furthermore, the idea of being able to measure and control the whole organization in every detail should be avoided. Breaking down performance to a department and even team level instead of stressing everyone’s contribution to the success of the overall organization is not favouring a dogma that leads to a servant leadership style. The fourth and final example is that a too narrow focus on competitors should be avoided. It is necessary for every organization to have an eye on other players within their market. Important developments and new trends could be overlooked if this is not the case. But what

should be avoided is comparing facts like turnover, revenue, number of employees etc. all over again. It can be beneficial to stick to your own pace when it comes to developing single processes or the organization as a whole. This especially makes sense because every organization has his individual background and challenges to cope with.

When it comes to a hierarchy culture, the focus is internally with a high degree of structure and formalization. This results in efficient working routines stressing the element of control. (Section 2.3.3) Many actions associated with a hierarchy culture do indeed make sense for every organization. The following paragraph points out two actions that follow this general rule in the first place. Nevertheless, they incorporate the risk of doing too much and going for extremes. Such a high intensity contradicts the ideas behind an adhocracy culture and the indirect display of a servant leadership style as well. Hence, these extreme forms need to be avoided. The first action is about looking into processes in order to increase efficiency. Striving for perfection is something positive, but it might get too much when every little process is investigated and broken down to its single elements. REFA (Verband für Arbeitsstudien und Betriebsorganisation e.V.) and MTM (methods-time measurement) are the most common tools to capture process times in practice (Maynard, Stegemerten, & Schwab, 1948; Störmer, 2021). The exaggerated investigation of every little process including the usage of REFA and/or MTM might impact job satisfaction negatively. The second action is about looking at costs only. It is necessary to have an eye on costs and ways to reduce the same, but not at any price. Two examples will be provided for illustration. The first one affects the human resources department. Supposing that the management board decides to drastically cut down the expenses for recruiting new staff during a challenging time. Consequently, it becomes even harder than it already might be to find appropriate employees e.g., for the research and development department. These employees are key to overcome challenges in a very technology-driven market. The second example is a classic one. It is about reducing the expenses of the purchasing department. There are several options to do so. The first one is the demand to buy cheaper. This might decrease the quality of highly relevant parts and consequently increases the amount of service cases. The latter can compensate most of the initial savings. Additionally, customers

become more and more unhappy which affects sales figures negatively. It is a vicious circle. The second tendency is termed single sourcing. It does make sense to purchase as many products as possible from one supplier to achieve more beneficial conditions and finally to save costs. On the other hand, such a strategy creates a high degree of dependency. This can cause the organization serious problems and severe financial damage if this one supplier goes broke.

6.5) Chapter Summary

The sixth chapter incorporates a summary of the main findings, the limitations of the research, a reflection of the results achieved and a final section which sheds light on the process of changing an organizational culture. Three things are especially worth remembering. Firstly, every piece of scientific work underlies certain limitations whether they are due to the research design, its methodology or personal restrictions. It is more important to be reflective about these limitations than trying the impossible to avoid them.

Secondly, reflectivity should not be bound to the limitations section. Taking a reflective position is considered key to achieve a holistic research process. This is why the research findings are contrasted against personal expectations. In addition to that, contributing to practice is an important aim of this piece of work. This is why the implication of the research findings are exemplified on me as a leader in daily business life.

Thirdly, looking at a given problem from a different perspective might lead to new insights. This thesis switches the commonly used research stream and investigates the impact of organizational culture on servant leadership on purpose. Doing so leads to the insight that certain types of organizational culture are conducive to servant leadership. Consequently, adapting such an organizational culture supports the successful implementation of servant leadership.

7) Appendices

7.1) References

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7.2) Post including Link to Survey

Liebe Community,

was ist zeitgemäße Führung und was sind dabei die entscheidenden Einflussfaktoren? Diese Frage wird sich jeder Teamleiter und jedes Teammitglied in der ein oder anderen Arbeitssituation schon mal gestellt haben.

Der untenstehende Link führt euch zu einer Umfrage im Rahmen meiner Promotion. Dabei wird untersucht, inwiefern die individuelle Kultur innerhalb eines Unternehmens einen Führungsstil namens servant leadership begünstigt.

Durch die Teilnahme an der Umfrage leistet Ihr einen wichtigen Beitrag zu einem aktuellen Forschungsthema. Nur durch euch können neue Erkenntnisse gewonnen werden. Daher meine Bitte: Nehmt euch ein paar Minuten Zeit um die Umfrage zu beantworten.

Bitte tragt außerdem dazu bei, dass die Ergebnisse dieser Umfrage repräsentativ sind und teilt den Beitrag erneut in eurem Netzwerk.

Vielen Dank für Eure Unterstützung!



Link zur Umfrage

Hashtags: Unternehmenskultur, Personalführung, KMU

7.3) Survey

Consent Information

Thank you for taking the time to complete this survey.

Today, I would like to request your participation in the following questionnaire which is estimated to last 20 minutes only. This study seeks to investigate the impact of organization's culture on how leaders support their staff in the setting of small and medium-sized enterprises. Hence, you will be asked questions about the culture of the organization you are currently working in as well as the way people are led in your department/ overall organization.

The study is being conducted by Florian Klemp, a doctoral degree candidate in Business Administration at the Sheffield Hallam University, United Kingdom in cooperation with the Munich Business School, Germany.

Your participation in this study is completely voluntary. You are not required to write your name or the name of your employer anywhere on this questionnaire, as your responses will be completely anonymous. Any information obtained from you will be kept confidential and no direct reference shall be made to you anywhere in the research report. All data will solely be kept encrypted and used for this study. Hence, the access to this data and the duration of saving the same underlies the guidelines of the Sheffield Hallam University. Participants' data will be deleted thoroughly in case of declination from this study as mentioned above. There is no risk or cost implication to you as you fill out this questionnaire.

This research has been approved by the Sheffield Business School Research Ethics Committee, Sheffield Hallam University, United Kingdom.

If you have any questions or concerns about your participation in this research, you can contact the Principal Investigator, Florian Klemp via e-mail: Florian.Klemp@student.shu.ac.uk or phone: [REDACTED].

You should contact the Data Protection Officer if:

- you have a query about how your data is used by the University
- you would like to report a data security breach (e.g., if you think your personal data has been lost or disclosed inappropriately)
- you would like to complain about how the University has used your personal data

DPO@shu.ac.uk

You should contact the Head of Research Ethics (Professor Ann Macaskill) if:

- you have concerns with how the research was undertaken or how you were treated

a.macaskill@shu.ac.uk

Postal address: Sheffield Hallam University, Howard Street, Sheffield S1 1WBT

Telephone: 

Thank you,

Florian Klemp

Ethical Clearance Certificate

No.: ER25434390

Einverständniserklärung

Vielen Dank, dass Sie sich für die folgende Umfrage Zeit nehmen.

Hiermit bitte ich Sie um Teilnahme an der folgenden Umfrage, welche nur ca. 20 Minuten dauert. Diese Studie untersucht den Einfluss der Unternehmenskultur auf den Führungsstil in kleinen und mittleren Unternehmen. Aus diesem Grund werden Ihnen Fragen zum Thema Unternehmenskultur und Führungsstil in Bezug auf Ihren aktuellen Arbeitgeber gestellt.

Diese Studie wird durchgeführt von Florian Klemp, einem angehenden Doktoranden der Betriebswirtschaftslehre von der Sheffield Hallam University, Vereinigtes Königreich, in Zusammenarbeit mit der Munich Business School, Deutschland.

Ihre Teilnahme an dieser Studie vollkommen freiwillig. Persönliche Angaben wie Ihr Name oder der Name Ihres Arbeitgebers müssen an keiner Stelle der Umfrage genannt werden. Ihre Antworten sind vollständig anonym. Jede gesammelte Information wird vertraulich behandelt und es gibt keinen direkten Bezug zu Ihnen in dem späteren Report zu dieser Umfrage. Alle Daten dieser Studie werden verschlüsselt. Aus diesem Grund unterliegt der Zugang zu diesen Daten und die Dauer der Speicherung den Richtlinien der Sheffield Hallam University. Falls Sie die Teilnahme an der Studie nachträglich ablehnen, werden Ihre Daten vollständig gelöscht. Es gibt für Sie weder ein Risiko, noch einen finanziellen Aufwand zur Teilnahme an dieser Studie.

Diese Studie wurde geprüft und genehmigt vom Sheffield Business School Research Ethics Committee der Sheffield Hallam University, Vereinigtes Königreich.

Im Falle von Fragen oder Unsicherheiten zu dieser Studie wenden Sie sich bitte an den Leiter dieser Studie, Florian Klemp. Per Mail: Florian.Klemp@student.shu.ac.uk oder telefonisch: XXXXXXXXXX

Sie sollten den Datenschutz-beauftragten kontaktieren wenn Sie:

- eine Frage zur Nutzung Ihrer Daten seitens der Universität haben
- ein Datenleck melden wollen (z.B. wenn Sie der Ansicht sind, dass Ihre persönlichen Daten verloren gegangen sind oder unsachgemäß verwendet werden)
- sich bezüglich der Nutzung Ihrer persönlichen Daten bei der Universität beschweren möchten

DPO@shu.ac.uk

Sie sollten den Leiter des Ethikrates (Professor Ann Macaskill) kontaktieren wenn Sie:

- bedenken bezüglich der Durchführung dieser Studie haben oder wie Sie im Zuge der Durchführung behandelt worden sind

a.macaskill@shu.ac.uk

Postanschrift: Sheffield Hallam University, [REDACTED] [REDACTED]
[REDACTED]

Vielen Dank,

Florian Klemp

Ethical Clearance Certificate

No.: ER25434390

Start of Block: Preliminary Questions

Q1 I have read and understood the above consent information and accept on my own free will to participate in this study.[Ich habe obige Einverständniserklärung zur Kenntnis genommen und erkläre, dass ich aus freiem Willen an dieser Studie teilnehme.]

- ☐ Yes [Ja] (1)
- ☐ No [Nein] (2)
-

Q2 Do you currently work in a small or medium-sized enterprise (<250 employees & max. 50 million Euro revenue per year)? [Arbeiten Sie aktuell in einem kleinen oder mittleren Unternehmen (<250 Beschäftigte & max. 50 Millionen Euro Jahresumsatz?)]

- ☐ Yes [Ja] (1)
- ☐ No [Nein] (2)
-

End of Block: Preliminary Questions

Start of Block: Organizational Culture

You will now be asked questions regarding the culture of your organization. This includes your personal impression how it is like to work there, the leadership and management style as well as what characterizes your organization.

[Im Folgenden werden Ihnen Fragen zur Kultur Ihres Unternehmens gestellt. Diese beinhalten Ihre persönliche Meinung wie es ist dort zu arbeiten, den vorherrschenden Führungs- und Managementstil, sowie Eigenarten Ihrer Organisation.]

A1 The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves. [Das Unternehmen ist ein sehr persönlicher Ort. Es ist wie eine erweiterte Familie. Menschen sind sehr mitteilungsfreudig.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

A2 The organization is a very dynamic and entrepreneurial place. People are willing to stick a lot of their necks out and take risks. [Das Unternehmen ist ein sehr dynamischer und unternehmerischer Ort. Menschen sind waghalsig und gewillt Risiken einzugehen.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

A3 The organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented. [Das Unternehmen ist sehr erfolgsorientiert. Ein großes Anliegen ist den Job zu erledigen. Menschen sind sehr wettbewerbsfreudig und erfolgsorientiert.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

A4 The organization is a very controlled and structured place. Formal procedures generally govern what people do. [Das Unternehmen ist ein stark kontrollierter und strukturierter Ort. Formelle Prozeduren bestimmen meist das Handeln der Menschen.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

A5 The leadership in the organization is generally considered to exemplify mentoring, facilitating or nurturing. [Der Führungsstil in dem Unternehmen ist für gewöhnlich geprägt von Betreuung, Unterstützung oder Fürsorge.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

A6 The leadership in the organization is generally considered to exemplify entrepreneurship, innovation or risk taking. [Der Führungsstil in dem Unternehmen ist für gewöhnlich geprägt von unternehmerischem Denken, Innovation oder Risikofreude.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

A7 The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus. [Der Führungsstil in dem Unternehmen ist für gewöhnlich geprägt von Sachlichkeit, Ellenbogenmentalität oder Ergebnisorientierung.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

A8 The leadership in the organization is generally considered to exemplify coordinating, organizing or smooth-running efficiency. [Der Führungsstil in dem Unternehmen ist für gewöhnlich geprägt von einer koordinierten, organisierten oder gut-laufenden Effizienz.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

A9 The management style in the organization is characterized by teamwork, consensus and participation. [Der Managementstil in dem Unternehmen ist charakterisiert von Teamwork, Konsens und Teilnahme.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

A10 The management style in the organization is characterized by individual risk taking, innovation, freedom and uniqueness. [Der Managementstil in dem Unternehmen ist charakterisiert von individueller Risikofreude, Innovation, Freiheit und Einzigartigkeit.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

A11 The management style in the organization is characterized by hard-driving competitiveness, high demands and achievement. [Der Managementstil in dem Unternehmen ist charakterisiert von knallhartem Wettbewerbseifer, hohen Anforderungen und Erfolg.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

A12 The management style in the organization is characterized by security of employment, conformity, predictability and stability in relationship. [Der Managementstil in dem Unternehmen ist charakterisiert von sicheren

Beschäftigungsverhältnissen, Konformität, Vorhersehbarkeit und stabilen Beziehungen.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

A13 The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high. [Die Basis für den Zusammenhalt des Unternehmens ist Loyalität und gegenseitiges Vertrauen. Engagement gegenüber dem Unternehmen bedeutet viel.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

A14 The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge. [Die Basis für den Zusammenhalt des Unternehmens ist Innovation und Entwicklung. Es gibt ein Fokus auf dem neuesten Stand zu sein.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

A15 The glue that holds the organization together is emphasis on achievement and goal accomplishment. [Die Basis für den Zusammenhalt des Unternehmens liegt in der Betonung von Erfolg und Zielerreichung.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

A16 The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important. [Die Basis für den Zusammenhalt des Unternehmens sind formelle Regeln und Richtlinien. Bewahren eines reibungslos-laufenden Unternehmens ist wichtig.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

A17 The organization emphasizes human development. High trust, openness and participation persist. [Das Unternehmen fördert menschliche Entwicklung. Ein hohes Maß an Vertrauen, Offenheit und Teilnahme besteht.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

A18 The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued. [Das Unternehmen betont den Erwerb neuer Ressourcen und das kreieren neuer Herausforderungen. Ausprobieren neuer Dinge und Ausschau halten nach Möglichkeiten wird wertgeschätzt.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

A19 The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant. [Das Unternehmen betont kompetitive Handlungen und Erfolg. Erreichen hoch gesteckter Ziele und Gewinnen im Wettbewerb dominieren.]

- ☐ Strongly disagree [starke Ablehnung] (1)
- ☐ Disagree [Ablehnung] (2)
- ☐ Neutral [Neutral] (3)
- ☐ Agree [Zustimmung] (4)
- ☐ Strongly agree [starke Zustimmung] (5)

A20 The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important. [Das Unternehmen betont Beständigkeit und Stabilität. Effizienz, Kontrolle und reibungslose Abläufe sind wichtig.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

A21 The organization defines success on the basis of the development of human resources, teamwork, employee commitment and concern for people. [Das Unternehmen definiert Erfolg auf der Basis der Entwicklung ihrer Mitarbeiter, Teamwork, Mitarbeiterengagement und Sorge für Menschen.]

- ☐ Strongly disagree [starke Ablehnung] (1)
- ☐ Disagree [Ablehnung] (2)
- ☐ Neutral [Neutral] (3)
- ☐ Agree [Zustimmung] (4)
- ☐ Strongly agree [starke Zustimmung] (5)

A22 The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator. [Das Unternehmen definiert Erfolg auf der Basis des Besitzes von einzigartigen oder neuesten Produkten. Es ist ein Produktführer und Innovator.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

A23 The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key. [Das Unternehmen

definiert Erfolg auf der Basis von Siegen im Wettbewerb und dem Überholen der Konkurrenz. Wettbewerbsfähige Marktführerschaft ist wesentlich.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

A24 The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical. [Das Unternehmen definiert Erfolg auf der Basis von Effizienz. Zuverlässige Lieferung, reibungslose Terminplanung und kostengünstige Produktion sind entscheidend.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

End of Block: Organizational Culture

Start of Block: Servant Leadership

You will now be asked questions regarding the leadership and management style of your supervisor.

[Im Folgenden werden Ihnen Fragen über den Führungs- und Managementstil Ihres Vorgesetzten gestellt.]

B1 My supervisor uses power in service to others, not for his or her ambition. [Mein Vorgesetzter nutzt Macht um sich für andere einzusetzen, nicht für seine oder ihre Ziele.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

B2 My supervisor gives me the right to question his or her actions and decisions. [Mein Vorgesetzter erlaubt es, seine oder ihre Handlungen und Entscheidungen zu hinterfragen.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

B3 My supervisor respects me for who I am, not how I make him or her feel. [Mein Vorgesetzter respektiert mich für den der ich bin, nicht wie er oder sie sich durch mich fühlt.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

B4 My supervisor enhances my capacity for moral actions. [Mein Vorgesetzter verbessert mein Vermögen für moralische Handlungen.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

B5 My supervisor helps me to generate a sense of meaning out of everyday life at work. [Mein Vorgesetzter hilft mir einen Sinn im Arbeitsalltag zu erzeugen.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

B6 My supervisor contributes to my personal and professional growth. [Mein Vorgesetzter trägt zu meinem persönlichen und beruflichen Wachstum bei.]

- ☐ Strongly disagree [starke Ablehnung] (1)
 - ☐ Disagree [Ablehnung] (2)
 - ☐ Neutral [Neutral] (3)
 - ☐ Agree [Zustimmung] (4)
 - ☐ Strongly agree [starke Zustimmung] (5)
-

End of Block: Servant Leadership

Start of Block: Demographic Questions

Finally, you will be asked a few demographic questions.

[Abschließend werden Ihnen einige demografische Fragen gestellt.]

C1 What is your age? [Wie alt sind Sie?]

- ☐ 18 - 24 (1)
 - ☐ 25 - 34 (2)
 - ☐ 35 - 44 (3)
 - ☐ 45 - 54 (4)
 - ☐ 55 - 64 (5)
 - ☐ 65 - 74 (6)
 - ☐ 75+ (7)
-

C2 What is your gender? [Was ist Ihr Geschlecht?]

- ☐ Male [männlich] (1)
 - ☐ Female [weiblich] (2)
 - ☐ other/ non-binary [andere] (3)
-

C3 What is your native language? [Wie lautet Ihre Muttersprache?]

- ☐ German [deutsch] (1)
 - ☐ English [englisch] (2)
 - ☐ Other [andere] (3)
-

C4 Please indicate the highest level of education you completed. [Bitte geben Sie Ihren höchsten Bildungsabschluss an.]

- ☐ Primary School (1)
 - ☐ Secondary School or equivalent (2)
 - ☐ Certificate (1 year) (3)
 - ☐ Diploma (ND, RN, RM) (4)
 - ☐ Degree (BSc, BA, etc.) (5)
 - ☐ Master's Degree (MS) (6)
 - ☐ Doctoral Degree (PhD) (7)
 - ☐ Professional Degree (MD, JD, etc.) (8)
 - ☐ Other (9)
-

C5 In which sector are you currently employed? [In welchem Sektor arbeiten Sie aktuell?]

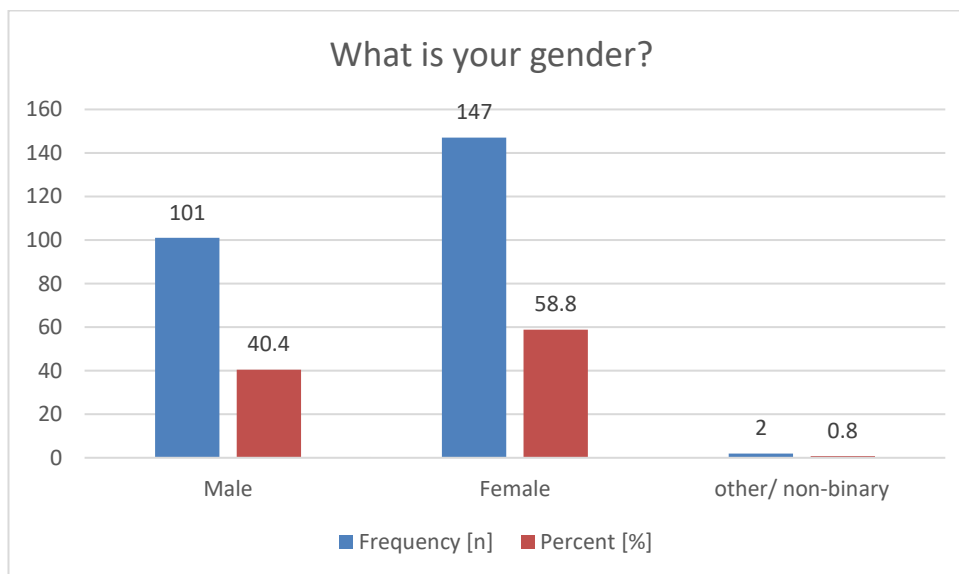
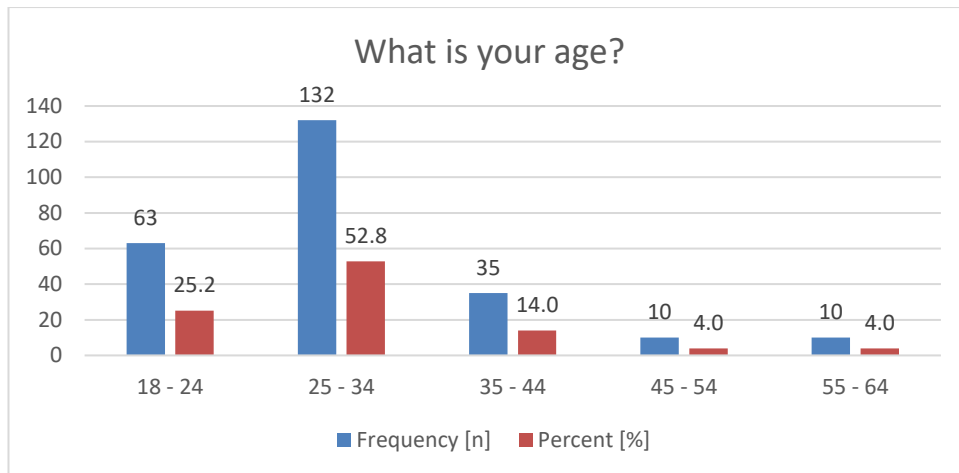
- ☐ Governmental organization [Regierungseinrichtung] (1)
 - ☐ Non-governmental organization [Nicht-Regierungseinrichtung] (2)
 - ☐ Private for profit organization [private, profitorientierte Einrichtung] (3)
 - ☐ Faith based organization [religiöse Einrichtung] (4)
 - ☐ Unclassified establishments [unklassifizierte Einrichtung] (5)
-

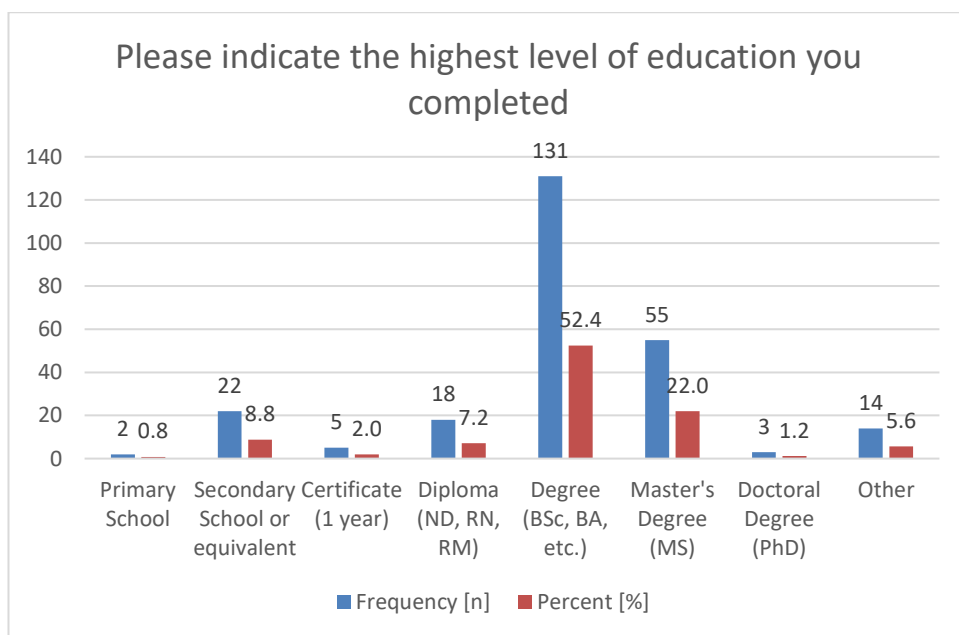
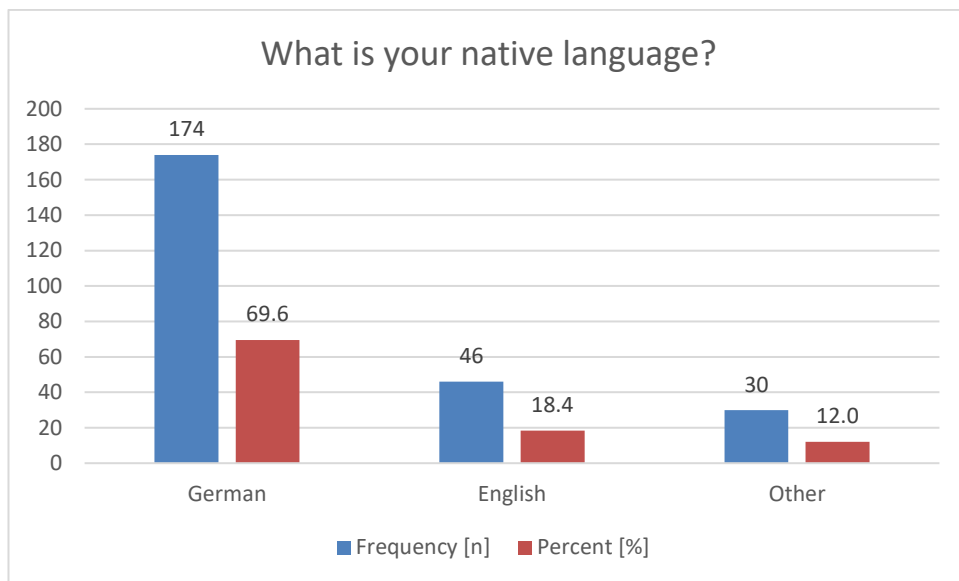
C6 How long have you been working in your current small or medium-sized enterprise? [Wie lange arbeiten Sie schon in kleinen oder mittleren Unternehmen?]

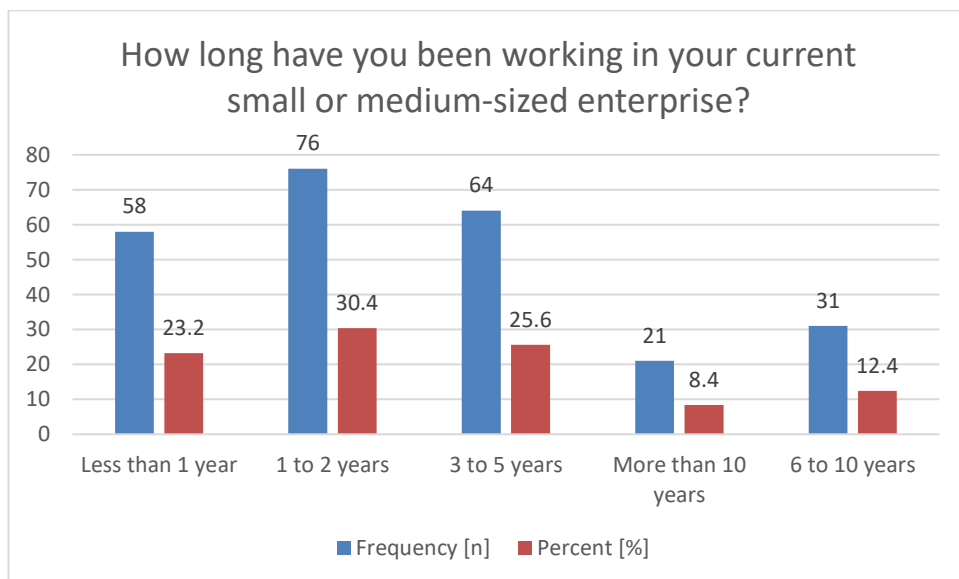
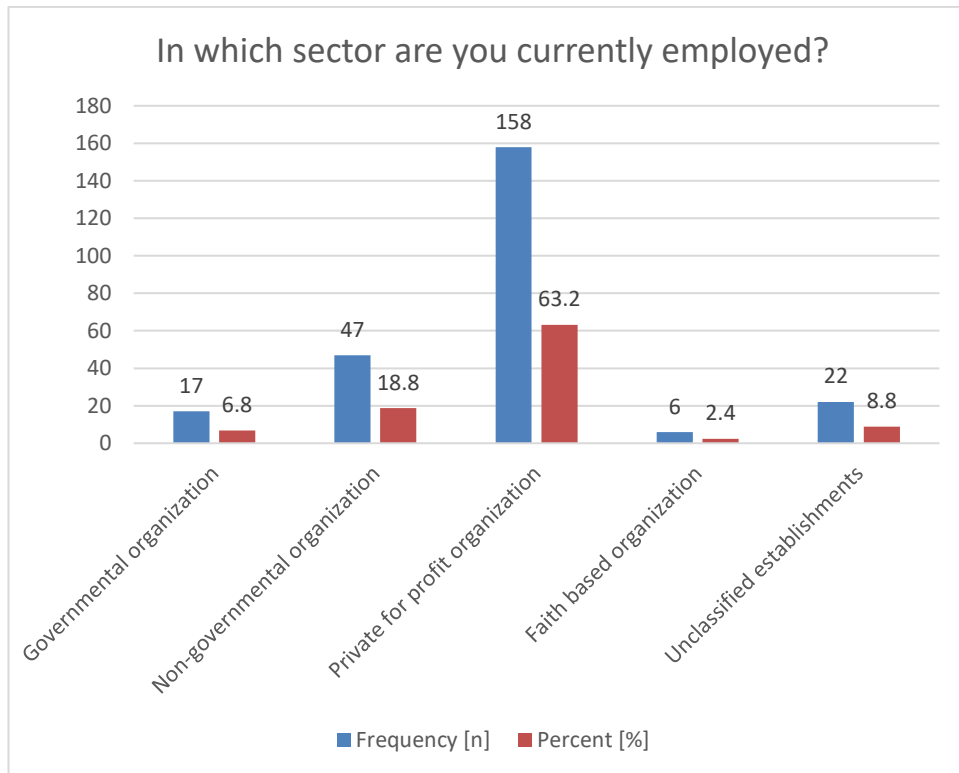
- ☐ Less than 1 year [weniger als 1 Jahr] (1)
 - ☐ 1 to 2 years [1 bis 2 Jahre] (3)
 - ☐ 3 to 5 years [3 bis 5 Jahre] (4)
 - ☐ 6 to 10 years [6 bis 10 Jahre] (6)
 - ☐ More than 10 years [mehr als 10 Jahre] (5)
-

7.4) Graphical Results of Data Analysis

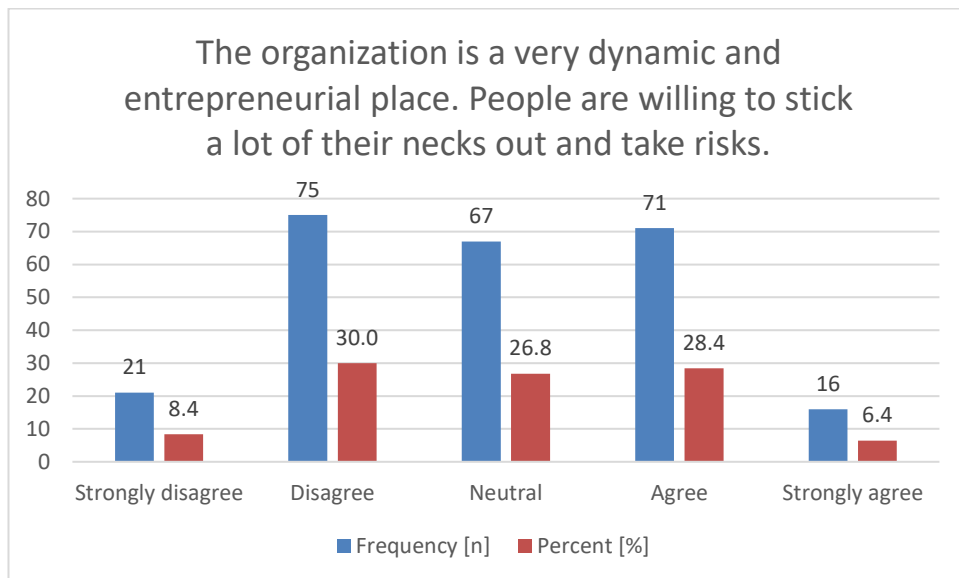
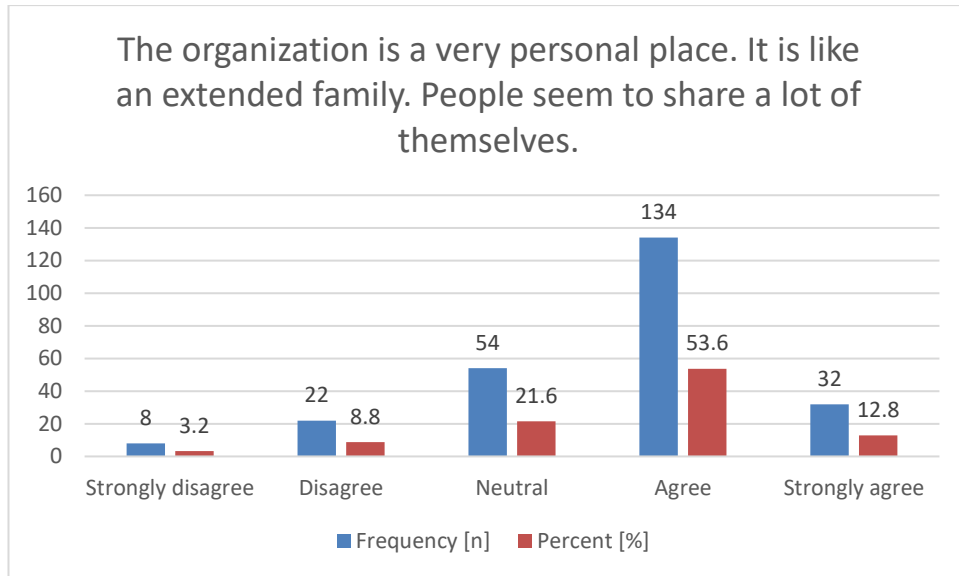
7.4.1) Survey-Answers: Demographic Characteristics



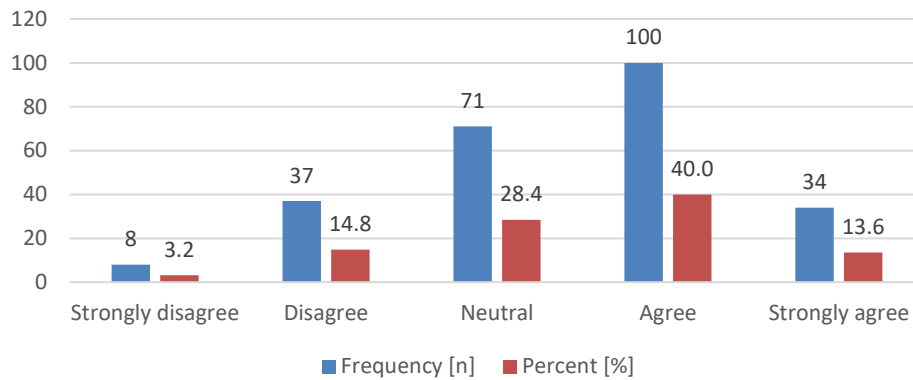




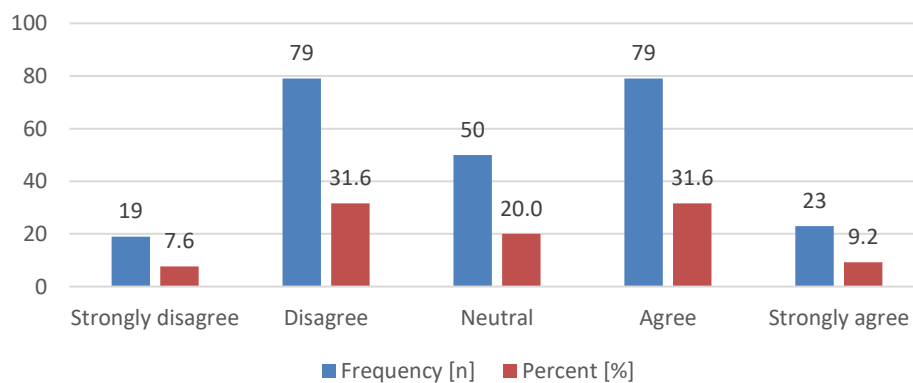
7.4.2) Survey-Answers: OCAI



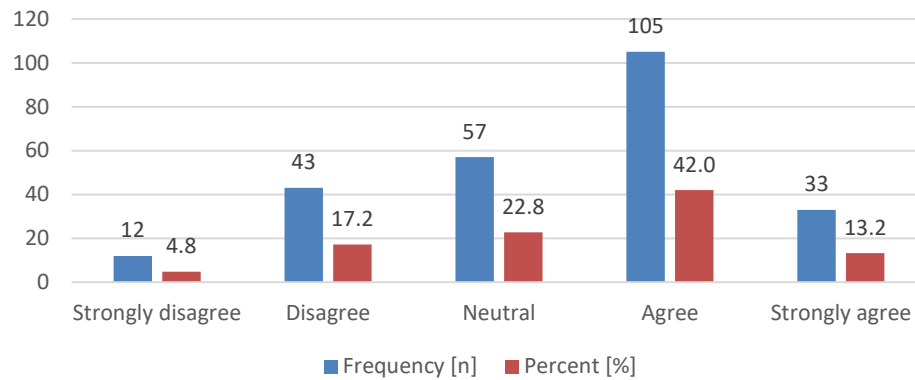
The organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented.



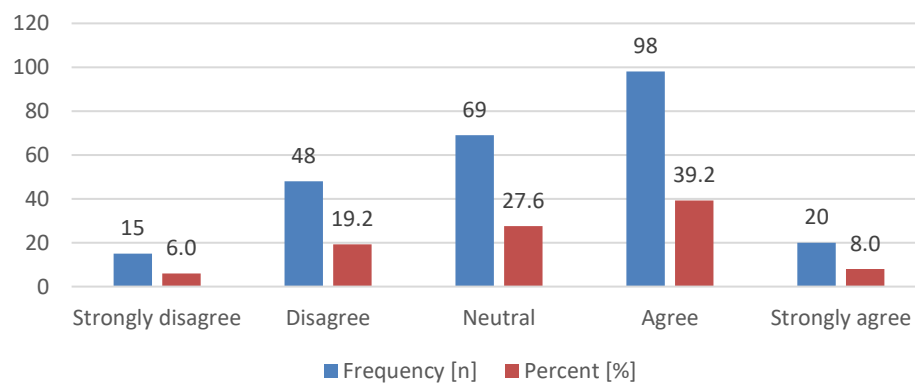
The organization is a very controlled and structured place. Formal procedures generally govern what people do.



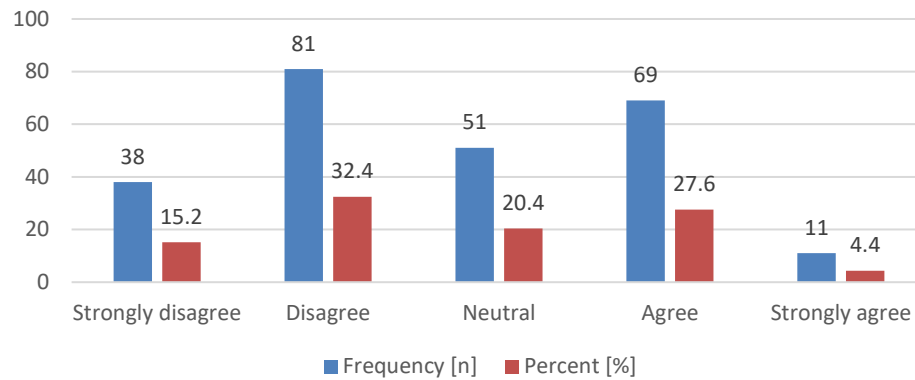
The leadership in the organization is generally considered to exemplify mentoring, facilitating or nurturing.



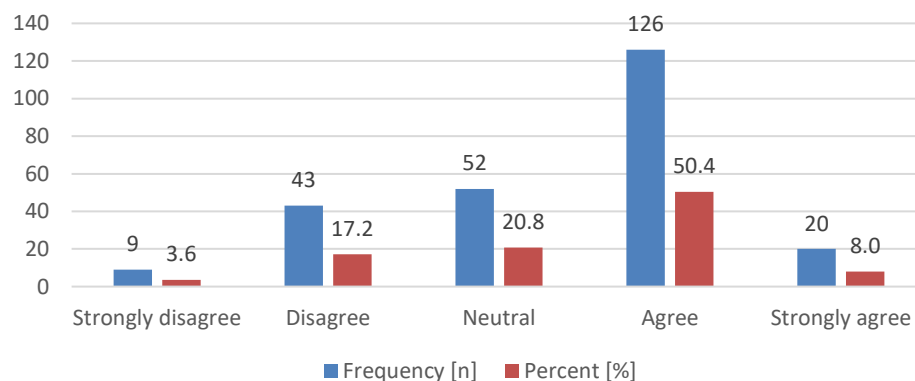
The leadership in the organization is generally considered to exemplify entrepreneurship, innovation or risk taking.



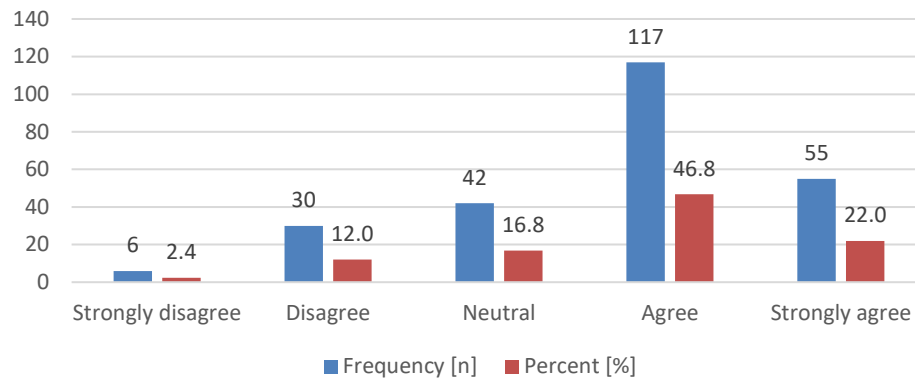
The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.



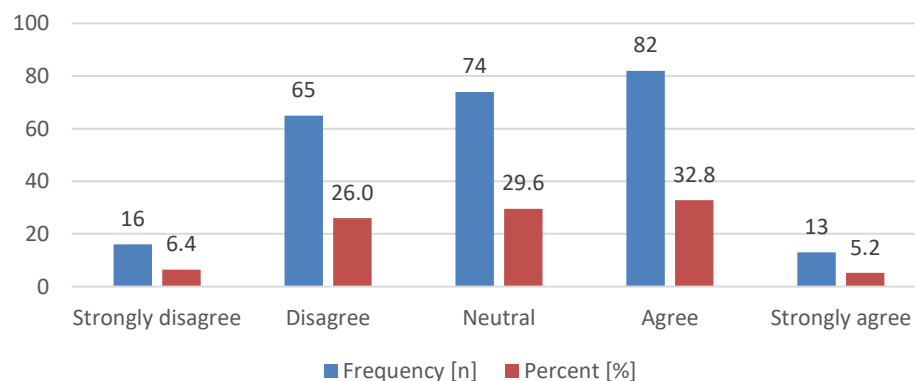
The leadership in the organization is generally considered to exemplify coordinating, organizing or smooth-running efficiency.



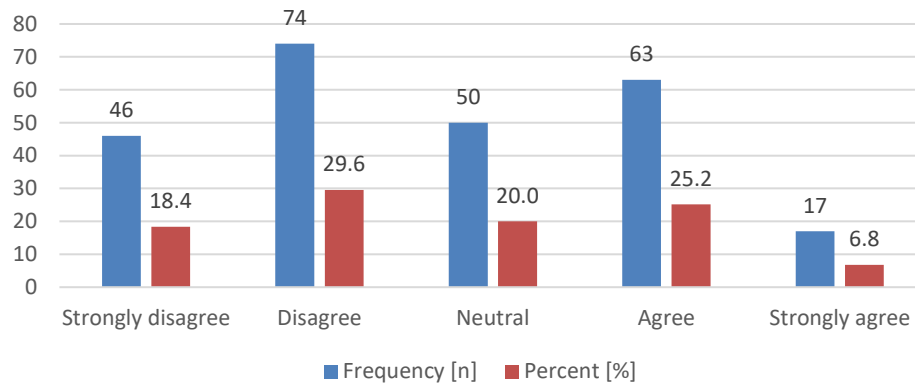
The management style in the organization is characterized by teamwork, consensus and participation.



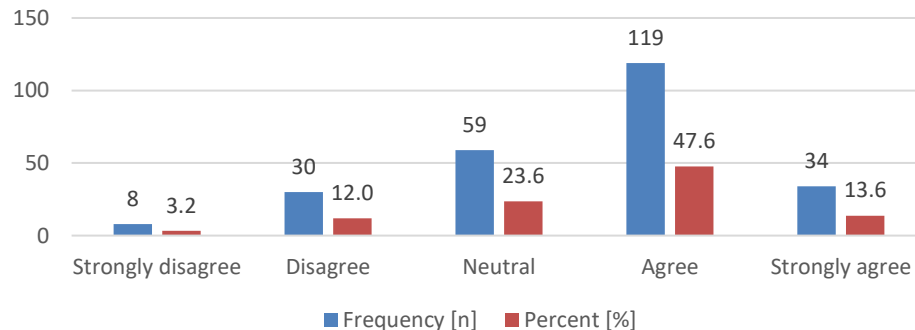
The management style in the organization is characterized by individual risk taking, innovation, freedom and uniqueness.



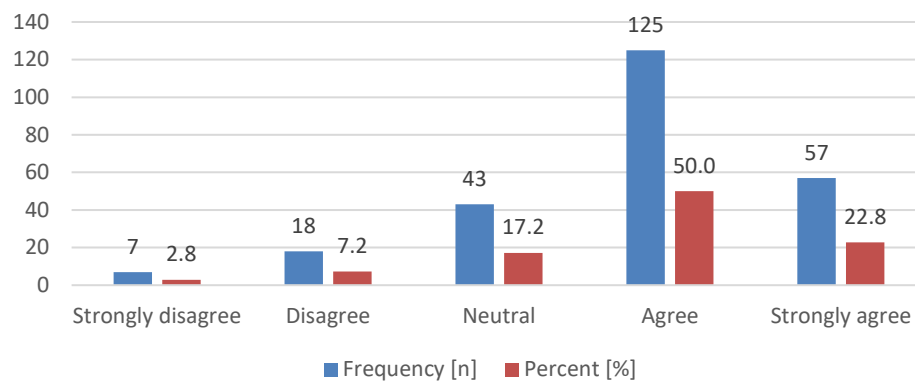
The management style in the organization is characterized by hard-driving competitiveness, high demands and achievement.



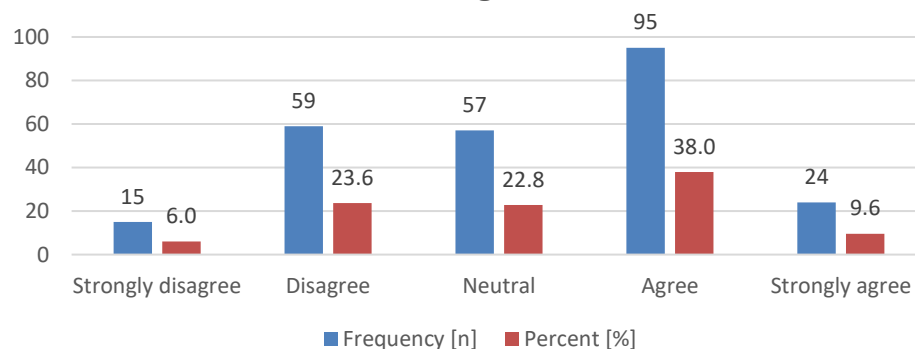
The management style in the organization is characterized by security of employment, conformity, predictability and stability in relationship.



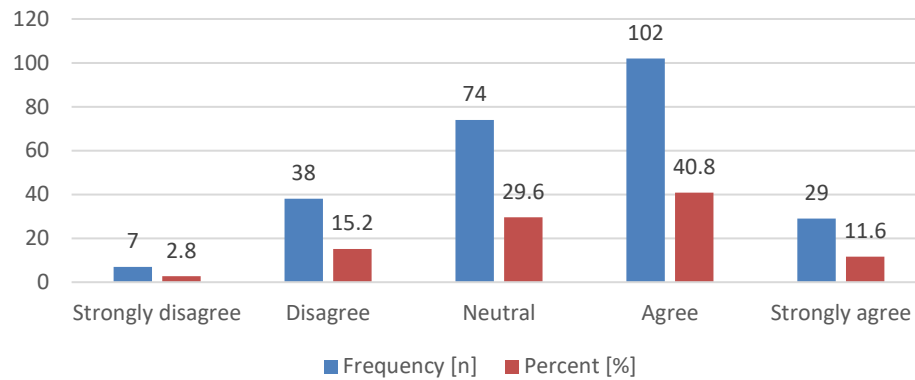
The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.



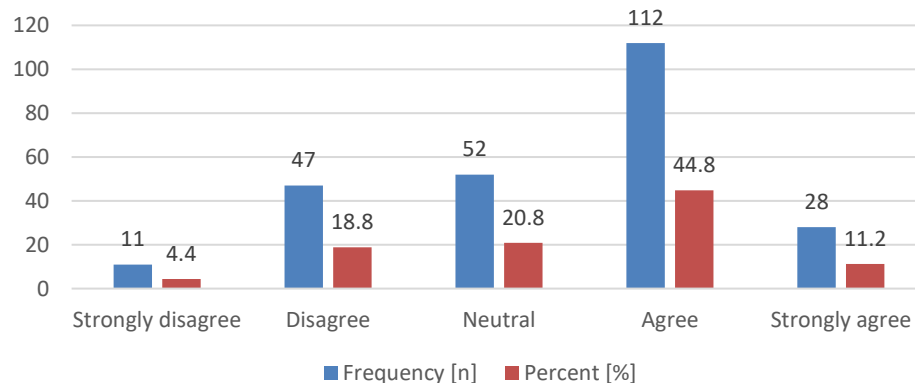
The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.

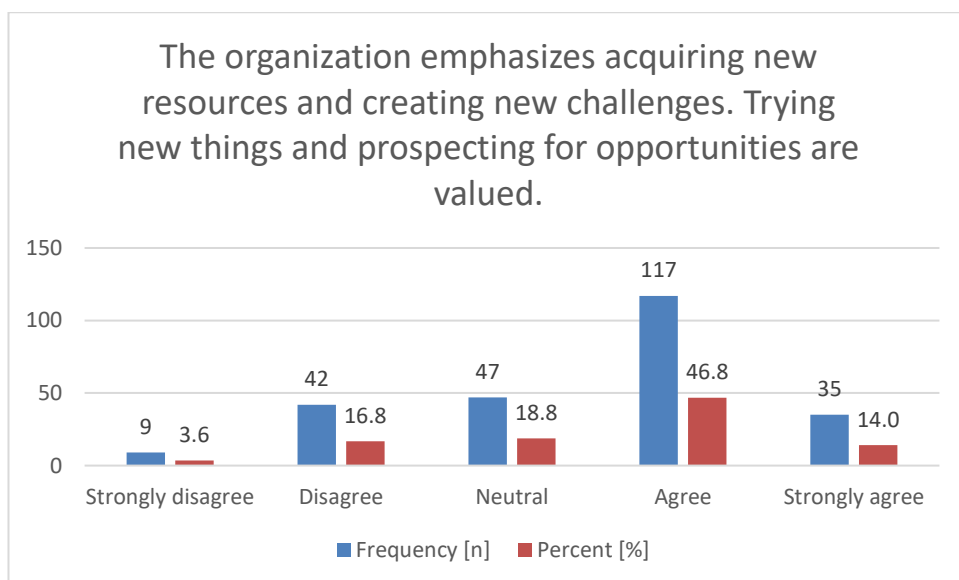
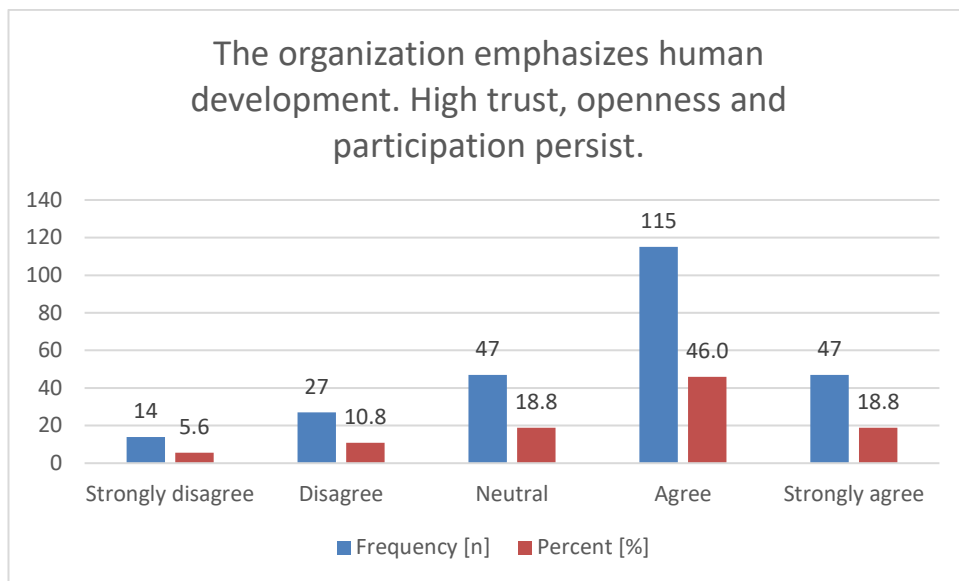


The glue that holds the organization together is emphasis on achievement and goal accomplishment.

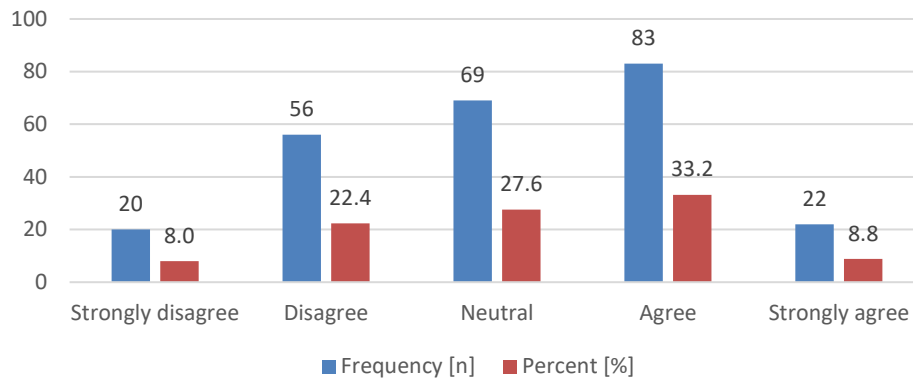


The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.

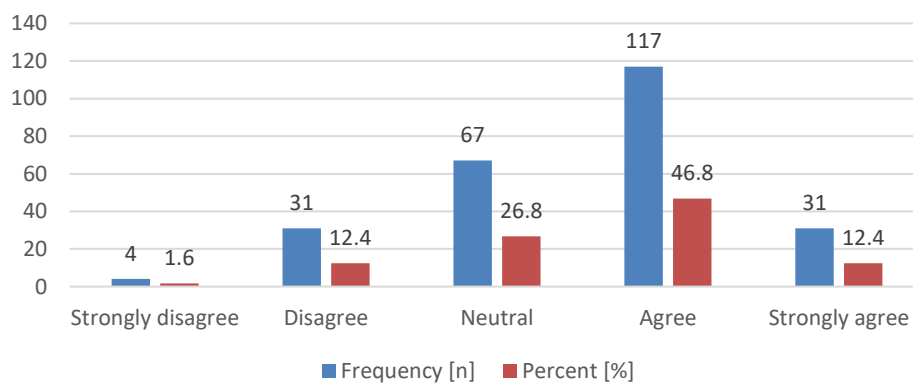




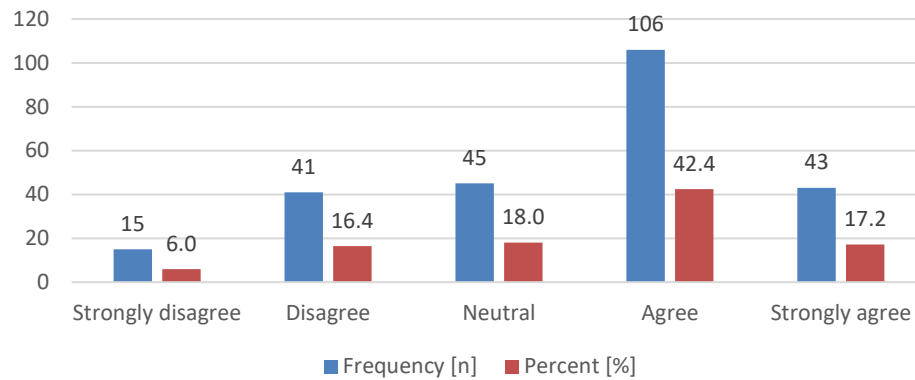
The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.



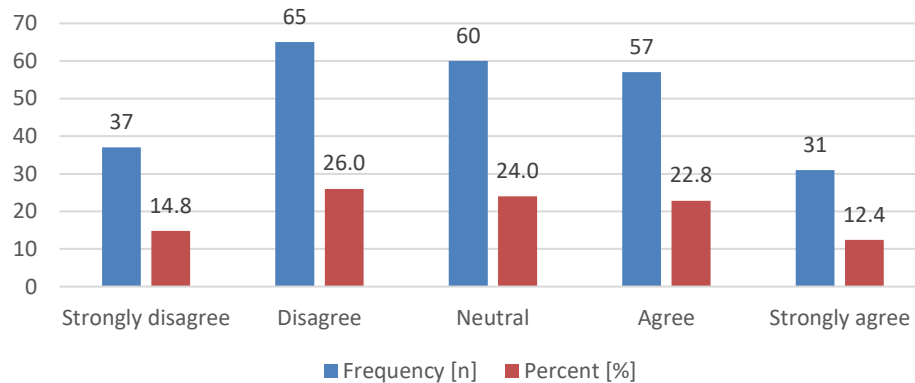
The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.



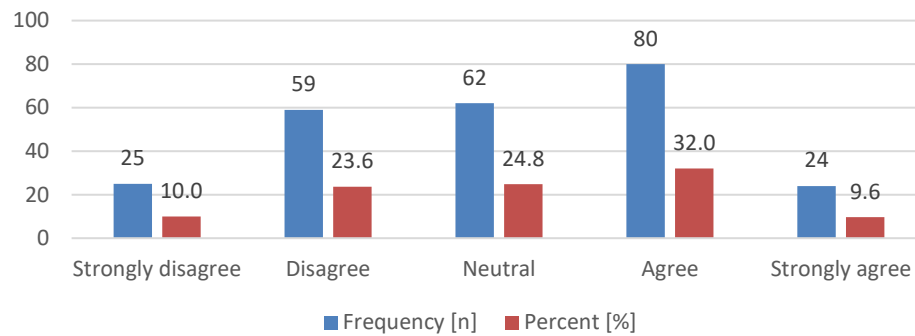
The organization defines success on the basis of the development of human resources, teamwork, employee commitment and concern for people.



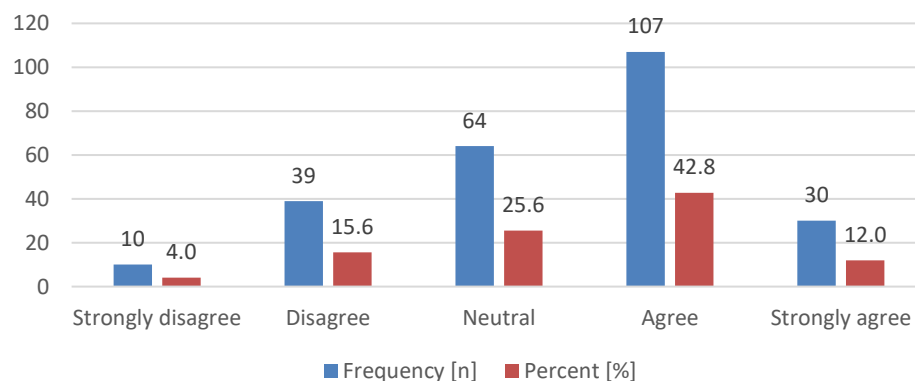
The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.



The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.



The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.



7.4.3) Survey-Answers: SLBS-6

