Servant Leadership and Job Satisfaction: A Causal Comparative Study

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Abstract

An apparent gap in knowledge regarding servant leadership related to employee job satisfaction seems to exist. The non-experimental quantitative correlational study was conducted to address this situation using participants from the manufacturing industry. A sample (n=104) of employees working at various manufacturing businesses in Texas, Florida, and Kansas was used in this study. The focus of the research was on the relationship between servant leadership and employee job satisfaction. To measure servant leadership, Barbuto and Wheeler’s instrument was used. To measure job satisfaction, Spector’s instrument was used. The results indicated positive correlations between servant leadership and employee job satisfaction; however, due to a reduced sample size, the null hypotheses was not rejected to avoid a Type II error. Further research with a larger sample size is warranted to establish a link between the variables within the manufacturing industry within the United States.

Keywords: servant leadership, job satisfaction, manufacturing, correlation, quantitative, Spector, Barbuto, Wheeler
Dedication

This dissertation is dedicated to Grace, my beautiful wife who is my best friend, the mother to our children, and a wonderful “Ya-ya” to our grandchildren, and to my daughters who inspire me to continue to set the example for them while making me proud of them every day.
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I give thanks to my Mother and Father who always believed in me, and may they look down upon me and smile anytime someone addresses me as “Doctor.” I give thanks to my Lord and Savior, Jesus Christ. He has sustained me when times seemed to be impossible. I hope success will help me to serve the Lord.
Table of Contents

List of Figures .................................................................................................................. xii

Chapter 1: Introduction of the Study ............................................................................. 1
   Background of the Study ............................................................................................... 2
   Problem Statement ....................................................................................................... 3
   Purpose of the Study .................................................................................................... 4
   Research Questions and Hypotheses ............................................................................ 5
   Advancing Scientific Knowledge ............................................................................... 7
   Significance of the Study ............................................................................................. 8
   Rationale for Methodology ......................................................................................... 9
   Nature of the Research Design for the Study ............................................................... 9
   Definition of the Key Terms in the study ................................................................... 10
   Assumptions, Limitations, Delimitations .................................................................. 10
   Summary and Organization of the Remainder of the Study ....................................... 11

Chapter 2: Literature Review ....................................................................................... 13
   Theoretical Foundations .............................................................................................. 14
   Servant Leadership Theory ......................................................................................... 14
      Empathy .................................................................................................................. 14
      Healing .................................................................................................................... 14
      Awareness ............................................................................................................... 14
      Persuasion ............................................................................................................... 15
      Conceptualization .................................................................................................. 15
      Foresight ............................................................................................................... 15
Stewardship................................................................. 15
Commitment .................................................................. 15
Building community .................................................. 15
Person-Situation Interactional Theory ......................... 16
Evocation ...................................................................... 16
Selection ....................................................................... 17
Manipulation .................................................................. 17
Review of the Literature ................................................ 18
Servant leadership components .................................... 18
Altruistic calling .......................................................... 20
Emotional healing ........................................................ 20
Wisdom ....................................................................... 20
Persuasive mapping ..................................................... 20
Organizational stewardship ......................................... 21
Job satisfaction components ....................................... 21
Job satisfaction ........................................................... 22
Self-value ..................................................................... 22
Motivation ..................................................................... 23
Perceived treatment ...................................................... 23
Studies in Servant Leadership and Job Satisfaction .......... 24
Study 1 ....................................................................... 24
Study 2 ....................................................................... 25
Study 3 ....................................................................... 26
Summary ........................................................................................................................................50

Chapter 5: Summary, Conclusion and Recommendations ......................................................58

Introduction ..................................................................................................................................58

Summary of the Study ..................................................................................................................59

Summary of Findings and Conclusion .......................................................................................60

Implications ....................................................................................................................................62

  Theoretical implications ................................................................................................................62

  Practical implications ....................................................................................................................63

  Future implications .......................................................................................................................63

Recommendations ..........................................................................................................................64

  Recommendations for future research .......................................................................................64

  Recommendations for practice ....................................................................................................65

References .......................................................................................................................................67

Appendix A ......................................................................................................................................77

Appendix B ......................................................................................................................................80

Appendix D ......................................................................................................................................83

Appendix E ......................................................................................................................................84

Appendix F ......................................................................................................................................85

Appendix G ......................................................................................................................................86

Appendix H ......................................................................................................................................87

Appendix I ......................................................................................................................................88

Appendix J ......................................................................................................................................89
List of Figures

Figure 1. U.S. Manufacturing Employment (Sherk, 2010) ............................................. 39

Figure 2. Sample Size Calculation using G*Power .......................................................... 44

Figure 3. Boxplot of Job Satisfaction before the removal of outliers ............................ 54

Figure 4. Boxplot of Servant Leadership before the removal of outliers ....................... 55

Figure 5. Post hoc analysis using G*Power .................................................................... 56
Chapter 1: Introduction of the Study

The purpose of this study was to determine the relationship between servant leadership, as perceived by employees, and employee job satisfaction. The value of the study was to determine whether servant leadership provides an effective means by which the relationship between leaders and employees promote job satisfaction within the United States. The population for the study included the employees from the State Manufacturers Associations of Florida, Austin Regional Manufacturers Association-Texas, and Kansas City Manufacturing Network-Kansas. Provided in the study was data about the effects of servant leadership on employees. The study was a quantitative correlational examination, and the researcher identified data and provided an explanation of how data analysis occurred. Written and graphic information in a readable and clear presentation of the findings showed the results of analysis.

Through the research, investigation of six reference studies showed a relation to servant leadership and employee job satisfaction. A gap exists requiring an increase in research to show the effect of servant leadership on employee job satisfaction affecting the manufacturing industry. Al-Sakarnah & Alhawary (2009) found a gap in research caused by personal identifiable information concerns by labor’s representatives. Van Dierendonck (2010) explored servant leadership and servant leadership's effects on managing employees.

Chapter 1 discusses background of the study along with the problem statement and purpose statement. Additionally, Chapter 1 contains the research questions employed to guide the study, a discussion of how the study assisted the researcher to advance scientific knowledge, and the significance of the study. Further, the chapter includes the
rationale for the selected methodology and research design; Finally, Chapter 1 contains a definition of terms, the assumptions, the limitations, and the delimitations of the study.

**Background of the Study**

In 1970, manufacturing was showing its largest production numbers and accounted for approximately 22% of all non-farm payrolls (“Chart of the day,” 2012). As a part of moving away from command-and-control leadership and toward a participatory and process, oriented leadership style servant leadership was studied (Rubio-Sanchez, Bosco, & Melchar, 2013). Power and responsibility shared with followers and leaders, concentrating on the interests of followers, will gain feedback from followers demonstrating a perception of culture servant orientation (Rubio-Sanchez et al., 2013). Giving employees a sense of importance gives a sense of ownership. The Hawthorne studies (Mayo, 1937) influenced the historical development of servant leadership (Stone & Patterson, 2005). Organizational research focused on overcoming classical and scientific schools of management (Stone & Patterson, 2005).

The Hawthorne studies (Mayo, 1933), demonstrated the effects of work situations and effects produced on leaders and followers of various environmental changes. Mayo’s work indicated the reactions of human beings and influence on work activities (Stone & Patterson, 2005). Researchers of early theories and studies conducted, allowed for the use of a measure of performance outcomes in the area of building profitability. The Hawthorne studies informed researchers of the effects of employee attitudes on performance (Franke & Kaul, 1978). Robert Greenleaf was among the seminal thinkers of servant leadership. Greenleaf (1971) supposed a philosophy built on servant leadership conveying the primary and principal aspiration of service to others.
Greenleaf (1991) first introduced and disseminated the theory into the education and business arena. Jesus Christ taught and embodied the principle of servant leadership over 2,000 years ago. Spears (2010) added the concept of emotional stability to the work of Greenleaf. Barbuto and Gifford (2010) added the concept of wisdom to the work. The ability to invoke wisdom in different situations made possible altruistic choices and good decision making, at any time, by servant leaders (Barbuto & Gifford, 2010). The researcher conducted the study to document whether servant leadership had a direct effect on employee job satisfaction.

**Problem Statement**

The problem addressed in the study is a gap in the literature concerning the relationship of how servant leadership influences employee job satisfaction. Prior research suggests the study of servant-leadership theory was rare compared to other leadership theories and a minimal number of scholars have studied servant leadership as a precursor of job satisfaction. Servant leadership theory needs further support (Amburgey, 2005; Chung, Jung, Kyle, & Petrick, 2010; Mishler, 2012; Stone, Russell & Patterson, 2003; Yates, 2011). Research into servant leadership needs expansion in the area of employee job satisfaction concerning the number and type of organizations in the U.S. southeast studied (Jones, 2012). The research in the current study utilizes manufacturing companies in Florida and Texas, which meet the call to fill the gap for collection of data in the south on servant leadership in relation to employee job satisfaction.

Value of employees is important because of its relation to employee empowerment and productivity, which relates to employee self-value, and motivation. Researchers should conduct further studies on servant leadership and the value placed on
employees. Research needs to compare the level of commitment of employees who report having supervisors who exhibit a high level of servant leadership and how servant leadership relates to other areas of business and industry concerning employee self-value, satisfaction, motivation and perceived treatment (Melchar & Bosco, 2010; Sokoll, 2014). The researcher attempted to add to the theory of servant leadership in relation to a larger data set for management along with employees in the area of manufacturing. Past research attempted to address the lack of employee and management data (Drury, 2004).

The leadership concept has a relationship with employee production. According to Mishler (2012), “successful leadership principles have led to the rapid success of organization” (p. 73). Mishler’s research approaches the servant leadership and job satisfaction relationship. Nivola (1996) reported even though companies may resort to external contracting to cut labor costs, additional motivations necessitating consideration exist. Motivations to consider are lower taxes, lightening regulatory overload, and limiting liabilities (Nivola, 1996). Lower taxes, lighten regulatory overload, and limiting liabilities could result in restructuring companies resulting in shifting work to independent United States contractors, colleagues, and partners in other countries.

**Purpose of the Study**

The purpose of this non-experimental quantitative correlational study was to determine the relationship between servant leadership, as perceived by employees, and employee job satisfaction. The study utilized the quantitative method to determine statistical significates of servant leadership as it relates to job satisfaction. The population studied was made up of the Kansas City Manufacturing Network of approximately \( N \approx 3,000 \) (Kansas City Area Industrial Database, 2014), the ARMA-Austin Regional
Manufacturers Association \((N \approx 180)\) (Austin Regional Manufacturers Association, 2013), and the Manufacturers Association of Florida \((N \approx 16,000)\) (2015 Florida Manufacturers Register® and Industrial Database, 2015).

Improving management and labor relations through servant leadership may show positive or negative effects showing themselves by statistics and producing data to either prove or disprove servant leadership’s effect on job satisfaction. The researcher’s motivation was to find a statistically significant relationship between servant leadership and job satisfaction. Developing a productive relationship between management and employees in the manufacturing industry may have an effect on the economy. The analysis of data provided by surveys indicated that a significant relationship existed between the independent variable of servant leadership and the dependent variable of job satisfaction. Emails and phone calls secured participation by companies belonging to the state manufacturers associations. The IBM Statistical Package for the Social Science, (Version 22) program provided a means to analyze the data and to examine the relationship between servant leadership and job satisfaction.

**Research Questions and Hypotheses**

The following question and hypotheses guided this research:

**RQ1:** What is the relationship between servant leadership and employee job satisfaction?

**H1o:** There is no significant relationship between servant leadership and employee job satisfaction.

**H1a:** There is a significant relationship between servant leadership and employee job satisfaction.
Servant leadership represented the independent variable in the study and job satisfaction represented the dependent variable.

The workers and the management may have to contribute in working together in hopes of maintaining a positive outlook for manufacturing in the United States. The number of Americans employed in the manufacturing industry dropped since 2005 and between 2000 and 2007, manufacturing employment dropped 20% (Sherk, 2010).

Different motivations and reasons exist to drive people to expend effort in jobs. Psychologists demonstrated pro-social and intrinsic motivations involve different reasons for expending effort (Grant, 2008). Interest and enjoyment drive intrinsically motivated individuals. The desire to benefit others drives pro-socially motivated individuals (Grant, 2008). The pro-social motivation is closer in line with servant leadership.

Change in the perception built over time, of companies caring only for profits at the cost of workers, may provide management a way to build trust. Stone and Patterson (2005) reported that the perception of as not concerned with the desires of the workers was prevalent, and represented a threat to profits and at times promoted violence in order to achieve goals. The relationship between management and labor is a dynamic association. Companies have always wanted high profits; however, Nelson (2012) posited that when employees feel a company takes employee’s interest to heart, employees would take company interests to heart. When companies effectively appreciate employee value, they enjoy a return on equity and assets tripling returns. (Cooper, 2012).

A cultural change may be an option for building the United States’ manufacturing business. A change in outlook means the average employee needs to change his or her
mind set from individual to team welfare. Management also should make changes in outlook in relation to team welfare.

**Advancing Scientific Knowledge**

The study provides advancement in the body of knowledge involved with manufacturing within the United States. The researcher has shown a significant relationship between servant leadership, as perceived by employees, and employee job satisfaction. Improvements in management and employee relations could lead to improved job satisfaction. Chully and Sandhya (2014) stated enhancing job satisfaction and psychological welfare of employees resulted from transformational leadership behaviors. A vision of inspiration created and communicated within the organization can build a culture of trust giving meaning to tasks for employees (Chully & Sandhya, 2014). The researcher found limited information and data concerning manufacturing and servant leadership while producing the study. Future studies will benefit from the data added to the body of knowledge by the study.

As the United States builds up its manufacturing in the future data will need to be collected dealing with manufacturing and theories affecting expansion. A gap exists in the knowledge concerning servant leadership theory and its relationship to employee job satisfaction, which may affect the manufacturing industry within the United States. Brown and Bryant (2015) found the need for additional consensus in terms of what is and is not servant leadership. Lacking was a clear, concise, and accurate definition, along with a well thought out restrictively constrained approach.
Significance of the Study

The significance of the study is in finding a relationship between servant leadership and employee job satisfaction utilizing the relationship to drive greater employee dedication to companies and produce profits. Profits can drive growth and investment in companies. This allows opportunities to grow and increase manufacturing utilization in the United States. Increased manufacturing in the United States can increase the employment of Americans, which can bring prosperity to Americans and allow the United States to benefit financially. Comparing the United States’ use of servant leadership to other countries is one way to fact find on behalf of the manufacturing industry.

The research found was limited in the area of servant leadership theory and person-situation interactional theory in relation to job satisfaction and driving an increase in manufacturing. The collection of data and information on the significant relationship between servant leadership theory / person-situation interactional theory and employee job satisfaction may be usefully for further research. Researchers in the future will have greater amounts of data available and be able to reach conclusions with precision about factors affecting manufacturing in a positive way in part because of the study provided here. Practical applications of the data collected in the study will be available for not only researchers but also available to government agencies. Availability may serve the purpose of helping increase the country’s gross national product (GDP) by increasing manufacturing. Improvement in American lives, as a result of increased job opportunities for the middle class, may be the consequence thereby building a stronger America.
**Rationale for Methodology**

Utilizing a quantitative method, the researcher determined the relationship between servant leadership and job satisfaction. Manufacturing has decreased in the United States and the number of Americans employed in manufacturing has dropped appreciably in the past ten years (Sherk, 2010). The researcher posed the research question to identify the influence of servant leadership on job satisfaction. In quantitative studies are found, characteristics such as median, mean, and standard deviation. This study utilizes outlier detection and elimination, correlational analysis, and exploratory data analysis to determine a relationship between variables.

**Nature of the Research Design for the Study**

The quantitative method allowed the researcher to identify the statistical significates of servant leadership on job satisfaction. The analysis of quantitative data can reflect change occurred. The quantitative method places the greatest reliance on representing developments numerically and makes possible the processing of the relevant data in systematic ways to produce trend extrapolations and other forecasts. Tables, graphs, or charts make easier the display for readers or observers of the data. The responses to the surveys have provided data analyzed to show how certain aspects of labor and management relations has affected businesses in the United States. Selected were the state’s manufacturing associations from Florida, Texas, and Kansas. The researcher requested the companies making up membership in the organizations provide two prepared surveys to collect responses. ‘Survey Monkey’ administered the surveys through a web site.
Definition of the Key Terms in the study

The following are the key terms and definitions:

**Job Satisfaction.** “The level of enjoyment an individual receives from their employment in the institution associated to numerous job-related variables” (Judge & Klinger, 2008, p. 394).

**Servant leadership.** The role of servant as leader places the institution as servant. (Greenleaf, 1991).

Assumptions, Limitations, Delimitations

This study was conducted with one assumption. Survey respondents would answer truthfully. The quantitative study called for the assumption of the meaning of the answer options offered had the same understandable measure for all participants. Respondents were volunteers and all responses were anonymous. Not requiring names or other identifiable information on the survey protected the participants. A true reflection of the overall population of the manufacturing community made up the responders.

Two limitations were identified by the researcher:

- A limited number of manufacturing companies agreed to participate in the surveys. As a result, the information is limited and could be expanded on given more associations would participate in the future.
- Data collection took under a one-month time span for responses, given a longer time span for collection of responses may have increased the accuracy of the study.

Answers to the survey questions about servant leadership or job satisfaction could result in a bias. Concerns about job security and possible reprisals, even with the
anonymity provided, could influence the survey participants. In the study, the researcher covered the participants, methods of collections, and period.

The researcher identified several delimitations:

- Union organizations would not participate in the study out of concerns for member’s privacy. This may have affected the quantity of the responses to the survey.
- Collecting data from the number of manufacturing companies agreeing to participate in the surveys was a restriction due to the limited number of associations involved.

**Summary and Organization of the Remainder of the Study**

Factors exist affecting the overall functioning of the United States systems of labor and management. The history has been long and complex filled with unpredictable relationships. Through the study, the alternatives and possibilities included examination and exploration in respect to labor and management organizations. The United States could benefit from alternative ways of doing business. Anything reducing the out flow of jobs to locations outside the United States needs exploration. Exploration of the out flow may resort to external contracting to cut labor costs (Nivola, 1996).

Other motivations to prevent the movement of jobs from the United States remain like lowering taxes, lightening regulatory overload, and limiting liabilities in an effort to keep or build manufacturing within the United States. Discussed in Chapter 1 were the problem, background, purpose, and significance of the study. Methodology, nature, and other important areas of the study were also covered. The next chapter includes a review of the literature to help understand basic premises of labor and management in relation to
servant leadership. Chapter 2 explains the characteristics of servant leadership, the servant leadership and job satisfaction surveys, and the research method used in the study. Chapter 2 through 5 will cover the literature review, methodology, data analysis and results, and finally the summary, conclusion, and recommendations of the study.
Chapter 2: Literature Review

The goal of Chapter 2 is to present the literature review to include an overview of the history, available information, and research on the topic of servant leadership and its relation to job satisfaction. Chapter 2 includes topics on (a) theoretical foundations, (b) job satisfaction components, (c) servant leadership components, and (d) studies in servant leadership and job satisfaction. An extensive review of the literature exposes a gap in the knowledge exists for servant leadership theory and its relationship with manufacturing within the United States.

The purpose of this quantitative correlational study was to determine the relationship between servant leadership, as perceived by employees, and employee job satisfaction. Labor and management relationships within the United States have a long history. Examined here were the characteristics and studies regarding the labor / management relationship both inside and outside the United States. From 1987 to 2010, the manufacturing industry suffered within the United States, where manufacturing decreased to all-time lows (Sherk, 2010). As the literature review moves forward, possible conclusions include servant leadership could offer a means to alleviate the problem of poor manufacturing numbers in the United States through improving job satisfaction. The literature review includes discussion of the characteristics of labor and management. Also included was further background involving the characteristics of servant leadership and the breakdown of the job satisfaction survey and servant leadership survey.
Theoretical Foundations

Servant Leadership Theory

Servant leadership is a theory important to the study. Servant leadership consists of 10 components and the components are not just the characteristics possessed by the individual leader (Jones-Burbridge, 2012). The characteristics demonstrate servant leadership is an ethical perspective on leadership distinguishing crucial moral behaviors leaders should always demonstrate. Greenleaf’s best test is a powerful framework for the review of the literature furthering the conceptual framework for servant leadership provided for by Greenleaf (Jones-Burbridge, 2012). The best test gives the ethical ends for action, combined with Spears distillation of traits identifying the means.

Listening. A servant leader is motivated to listen actively to his or her co-workers and supports others in decision identification. Managers are required to have communication skills, as well as the competence to make decisions (Jones-Burbridge, 2012).

Empathy. The consideration of workers as people who need respect and appreciation in order to promote personal development is important. A servant leader should attempt to understand and empathize with others (Jones-Burbridge, 2012).

Healing. A servant leader needs to have the strength and ability for healing one's self and others (Jones-Burbridge, 2012).

Awareness. A servant leader should have the ability to view situations from an integrated, holistic perspective and needs to gain general self-awareness to help understand issues involving ethics, power and values (Jones-Burbridge, 2012).
Persuasion. A servant leader tries to persuade and does not take advantage of his or her power and status by coercing compliance. The attribute is one of the strongest distinctions between the traditional authoritarian model and the servant leadership model (Jones-Burbridge, 2012).

Conceptualization. A servant leader focuses on long-term operating goals and thinks beyond routine realities. The servant leader has the ability to see beyond the limits of the operating business (Jones-Burbridge, 2012).

Foresight. The servant leader should be able to foresee the possible outcome of a situation, which enables the servant leader to learn from the past and to attain an effective conception about the current reality (Jones-Burbridge, 2012).

Stewardship. Servant leadership, like stewardship, begins with a commitment to serving the needs of others. Helping to server other is the responsibility of servant leadership. The servant leader needs to realize openness and persuasion are of greater important than control (Jones-Burbridge, 2012).

Commitment. A servant leader sees the intrinsic value of people beyond contributions as workers. The servant leader should nurture the personal, professional, and spiritual growth of all employees (Jones-Burbridge, 2012).

Building community. A servant leader endeavors to build a community among businesses and institutions while identifying means to build a strong community within the servant leader’s organization (Jones-Burbridge, 2012).

When examining servant leadership examination should include the meaning of servant leadership. Servant leadership theory explores the concept of servant leadership based on a primary responsibility of service to followers by putting follower’s interests
above the leader’s interests. The theory expresses the moral principle, which indicates individuals grant allegiance to leaders based on a response to, and in proportion to, the evident servant nature of the leader (Greenleaf, 1991). Greenleaf considered the role of servant as a leader, the institution as servant, trustees as servants, servant leadership in business, education, foundations, and churches. Looking at Greenleaf’s words, servant leadership may be a means to build trust and good working relationships. The leader simply serving the employee while leading accomplishes the goal.

**Person-Situation Interactional Theory**

Person-Situation Interactional Theory (value-percept model) includes ties related to servant leadership theory for the purposes of the study. A worker’s values would determine what was satisfying on the job. Basically meaning “satisfaction = (want - have) times importance” (Judge & Klinger, 2008, p. 400). Humans are intelligent creatures in which cognitive perspective on social interaction is possible. Our behavior occurs in response to the meaning of the stimulus and shows reaction based on all our resources (Kihlstrom, 2013). The resources being perception, the thinking process, memory, and communication skills and abilities. Humans are also social creatures and therefore thoughts and actions take place in a social context of cooperation, competition, and exchange (Kihlstrom, 2013). Important in the process is organizational, institutional, family, or group membership along with social and cultural structures. Interactionism asserts people shape the environments. Three ways in which people affect environments, evocation, selection, and behavioral manipulation (Kihlstrom 2013).

**Evocation.** The presence of a person in an environment alters the environment independent of traits and attitudes possessed. Evocation arouses from others by physical
appearance in an unintentional manner and changes the situation for the evoking person (Kihlstrom, 2013).

**Selection.** People affect environment by selecting an environment to be involved with and as a result, the match between person and the environment is nonrandom. Individuals tend to choose environments compatible with personalities, reinforcing and fostering preferences and propensities (Kihlstrom, 2013).

**Manipulation.** When choices are not available, made for us by others, or wrong choices are made, people will sometimes engage in overt behaviors modifying the character of the environment. Behavioral manipulation underlies all acts of instrumental or operant behavior, where the organism's behavior operates on the environment thereby creating a change closely conforming to desires, goals, and purposes (Kihlstrom, 2013).

The manufacturing industry in the United States has suffered poor performance since 1990. Measuring the dependent variable of employee’s job satisfaction against the independent variable of servant leadership was the basis for proving or disproving the hypotheses in the study. The research questions for the study directly relate to the servant leadership and employee job satisfaction. The reason for the relationship is the surveys measured servant leadership in relation to employee job satisfaction. The researcher analyzed outliers, tested variables for normality, and conducted a test of association. The purpose of the study was to find data on the relationship between employees and leadership. The Greenleaf Center found “over 20% of the Fortune magazine top 100 companies have sought guidance from the Greenleaf Center for Servant Leadership, including Starbucks, Vanguard Investment Group, and Southwest Airlines, among other organizations” (McCann, Graves, & Cox, 2014, p. 29). The researcher has attempted to
show the correlation between servant leadership and job satisfaction. The apparent increase in companies seeking guidance in respect to servant leadership leads to the need to ask further questions.

**Review of the Literature**

The research design, population, and sample selection, instrumentation, validity, reliability, data collection and analysis, ethical considerations, and limitations are all very important in understanding the research. Job creation through manufacturing is a very important topic for the health of the United States. Essletzbichler (2004) found “a net decline of over 800,000 manufacturing jobs between 1967 and 1997” (p. 605). In addition, during 1967 and 1982, the United States created “approximately 8.7 million jobs. In the same period, 9.4 million jobs were destroyed” (p. 605).

In this study, the researcher used the surveys on servant leadership, designed and produced by Barbuto and Wheeler (2006), to identify the reliability of the survey instrument. The researcher examined internal reliability, and compared reliability coefficients of this study with the original study. The reliability coefficients in the study ranged from a low of .86 for organizational stewardship to a high of .94 for emotional healing and wisdom. The job satisfaction survey, created by Spector (1994), included evaluation for internal reliability. The researcher compared reliability coefficients produced by Spector to the results found by the researcher.

**Servant leadership components.** The servant leadership survey played a key role in the collection of information as the basis for the research project. Discussed here were the factors making up the servant leadership survey: (a) altruistic calling, (b) emotional healing, (c) wisdom, (d) persuasive mapping, and (e) organizational stewardship. The
factors provided the data for the conclusions in the study. Researchers have obtained conflicting results about the role of pro-social motivation in persistence, performance, and productivity. The use of self-determination theory resolved the conflict between conflicting results proposing pro-social motivation predicts positive outcomes when accompanied by intrinsic motivation (Grant, 2008, p. 48).

Psychologists demonstrated pro-social and intrinsic motivations involved different reasons for expending effort. “Intrinsically motivated individuals based efforts on interest and enjoyment; pro-socially motivated individuals based efforts on a desire to benefit others” (Grant, 2008, p. 48). Either way, the researcher shows in the study employee motivation relates directly to servant leadership. The further the leader serves the employee with the best interests of the employee in mind the greater the positive responses to the questions from the altruistic portion of the survey.

Worker’s motivation matters and should be a concern of both the employers and employees. The results obtained from the hypotheses identified workers placing elevated value on the numerous rewards (motivations) provided by companies. The lack of rewards promoted poor performance and non-commitment. Companies should consider the needs (motivations) of its work force (Akanbi, 2011).

The researcher used the servant leadership survey by Barbuto and Wheeler (2006) as part of this study. The internal consistency of the servant leadership survey (SLS) has convergent validity with other leadership measures. The community researching servant leadership needs to concentrate on fostering a strong theory to expand servant leadership within mainstream leadership research.
Altruistic calling. Altruism includes a description of acting to promote someone else’s welfare, even with risk to one’s self. Evolutionary scientists speculated in order to provide cooperation in human nature the human race developed with altruism ingrained to promote the survival of the species. Altruism promotes social and business connections. The reason for given connections is when one gives to others; both the giver and the person given something feel closer to each other

Emotional healing. “Emotional healing is the ability of an individual to provide emotional support when another individual fails at a task, dream, or relationship. Providing emotional healing to workers provides for the emotional stability and support for the entire organization” (Spears, 2010, p. 6). Emotional stability and support encourages the health of the employees and the organization, building toward a future of possible expansion and development. Manufacturing is a business, dependent on the profit of the company.

Wisdom. Argued was servant leaders monitor surroundings, understand implications of happenings, and anticipate consequences of actions. Both altruistic choices and the best possible decision at any given time were possible because of the ability to invoke wisdom in a variety of settings. (Barbuto & Gifford, 2010).

Judgment is the key to organizational wisdom and decision-making. Managers use wisdom and experience to assure tasks and assignments are done properly. Leaders can provide vision and encouragement but wisdom is needed to know how much and when to employ the factors.

Persuasive mapping. “Leaders use both sources of power and influence tactics as techniques to influence followers” (Barbuto & Gifford, 2010, p. 7). Visualization of the
organization’s future in a persuasive way and create a compelling reason to get employees to engage is promoted by effective persuasive mapping. (Barbuto & Gifford, 2010). Employees engaging in visualizing an organization’s future increase productivity and a sense of ownership, causing the possibility for growth and expansion for manufacturing.

**Organizational stewardship.** Theories of organization and management focus on the self-interests of the people involved and the skills needed to motivate others. Organizational stewardship accepts motivation of people by other than just well-being seeing a role as caretakers is important. Positioned alongside the motivational dimension personal characteristics and culture exist. Empowering and developing people, and expressing humility, authenticity, interpersonal acceptance, and stewardship demonstrates servant leadership. Providing direction also demonstrates servant leadership (van Dierendonck, 2010). Imagine the strength of a company with everyone deeply committed and accountable for its success.

**Job satisfaction components.** The job satisfaction survey plays a key part in the collection of information for the research. Discussed here are the factors making up the job satisfaction survey. Factors are job satisfaction, self-value, motivation, and perceived treatment. The results identified the correlation between servant leadership and job satisfaction.

Credit for making researchers aware of the effects of employee attitudes on performance belongs to the Hawthorne Studies, conducted in the 1920s and 1930s (Boundless Open Textbook, 2015). Workers were very responsive to additional attention and a sense of caring and interest in workers from managers. The studies also concluded
although financial motives were important, social factors were similarly important in defining the worker productivity. The Hawthorne studies of the 1920s and 1930s reflected changing a variable usually increased productivity, even if the variable was just a change back to the original condition. The presumption was the employees worked harder perceiving individual monitoring.

Work conditions can affect production and profit. Harter, Schmidt, Asplund, Killham, and Agrawal (2010) found “managerial actions and practices can impact employee work conditions and employee perceptions of the conditions, thereby improving key outcomes at the organizational level” (p. 378). After the Hawthorne studies (Mayo, 1937), researchers started to look critically at the notion, a happy worker is a productive worker. Based on work by Brayfield and Crockett (1955), little evidence of any simple or appreciable relationship exists between employee attitudes and performance. Job satisfaction had a correlation with criteria of performance in 20 studies (Armstrong, 2006). Utilized in the study, the job satisfaction survey (Spector, 1994), identified reliability coefficients indicating the five dimensions of servant leadership. The dimensions indicated reliability and consistency with the reliability coefficients produced by the original authors of the instrument (Barbuto & Wheeler, 2006).

**Job satisfaction.** Lund (2003), employee job satisfaction is directly related to how well an employee’s expectations of a job are in agreement with the reality of work. Feelings of purpose at work, and extrinsic job elements, such as compensation are how employees assess job satisfaction based on intrinsic job elements.

**Self-value.** Howell (2013) addresses development of the Collective Self-Esteem Scale (CSES), which measured self-esteem in relation to membership in social groups
based on gender, race, and ethnicity. The scale included a revision to the Collective Self-Esteem Scale-Revised (CSES-R), which instructed participants to focus on membership in a particular group or organization in considering responses. The CSES-R yielded valuable information regarding self-esteem and membership in a business or company. The Organizational-Based Self-Esteem (OBSE) Pierce, Gardner, Cummings, and Dunham (1989) found high levels of OBSE increased satisfaction and commitment among employees. The increased satisfaction and commitment of employees resulted in a productive business and promoted business.

**Motivation.** Servant leadership practices provide intrinsic motivation. Maslow’s (1943) Hierarchy of Needs includes the suggestion the highest level of motivation provides for opportunities of personal growth. Self-actualization needs - realizing personal potential, self-fulfillment, seeking personal growth and peak experiences make up the factors of Hierarchy of Needs. Leaders have tools available to motivate workers to provide for optimum company health. Nine ways to motivate employees stated by McCuistion (2013), are: (a) open lines of communication, (b) listen to comments, (c) accept others as people with worth and value, (d) exercise a high level of emotional intelligence, (e) motivate through persuasive leading, (f) involve workers in the decision-making process, (g) be a person of character, (h) use the organizational vision, mission and goals, and (i) keep the focus on people first (McCuiestion, 2013). Following the nine guidelines above, any business or manufacturing company may provide an advantage to production and profit through employee satisfaction.

**Perceived treatment.** The surveys examine employee’s outlook on treatment to show areas of possible improvement affecting the overall health of the companies.
Turnover of employees is a serious issue in the field of business and in its human resource management. Procedural justice was a stronger predictor of study variables compared to distributive justice. Findings suggest the fairness of personal outcomes may have a larger impact on turnover intentions, job satisfaction, and organizational citizenship behavior (Nadiri & Tanova, 2010). Reflected as essential in companies are employee bonds resulting in survival amid change. Cohesion around the idea of community meant managers advanced from within providing a sense of stewardship. Extending the life of the company and allowing for growth. As employers go beyond normal expectations in treating employees well, such as extra training or benefits to employees without apparent organizational gain, indebtedness can develop (Schmidt, 2008, p. 3). Indebtedness can have a positive relation to work outcomes such as organizational commitment.

The job satisfaction survey served to collect information for analysis in the research project. Discussed here the factors making up the Job satisfaction survey: (a) pay, (b) promotion, (c) supervision, (d) fringe benefits, (e) contingent rewards, (f) operating conditions, (g) coworkers, (h) nature of work, (i) communication, and a complied category of total satisfaction. Respondents were asked questions relating to the nine categories of the Job Satisfaction Survey.

**Studies in Servant Leadership and Job Satisfaction**

**Study 1.** McMurray, Pirolla-Merlo, Sarros, and Islam (2010) explored the effects of leadership on organizational climate, employee psychological capital, commitment, and wellbeing in a religious/church-based non-profit organization. The study found a strong positive relationship between employee ratings of immediate supervisor's
transformational leadership and employee ratings of organizational climate, wellbeing, employee commitment, and psychological capital. The servant leadership characteristics demonstrated in the study was stewardship in the commitment of the leaders to the employees. Also commitment to stewardship by the leaders to develop personal, professional, and spiritual growth to build the community. Stewardship by the leaders had a positive effect on the employee’s feeling of job satisfaction. Serving as a contribution to the non-profit literature was evidence of the impact of leadership on organizational climate. Adding dimensions of psychological capital, employee wellbeing, and commitments added to the knowledge of relationships (McMurray et al., 2010).

**Study 2.** Sendjaya and Pekerti (2010), focused on the impact of servant leadership on followers’ trust in leaders. The findings identified servant leadership was a significant predictor of trust with covenantal relationship, responsible morality, and transforming influence as the key servant leadership behaviors significantly contributing to followers’ trust in leaders. The servant leadership characteristics demonstrated in the study was the ability of the leadership to listen to the employees. The result of servant leadership’s commitment to serving the needs of others showed a building of the work community. Stewardship produced a positive effect on the employee’s feeling of job satisfaction. Obtained was data from 555 employees of two educational institutions using measures of servant leadership behaviors and followers’ trust in leader. Followers who perceived high servant leadership behavior in leaders had significantly higher trust levels compared with others who perceived low servant leadership behavior in leaders (Sendjaya & Pekerti, 2010). Sendjaya and Pekerti discussed trust-building behaviors in which leaders should
participate such as: articulation of a shared vision, role-modeling, demonstration of concern and respect for followers, and integrity-infused decisions and actions.

**Study 3.** Han, Kakabadse, and Kakabadse (2010) had findings identifying the concept of servant leadership holding parallel meaning in China to the West. The Chinese concept of servant leadership describes public servant leadership in the public sector and servant leadership in the non-public sector. The purpose of the study was to explore whether the Western concept of servant leadership held the same meaning in the public sector of the cross-cultural context of China and to identify whether an alternative term in the Chinese language existed closely related to the concept of servant leadership. The servant leadership characteristics demonstrated was similar to others used in the west and other areas of the world to include persuasion, commitment, the building of a sense of community, and empathy for workers. Anytime the above was true, a positive effect on the employee’s feelings of job satisfaction occurred. The paper attempted to examine servant leadership in the public sector in China comparing and contrasting several forms of Chinese servant leadership orientation between China and the West (Han et al., 2010).

**Study 4.** Lih, McCain, Tsai, and Bellino (2010) “examined the antecedents and consequence of casino employees' ethical behavior. The study proposed both distributive and procedural justice had positive influences on ethical behavior, which in turn positively affected workers' job satisfaction” (p. 993). The findings indicated a positive influence of casino employees' ethical behavior on both procedural and distributive justice, with procedural justice acting as a highly influential motivator. The servant leadership characteristics demonstrated in the study was the desire of the servant leader to listen to the employee’s voice on the effects of procedural and distributive justice.
Utilized by the employer awareness helped meet the needs of the employees in building a sense of community and a sense of stewardship and commitment to the business. Stewardship and commitment had a positive effect on the employee’s feeling of job satisfaction.

The three proposed determinants of casino employees' job satisfaction, distributive justice had the strongest positive effect. Suggested by the study were action could be taken by management to enhance employees' perception of distributive and procedural justice to motivate ethical behavior (Lih et al., 2010, p. 993).

Distributive justice plays a greater role than procedural justice and ethical behavior in enhancing casino employees' job satisfaction.

**Study 5.** Gunlu, Aksarayli, and Perçin (2010) identified the effects of job satisfaction on organizational commitment for managers in large-scale hotels in the Aegean region of Turkey. The researchers also examined the relationship between the characteristics of organizational commitment and job satisfaction. Gunlu et al. found that “extrinsic, intrinsic, and general job satisfaction had a significant effect on normative commitment and affective commitment” (p. 694). The findings suggested the dimensions of job satisfaction did not have a significant effect on continuance commitment among the managers of large-scale hotels. “When regard for the characteristics of the sample were taken into account, such as age, income level, and education, the characteristics had a significant relationship with extrinsic job satisfaction whereas income level indirectly affected affective commitment” (Gunlu et al., 2010, p. 694).


**Study 6.** Malik, Nawab, Naeem, and Danish (2010) found “the satisfaction with work-itself, quality of supervision and pay satisfaction had significant positive influence on university teachers” (p. 1). Present in the teacher’s characteristics was a high level of organizational commitment and satisfaction with work, and a high level of the same in relation to supervision, salary, and coworkers. Opportunities for promotions built high levels of satisfaction and a sense of organizational commitment. The servant leadership characteristics demonstrated in the study was commitment to the employees by providing the employees with a foresight to see future possibilities. Promoting a sense of organizational commitment and the conception of ownership in the business provided stewardship by the employees.

Servant leadership and job satisfaction surveys showed both were successfully in determining the relationships found in different cultures. The surveys used in the study have validity and reliability for conducting data collection for the project. Studies 1–3 focused on servant leadership. In study 1, McMurray et al. (2010) described the effects of leadership on organizational climate, employee psychological capital, commitment, and wellbeing. In study 2, Sendjaya and Pekerti (2010) described the impact of servant leadership on followers’ trust. In study 3, Han et al. (2010) described the concept of servant leadership in China compared to the West. All the studies show how important servant leadership was in the relationship between management and employees. The foundation of the researcher’s study was to show smooth operations in business can provide best profits and thereby increase the chances of expansion and greater employment opportunities.
Studies 4–6 considered job satisfaction and its impacts on employees. In study 4, Lih et al. (2010) examined employees' ethical behavior. In study 5, Gunlu et al. (2010) identified the effects of job satisfaction on organizational commitment. In study 6, Malik et al. (2010) discussed the impact of satisfaction with job dimensions on perceived organizational commitment. Aspects of servant leadership and job satisfaction measurement for both sets of studies 1-3 and 4-6 could have occurred. Measuring further aspects would enhance research design and improve the quality of the research.

**Instruments**

**Job Satisfaction Survey.** One instrument used in this research was the Job Satisfaction Survey (Spector, 1994). This instrument is widely used, and has been examined for internal reliability was the survey instrument. The reliability coefficients in the study range from a low of .86 for Organizational Stewardship to a high of .94 for Emotional Healing and Wisdom. The reliability coefficients show the five dimensions of servant leadership were reliable and were consistent with the reliability coefficients produced by the original authors of the instrument. The researcher evaluated internal reliability, and compared the reliability coefficients in the study to results of the original study.

Spector’s (1994) original findings showed the Cronbach’s alpha reliability coefficients for the nine facets of the Job Satisfaction Survey ranged from a low of .56 for Conditions, to .87 for Pay. The reliability for Total Job Satisfaction, using all 36 items, was .94. The reliability for Conditions (.56) was below the generally acceptable reliability of .70. As shown in the table, the reliability for Condition was also low (.62) in the original study. Given the Job Satisfaction Survey is an established instrument used in
numerous studies, the Condition facet of the instrument was included in the study. One exception, all other facets of the Job Satisfaction Survey, including Total Job Satisfaction, had acceptable reliability. The answers reflect in the data servant leadership. Servant leadership directly influences views of employees and should reflect in the data collected. Employee satisfaction is directly related to the production of any company as will be shown later in the paper. Appendix B is the request for the use of the Survey by Professor Paul Spector and Appendix C is the approval to use the Survey of Paul E. Spector from the University of South Florida titled Job satisfaction survey.

**Barbuto and Wheeler.** The second survey reflects servant leadership found in Appendix D. Barbuto and Wheeler (2006) developed the Servant Leadership Questionnaire (SLQ). The survey contains 23 items reflecting the five identified dimensions of servant leadership. A five-part Likert scale collected data rating how often the leader exhibited the indicated behavior. Appendix E is the request for the use of the Survey by John E. Barbuto from the California State University – Fullerton, and Appendix F is the approval to use the Survey of John E. Barbuto Servant leadership questionnaire. Barbuto and Wheeler (2006) assessed the *Scale development and construct clarification of servant leadership*, leader and rater versions of the subscales, for internal reliability using SPSS scale internal reliability functions. The feature removed poor item performance function based on item to total factor correlations. Assessed were the reliabilities of each of the 10 servant leadership subscales (5 for one-self, 5 for the rater).

The self-version of the subscales demonstrated reliabilities ranging from .68 to .87. The rater version of the subscales demonstrated reliabilities ranging from .82 to .92. No opportunities for improving the reliability coefficient alphas for any of the subscales
exists. Calculated for all subscales were simple statistics. Self-rated subscales of servant leadership subscales identified means ranging from 2.48 to 2.98. The standard deviations were consistent across the five subscales, ranging from 0.49 to 0.58. For the rater versions of the servant leadership subscales, means ranged from 2.58 to 3.24. The standard deviations were consistent for rater versions across the five subscales, ranging from 0.73 to 0.97. In both self and rater versions of the servant leadership questionnaire, wisdom, and organizational stewardship were the highest reported characteristics for the sample. Persuasive mapping was the lowest reported characteristic across both self and rater versions. Wisdom and persuasive mapping produced the greatest variability in self-report responses. Emotional healing produced the greatest variability in rater-report responses. The intercorrelations for self and rater versions of the servant leadership subscales were calculated. Subscale intercorrelations ranged from $r = .28$ to $r = .53$ for self-versions and from $r = .47$ to $r = .71$ for rater versions of the servant leadership measure. The highest intercorrelation for the self-version of the servant leadership questionnaire was between emotional healing and persuasive mapping.

The lowest intercorrelation for the population was between altruistic calling and persuasive mapping. The highest intercorrelation for rater version of the servant leadership questionnaire was between altruistic calling and motional healing. The lowest intercorrelation was between persuasive mapping and organizational stewardship (Barbuto & Wheeler, 2006). Servant leadership directly affects views of the employees reflecting in the data collected.

In conjunction with the above surveys and current data available from the National Manufacturer’s Association and the Bureau of Labor Statistics compiled was a
picture of how manufacturing has been affected by labor organizations and management. The state manufacturers associations aided in the selection of companies to ask for responses to the survey to obtain a usable number of respondents. The second step was to provide the state manufacturers with the web link and request member’s participation in the research by accepting the requirement of answering the survey within an allotted period of thirty calendar days. The researcher used random number identification for analysis purposes. The respondents indicated level of agreement with a rating / Likert scale or binary response.

Data Analysis

Each participant completed a survey by electronic means utilizing the web site Survey Monkey. Conducted in the study outlier detection and elimination, correlational analysis, and exploratory data analysis using SPSS software to examine the relationship between servant leadership and job satisfaction. Conducted was a review of outliers, test of normality, correlational analysis, and a test of association to determine if any correlation exists between components.

Measurement

Surveys sent out to multiple United States manufacturing companies via the state manufacturers associations collected the data. Questions posed helped identify how servant leadership as perceived by employees related to employee job satisfaction. The surveys were analyzed for the possible impact to business overall. Management and employees working at the companies received the surveys. The hope was the companies would participate in an effort to understand the relationship of labor and modern business management. The alternative was to either send the surveys to companies listed on
known web sites or utilize a company providing company listings either of which would require contacting companies one at a time.

Sending the invitation to the state manufacturers associations made contacting companies for the collection of data expedient. The Survey Monkey website constructed the surveys. Survey Monkey helped in the distribution and analysis of the data. Analysis of existing data showed the possible effect of the variables on manufacturing. Shown was a known effect on the business of manufacturing by the variable in terms of profit and longevity by the use of ratio. A combination of interviews in the form of surveys and data from other historical sources showed actual manufacturing increase or decrease over the years.

Survey Monkey conducted collection and analysis. Seeing as companies might have been concerned about confidentiality when dealing with information about procedures in solving internal productivity and employee relations problems. The assignment of randomly drawn number protected and maintained security and privacy.

**Summary**

The relationship between employees and management shows an important aspect of servant leadership in relation to employee job satisfaction. The servant leadership theory may effectively change the dynamics between management and employees thereby creating a favorable environment for manufacturing and business. Analysis of gathered information by interview surveys provided for logical conclusions through quantitative research to explain the outcome of the variables of the study on the overall problem of increase or decrease in manufacturing. The sample population and size of the feedback numbers for the survey determined the number of respondents required for an
effective survey. How servant leadership affects manufacturing as perceived by employees relates to employee job satisfaction.

Covered in the chapter was the introduction to the chapter and background to the problem, with the theoretical foundations expanding on servant leadership theory and person-situation interactional theory. Also covered was review of the literature broken down to job satisfaction components and servant leadership components. Presented for the reader’s information were several studies in servant leadership and job satisfaction. Followed by the literary review instruments used consisting of surveys designed by Spector, and Barbuto and Wheeler. Surveys provided the gathering tool for analysis. Explored in Chapter 3, the research questions and hypotheses. Also included is the research design, along with instrumentation. Validity, reliability, data collection and analysis, ethical considerations and limitations were also part of the chapter.
Chapter 3: Methodology

Introduction

Investigation into the cause and effect of labor on business, in particular, with respect to servant leadership within the United States, and the relationship to employee job satisfaction was the purpose of the study. In chapter 3, the purpose was to explore the research questions and hypotheses along with the research methodology. Important content of the chapter includes the research design, population and sample selection, instrumentation, validity, reliability, data collection and analysis, ethical considerations, and limitation. The data included analysis with the software program ‘SPSS’ to produce results. The methodology of the study used an analysis of the data by a review of outliers, test of normality, correlational analysis, and test of association. Also included in the chapter are tables and figures to make the data easier to understand.

Scott (2015) found the data showed manufacturing employment stable for three decades until 1998, and declining since, with traditional manufacturing states within the United States feeling the most distress (Scott, 2015). The policies most helpful to manufacturing are the ones helping to close the nation’s large trade deficit. Reducing the trade deficit would provide a needed macroeconomic lift to a United States economy operates far below potential (Scott, 2015). Several explanations for changes in manufacturing in the United States exist. Among the explanations are the effects of (a) globalization and off-shoring, (b) available labor pools, (c) an increase or decrease in costs to manufactures, and (d) changes in the value of the dollar worldwide. Examination of how the policies addressed the relationship between labor and management could provide insight into effects.
The purpose of the research was for the researcher to identify and give validity to methods to increase manufacturing profitability with respect to servant leadership and employee satisfaction. Questioned in the study was to what degree (if any) servant leadership as perceived by employees and management relates to employee job satisfaction. Manufacturing could have an impact on the gross domestic product (GDP) of a country and could have an impact on job creation.

**Statement of the Problem**

The problem addressed in the study relates to how servant leadership influences employee job satisfaction. Unknown is how the servant leadership concept relates to employee production. Opponents indicated the failure of highly unionized domestic industries might harm the economy. Economists have studied the results of the use of unions in depth (Sherk, 2009). A broad survey of academic studies indicates unions can at times achieve benefits for members and still cause harm to the overall economy. Economic research indicated unions benefit members, at the same time can hurt consumers generally, and can hurt workers by causing an environment denying job opportunities (Sherk, 2009).

Businesses and industries try to circumvent using unions, because the union presence can cause a feeling of unwelcome expenses in profitability and control. The areas of marketing strategy, technological advancement, business planning, operational capabilities, along with other areas are the central factors driving business success, and not whether or not the business is unionized (Sherk, 2009). The relationship between management and unions seems adversarial.
Labor unions may help enhance productivity by serving as a collective voice for workers to enhance labor-management communication. At the same time however, pointed out have been how labor unions can also be a monopoly bargaining agent, which may have a negative impact on productivity. Several empirical studies have shown the estimated effects of unionization on productivity vary significantly in the United States and Europe, ranging from positive to negative. The tentative consensus at present is the presence of a labor union at a worksite has no or a modest positive affect on productivity. Noted in the United States in particular was the productivity enhancing impact of labor unions was far too small compared to the pay increase impact, resulting in an overall negative influence on corporate profitability (Morikawa, 2009).

Most studies have not been conclusive in determining effects one way or another. The economic downturn of 2008 drove the need for manufacturing to help provide employment and provide good wages within the United States to achieve a positive economic effect. Attention focused on the review of employees and employee impact on manufacturing cost and sustainability. The goal for the study was to discover the reasons for positive or negative effects on employees in manufacturing through job satisfaction, effected by servant leadership. Providing the information may help in the redevelopment of manufacturing in the United States.

Possible useful strategies from the Japanese success in manufacturing since 1970 may provide techniques employable within the United States to build the manufacturing industry. The Japanese affected the world markets in industries, such as cameras, watches, electronics, motorcycles, automotive products, machine tools, shipbuilding, and aerospace. Ouchi’s Theory (1981) entitled Theory Z, expresses the key to Japanese
success is not technology, but a way of managing people. Four factors exist in the managing style, a strong company philosophy, a distinct corporate culture, staff development, and consensus decision-making (Ouchi, 1981). Later a book by Schonberger (1982) entitled *Japanese Manufacturing Techniques: Nine Hidden Lessons in Simplicity help to drive impact* also addressed the subject. Schonberger generated interest in Japanese management in the United States. The books included discussion about just-in-time production, management technology, quality in production, culture not being an obstacle, making tasks simple, flexibility being the key to success, and self-improvement leading to improving the business model (Schonberger, 1982).

**Research Question and Hypotheses**

The number of Americans employed in manufacturing dropped appreciably since 2005. Manufacturing employment dropped 20 percent between 2000 and 2007. Since the recession in 2008, manufacturing employment fell by an additional 15% and between 2000 and 2010, manufacturers reduced a net, 5.6 million jobs (Sherk, 2010) (see Figure 1).
The research questions and hypothesis put forth were the following:

RQ1: What is the relationship between servant leadership and employee job satisfaction?

H1₀: There is no significant relationship between servant leadership and employee job satisfaction.

H1ₐ: There is a significant relationship between servant leadership and employee job satisfaction.
Research Methodology

The study used the quantitative method to determine the relationship between servant leadership and job satisfaction. The independent variable represented servant leadership, and the dependent variable represented job satisfaction in the study. The method met the needs of the study to allow pertinent facts to be gathered and analyzed to reach a logical conclusion as to the impact of servant leadership on labor and its effects on manufacturing and job creation (if any).

Madrigal and McClain (2012) reported quantitative studies provide data expressed in numbers to allow for the use of statistical tests to describe the data and create meaningful results. One can find characteristics such as median, mean, and standard deviation along with utilizing analysis of variables (ANOVA) to determine if an effect (or correlation) between the independent and dependent variables occurred.

Researchers proposed several theories concerning causes of job satisfaction in the literature to include the person-situation interactional theory (value-percept model). “Individuals’ values would determine what satisfied workers on the job. Basically theory means satisfaction = (want - have) times importance” (Judge & Klinger, 2008, p. 400).

Another theory important in understanding the dynamics of the study was Selye’s Theory (1936), which explained when an individual, worker, or union faces a perceived wrong, the one facing the wrong reacted with a process called general adaptation syndrome (GAS). According to Pacaket al. (1998), Selye described GAS as the first stage is the alarm reaction, the second stage is the stage of resistance, and the third stage is the stage of exhaustion. The theory can be seen in the worker’s or union’s pickets or strikes as an
alarm and resistance response. Selye’s theory can have an impact on the employee’s job satisfaction, thereby tying the theory into the job satisfaction factor of the study.

The quantitative aspect of the study included the survey questions listed in Appendix A and B. The responses provided data to analyze regarding how certain aspects of labor and management relations may affect businesses in the United States. The study provided a compilation of data to present a picture of how servant leadership may affect employee job satisfaction, which may have a negative or positive impact on the manufacturing industry. The companies chosen to participate in the study, included state’s manufacturers associations. The researcher asked the associations to provide the surveys to the companies currently members to provide data for collection. A web link provided the state manufacturers access to the surveys. The members acknowledged participation in the research by accepting the requirement of answering the survey within an allotted period of 30 calendar days. Sending invitation to the state manufacturer’s associations expedited the data collection process.

**Research Design**

The study used a quantitative method with a correlational design to examine the extent to which differences in one characteristic or variable related to differences in other characteristics or variables (Leedy & Ormrod, 2010). The goal of the study was to determine the relationship between servant leadership and job satisfaction of workers in manufacturing within the United States. The independent variable in the research question was servant leadership, as perceived by employees, where the dependent variable was job satisfaction. The researcher used Survey Monkey for distribution of surveys, because web based surveys offer an advantage of low cost to administer. In
addition, a quicker turnaround time for data collection was a result. The web based method offered a form usable by statistical software packages, with less chance for coding errors, where individual anonymity of the responses through the web-based system were used. The process for ensuring participation in the survey was to initially contact multiple state manufacturers’ associations and solicit help in contacting individual manufacturers and workers. The follow up with manufacturers included an email as a thank you for providing help. The use of email encouraged timely response as an effective method of motivation. Listed in Appendix G. Appendix H, I, and J are the requests for participation in the surveys with the anonymous survey consent letter used in the research. The only incentive offered for a response to the survey was the chance to be part of the study and possibly contribute to improving the use of manufacturing within the United States.

**Population and Sample Selection**

The population for the study included companies having membership in the State Manufacturers Associations from Florida, Austin Regional Manufacturers Association-Texas, and Kansas City Manufacturing Network-Kansas. The associations above granted permission for employees to participate in the research, however company participation was voluntary. Participants had the right to choose not to participate. N represents the number of elements in a population. The following were the participants and populations, Kansas City Manufacturing Network, Manufacturers Association of Florida, and Austin Regional Manufacturers Association.

The mathematical calculations for obtaining a sample size are generally complex and are a function of alpha, statistical power, and effect size. The calculations are also
dependent on the statistical method applied to the sample data as well as the number of
variables. Thus, a well-established software tool, G*Power, was utilized to perform these
calculations. G*Power is a free, standalone power analysis program which is used to
perform statistical testing (Faul et al., 2009).

In addition to alpha, beta, effect size, and statistical power values, a researcher
should choose the appropriate inferential technique and apply the technique to the sample
data. The researcher in determining sample size considered three factors: (a) margin of
error, (b) effect size, and (c) statistical power. Two margins of errors exist researchers
attempt to control in statistical hypothesis testing: Type I and Type II. Erroneously
rejecting the null hypothesis is an example of a Type I error. Not rejecting the null
hypothesis in error is an example of a Type II error. The standard practice is to set the
Type I error value, known as the alpha (α), to .05 (Cohen, 1992). Meaning only a 5%
chance a researcher will arrive at the wrong conclusion and accept the null hypothesis in
error (false positive). Type II errors, known as the beta (β), are based on a researcher’s
judgment after reviewing prior studies, becoming familiar with the topic being
researched, and considering resource or budgetary constraints (Cohen, 1992).

Hypothesis testing either accepts or rejects the null hypothesis, and the choice is a
conclusive decision. Effect size contributes the strength of a relationship (Lipsey &
Wilson, 1993). Statistical power analysis focuses on the probability a statistical test will
correctly reject a null hypothesis (Cohen, 1992). Thus, statistical power (SP) is defined as
p = 1 - β. According to Cohen (1992), “a materially smaller value than .80 would incur an
unacceptable risk of a Type II error. A materially larger value would result in a demand
for N which is likely to exceed the investigators resources” (p. 156).
Based on an alpha of .05, an SP of .80, and an estimated effect size of .15, the research selected a sample size of 346 (Figure 2).

\[ \text{critical } r = 0.105456 \]

**Figure 2.** Sample Size Calculation using G*Power

The researcher obtained approval by the Internal Review Board (IRB) for Columbia Southern University before making contact with participants.

**Instrumentation**

The answers to the surveys reflected data of servant leadership. Servant leadership directly affects views of the employees reflecting in the data collected. Appendix C is the
request for the use of the Survey by Professor Paul Spector and Appendix D is the approval to use the survey of Paul E. Spector from the University of South Florida titled Job Satisfaction Survey. The answers to a SLQ developed by Barbuto and Wheeler (2006) reflected servant leadership in the data collected. Spector (1994) reported the nine facets of the Job Satisfaction Survey and the Total Job Satisfaction scores included evaluation for internal reliability. Given the Job Satisfaction Survey is an established instrument used in numerous studies the condition facet of the instrument was included in the study. With one exception, all other facets of the Job Satisfaction Survey, including Total Job Satisfaction, had acceptable reliability.

Examination of the Servant Leadership Survey, consisted of checking internal reliability and compared the reliability of the coefficients produced by the authors of the original study using the job satisfaction survey (Barbuto & Wheeler, 2006). The reliability coefficients indicated the five dimensions of servant leadership identified reliability and consistency with the reliability coefficients produced by the original authors of the instrument (Barbuto & Wheeler, 2006). Using the above surveys was advantageous to the study and worked out well.

**Validity**

The data of the survey reflected the specific phenomenon claimed in the study. Validity refers to the essential truthfulness of a piece of data. With validity comes the chance for the researcher to declare the data actually determines or reflect the specific incidence claimed. The internal consistency of the servant leadership survey (SLS) has a convergent validity with other leadership measures (van Dierendonck & Nuinten, 2011). The survey was positive in reflecting predictive and concurrent validity in reference to
the construct. The study emphasized internal consistency, construct validity, and responsiveness of the instruments. The survey met the defined reliability and validity criteria and had an adequate content validity. The researcher found both surveys met the requirements of validity for research involved with the paper.

Reliability

Reliability relates to the researchers' claims regarding the accuracy of data. The researcher gathered the data in the study keeping a perspective of questioning whether the data was an accurate representation of reality, while looking for reasons to doubt its accuracy. Using the answers given on the surveys, the researcher employed corroboration and impeachment by examining similar studies. In 2013, 81% of United States employees reported overall satisfaction with current jobs, unchanged from 2012. The group showed 36% felt very satisfied, and 45% were somewhat satisfied (Employee Job Satisfaction and Engagement, 2014). Based on the report the researcher finds a consistency of responses to a previous surveys used. “Research has indicated the Servant Leadership Assessment Instrument is internally consistent and reliable. Alpha reliability coefficients ranging from .89 to .92 have been reported” (Dennis, Bocarnea, Reynolds, Woods, & Baker, 2007, p. 339). The results from the study can be replicated ending in the same or similar outcomes. “The reliability for total job satisfaction, using all 36 items, was .94. The reliability for servant leadership, using 23 items, was .91” (Dennis et al., 2007, p. 339). Both surveys met the requirements of reliability for research involved with the paper.
Data Collection Procedures

The researcher utilized the quantitative method to research and identify the effects of changes between servant leadership in its relationship to employee job satisfaction. Use of the quantitative method helped reach a logical conclusion regarding the impact of servant leadership. The results produced were easy to summarize, compare, and generalize. The surveys, in conjunction with current data available, provided a picture of the relationship of servant leadership and employee, job satisfaction, self-value, motivation, and perceived treatment to overall company viability.

The researcher used a convenience sampling drawn from a list of participants provided by the state manufacturers’ associations and employees. The researcher maintains data for the research for a minimum of seven years after the research concludes. The procedures for obtaining informed consent and for protecting the rights and well-being of the study sample participants were in keeping with the Columbia Southern University Dissertation Policies.

The researcher made use of two surveys for data collection: Spector’s (1994) Job Satisfaction Survey, and Barbuto and Wheeler’s (2006) Servant Leadership Questionnaire. The Survey Monkey website was used as a distribution instrument. The survey population for the study included companies with membership to the State Manufacturers Associations from Florida, Austin Regional Manufacturers Association-Texas, and Kansas City Manufacturing Network-Kansas.

The researcher asked the organizations to have members respond to the survey to produce a number of respondents to the survey. The surveyed personnel included non-union employees and management members of the targeted population. The researcher
assigned a randomly drawn number to maintain security and privacy of companies. Consent letters for each manufacturer’s association participating can be found in Appendix G-J.

At the end of the research, the researcher closed the Survey Monkey account. The researcher will maintain all records for a minimum of seven years after the research concludes. The researcher secured the information on a laptop computer by the use of a portable storage device, which was password protected and locked in a personal safe when not in the position of the researcher. After three years, the researcher will destroy the portable storage devise.

**Data Analysis Procedures**

The research design made use of surveys completed by each participant utilizing Survey Monkey. Data analysis included a review of outliers, tests of normality, and test of association to determine the relationship between servant leadership and employee job satisfaction.

**Review of outliers.** Outliers can be defined as data values falling significantly outside of acceptable range. Outliers can increase the errors associated with the regression model and can have a dramatic effect on the model fit (McCallum, 2005). To identify outliers, box plots are used. A box plot graph splits the data into quartiles (25%, 50%, and 75%), and identifies minimum and maximum acceptable data values (NetMBA, 2010, para. 1). Suspected outliers demanded further investigation about the accuracy of such data.

**Test of normality.** A test of normality has the purpose of obtaining an understanding of the data associated with each variable in the study. The step involved a
test of the normality of each continuous variable. The researcher used a one-sample Kolomogorov-Smirnov (K-S) test to evaluate the goodness-of-fit of each continuous variable. If the p-value of the K-S test was < .05, the implied hypothesis of the distribution was not normal was rejected (Corder & Foreman, 2009).

**Test of association.** After identifying the distribution of the variables the researcher determined the relationship between servant leadership and job satisfaction. Based on the distribution of variables, the researcher found the strength and value of association using either the parametric Pearson Correlation Coefficient or the non-parametric Spearman Rank-Order Correlation Coefficient. The Pearson statistic is equivalent to the Spearman statistic; the difference being Pearson assesses the linear relationship between two variables, while Spearman assess the rank relationship between two variables (Green & Salkind, 2008).

**Ethical Considerations**

Research began upon approval from the IRB of Columbia Southern University. Explained to the participants was no one would be identified in the research in any way, other than a random number identification for analysis purposes. The researcher closed the Survey Monkey account upon completion of the survey, and the researcher maintains records for a minimum of seven years after the research concludes. Limiting access of the information to the researcher and Columbia Southern University officials maintains anonymity. Security on a laptop computer by the use of a portable storage device provides a safeguard from unauthorized access. Portables drives password protected and locked in a personal safe when not in the position of the researcher extends security. Destruction of portable storage devise occurs after three years.
Limitations

The restrictions beyond control in the study included: (a) limited data collection from manufacturing companies agreeing to participate in the surveys, (b) a data collection time span for responses of 30 days’, (c) answers to the survey questions given concerns about job security and possible reprisals, and (d) particular to the study was a lack of union members to take part in the surveys.

Summary

The purpose of this chapter exploring the research questions and hypotheses along with the research methodology was to examine the effects of servant leadership on job satisfaction and its possible effect on manufacturing. Important content of the chapter includes the research design, population and sample selection, instrumentation, validity, reliability, data collection and analysis, ethical considerations, and limitation. The data included analysis with the software program ‘SPSS’ to produce results. The methodology of the study used an analysis of the data by a review of outliers, test of normality, correlational analysis, and test of association. Chapter 4 includes the results of the survey instrumentation regarding the effects of servant leadership on job satisfaction on manufacturing in the United States. Additionally, Chapter 4 includes the descriptive data, along with analysis procedures.
Chapter 4: Data Analysis and Results

Introduction

The chapter includes the data analysis and results for the study. Also included a summary of the collected data, and results of the analysis using written and graphic information to ensure readability, and clarity of the findings. The quantitative correlational study was to determine the relationship between servant leadership, as perceived by employees, and job satisfaction. To conduct the quantitative study, the researcher surveyed individuals who worked at manufacturing associations. The goal of the study was to determine the correlation between servant leadership and employee’s job satisfaction.

Descriptive Data

Associations surveyed in the study included; Kansas City Manufacturing Network, Austin Regional Manufacturers Association, and Manufacturers Association of Florida the population were manufacturers with in the United States. The targeted sample size of the study was 346; however, only 104 responses were collected during the period of 30 days. As a result, this influenced the results of the study. Ages varied along with gender and education according to the hiring practices of the associations. Further discussion of the influence on sample size can be found in this chapter and Chapter 5.

RQ1: What is the relationship between servant leadership and employee job satisfaction?

H10: There is no significant relationship between servant leadership and employee job satisfaction.
H1A: There is a significant relationship between servant leadership and employee job satisfaction.

**Data Analysis Procedures**

The researcher performed a series of tests on the data. The results section includes the findings from the two different instruments. The first was the five-part, Likert-type scale and the second was a six-point Likert-type scale. The first survey measured job satisfaction and the second survey measured servant leadership. The surveys were in reference to servant leadership and to employee job satisfaction.

The first survey instrument relating to job satisfaction instructed participants to, “Respond to the following statements about the people with who you work.” measuring the SLQ developed by Barbuto and Wheeler (2006). The instrument included 23 items reflecting the five identified dimensions of servant leadership. Collection of data used a five-part, Likert-type scale, rating how often the leader exhibited the indicated behavior, providing responses for the survey ranging from never to always. Appendix K includes individual results.

Spector (1994) created the second survey instrument related to job satisfaction. The survey instructed participants to “Respond to the following statements about the people with who you work.” A set of 36 questions on the job satisfaction survey instructed participants to rate the level of agreement on satisfaction in the workplace based on a six-point Likert-type scale. Appendix L includes individual results. Table 2 indicates a summary of the data of the listed questions and responses as related to Job Satisfaction. The following steps found below analyzed the data. Statistical analyses and the creation of graphical representations employed SPSS to represent the data. The
The purpose of exploratory data analysis is to obtain an understanding of the data spread and variability, generally ascertaining how the data is distributed. The latter investigation relates to an important assumption of regression analysis: normality. The researcher applied an analysis of the individual variables for a test of normality. The researcher used a one-sample K-S test Based on the type of variable.

**Step 1 – Reliability Analysis.** The first step performed was to evaluate the reliability of both survey instruments. While both instruments have been in existence for several years, performing a reliability analysis adds to the body of knowledge another instance of use with a different population. Both survey instruments were analyzed to evaluate their reliability as measured by Cronbach’s alpha (α). A of .70 or higher signifies a reliable survey instrument (Green & Salkind, 2008).

Before the Job Satisfaction Survey (Spector, 1994) could be tested for reliability, specific questions had to be reverse-coded. Reverse coding is used to convert a negatively worded question, with a high agreement value, into a positively worded question (Green & Salkind, 2008). Once reverse coding was completed, a calculation of Cronbach’s alpha for the 36-item Job Satisfaction Survey resulted in $\alpha = .956$. This demonstrates that the instrument was reliable as applied to the population. Preformed in the study to evaluate the reliability of two arbitrary halves an additional test was performed due to the length of the survey instrument. The purpose of this test is to determine if fatigue or boredom could influence the reliability of questions found later in the instrument (Green & Salkind, 2008). A Spearman-Brown coefficient calculated, and the result ($p_{xx'}$) was .924. While slightly lower than the overall Cronbach’s alpha, it shows that the influence of survey fatigue was minimal.
The researcher performed similar tests on the Servant Leadership Survey instrument (Barbuto and Wheeler, 2006). No need existed for reverse coding for this instrument. A calculation of Cronbach’s alpha for the 23-item instruments resulted in a $\alpha$ of .971. Similar to Spector, a Spearman-Brown coefficient was calculated for the instrument. This calculation resulted in a $p_{sxx} = .935$. Both values demonstrate that the survey instrument was reliable as applied to the population, and fatigue and boredom was minimal.

**Step 2 – Review of Outliers.** The second step performed was outlier detection and analysis. The researcher created two scales by collapsing each survey instrument into a continuous variable. Once each variable was created, a review of outliers was performed. Eight outliers were identified in the Job Satisfaction scale. Upon subsequent investigation, three records were removed (surveys responses 44, 46 and 100) due to an apparent repetition pattern in responses (Figure 3).

*Figure 3. Boxplot of Job Satisfaction before the removal of outliers*
A similar procedure was performed on the Servant Leadership scale. Eight outliers were identified (Figure 4); however, only one record (survey response 92) was removed for repetitive patterns.

![Boxplot of Servant Leadership before the removal of outliers](image)

**Figure 4.** Boxplot of Servant Leadership before the removal of outliers

As a result of this step, the sample population for the analysis reduced from 104 to 100.

**Step 3 - Test of Normality.** The second step performed in the analysis was testing the two scale variables for normality. The K-S test was performed on each variable. For job satisfaction, the results were significant, $D(100) = .191, p < .001$. For servant leadership, the results were also significant, $D(100) = .112, p < .003$. As a result of these tests, the researcher determined non-normal distribution, this indicated the need for nonparametric tests to address the research questions.

**Step 4 - Test of Association.** The final step performed was a test of association. Since both variables, Job Satisfaction and Servant Leadership, were not normally distributed, the research chose the Spearman Rank-Order Correlation to determine their
association. The Spearman Rank-Order Correlation test was significant, $r_s(100) = -0.263$, $p= .008$ This negative relationship indicates a small to moderate effect size (Cohen, 1992). Normally, the null hypothesis would be rejected with this result; however, due to failing to obtain the desired sample size (346 vs. 104), further reduced by the elimination of outliers (104 to 100), the statistical power for this test was insufficient to detect an effect size of this strength (.76 vs. .80; see Cohen, 1992) (Figure 5).

*Figure 5. Post hoc analysis using G*Power*
Figure 5.

As a result, rejecting the null hypothesis in this situation could result in the researcher making a Type II error; concluding a relationship in the population, when actually none is depicted. As a result, the researcher did not reject the null hypothesis that there is a significant relationship between servant leadership and employee job satisfaction.

Summary

Chapter 4 included the presentation of results of the study. The data included analysis with the software SPSS program. Chapter 4 included tables and figures to make the data easier to understand. Along with a summary of the collected data, and using written and graphic information to ensure readability and clarity of findings. Chapter 5 includes a summary of the study, a summary of the findings, and the conclusion of findings. Additional the chapter includes section on implications, and recommendations of the findings.
Chapter 5: Summary, Conclusion and Recommendations

Introduction

The purpose of the study was to investigate the relationship between servant leadership and employee job satisfaction. Chapter 5 includes a review of the study, a summary of the study’s findings, and the conclusion of the findings. The final portion of the chapter contains implications, and recommendations of the findings. Leadership and the effects leadership has on employees is very important to not only people, and industry, but to the nations in which businesses operate.

Managing and leading are significantly different. Researchers, such as Likert (1967), identified leadership by identifying four main types of management styles, exploitative-authoritative, benevolent-authoritative, consultative, and participative (Giritli & Topcu Oraz, 2003). Giritli and Topcu Oraz (2003) found six distinct leadership styles and the styles were broken into six groupings based on two major classes or styles transactional, and transformational.

The transactional leadership styles consisted of coercive and authoritative. The transformational consisted of coaching, pacesetting, and democratic (Giritli et al, 2003). The Japanese labor and management relationship differs in the cooperation displayed by both parties to reach a goal of continued strong manufacturing resulting in a continued supply of jobs for the population. If one reviews the Hofstede (2010) model of national culture, one can find possible explanations for the relationship between Japan’s labor and management. Japan falls into the category of collectivism, which represents a preference for a proficient framework in society in which individuals can expect relatives, or members of a particular group to provide care in exchange for unquestioning loyalty.
American falls into the individualism group, which represents a preference for an inefficient social framework, in which individuals expect to take care of only themselves and immediate families (Hofstede & Minkov, 2010).

The relationship between management and labor should be a give and take relationship. Management to produce the best product at the best possible cost should guide workers. Management should provide for the worker’s needs, while producing the best most reasonable profit for the company. The importance of servant leadership in business and manufacturing is employee engagement has become a vital driver of business success in today’s aggressive marketplace. Employee engagement can be a determining factor in organizational success. Not only does engagement have potential to affect employee retention, efficiency, and loyalty, engagement is a direct tie to customer satisfaction, stakeholder value, and company reputation (Lockwood, 2007). As a result of Lockwood’s argument, employee engagement may result in a positive impact on the health of manufacturing companies within the United States. In conducting the study, the researcher found correlations indicating servant leadership has a direct relationship with employee satisfaction. Human nature provides satisfied workers produce positive results for any business including manufacturing businesses.

**Summary of the Study**

The purpose of this quantitative correlational study was to determine the relationship between servant leadership and employee job satisfaction as perceived by employees. The study sample included the Kansas City Manufacturing Network, Austin Regional Manufacturers Association, and Manufacturers Association of Florida.
The study utilized Survey Monkey for the study, which offered an advantage of reasonable cost to administer the surveys. Statistical analyses included a review of outliers, tests of normality, and test of association to determine the relationship between servant leadership and employee job satisfaction. A total of 104 surveys were received; however, this amount was reduced to 100 upon the elimination of questionable responses identified through outlier analysis.

**Summary of Findings and Conclusion**

The purpose of the study was to investigate the relationship between servant leadership and job satisfaction bringing light to possible effect of labor on business within the United States. Among the causes for change in manufacturing: (a) globalization and off-shoring, (b) available labor pools, (c) an increase or decrease in costs to manufactures, and (d) changes in the value of the dollar worldwide. The purpose of the research was for the researcher to identify and give validity to the methods used which might increase manufacturing with respect to employee satisfaction leading to possible job creation.

The study used the quantitative method with a correlational design. The method and design allowed the researcher to find if a statistical significant relationship existed between servant leadership and job satisfaction. The surveys help to make clear the opinions and feelings of the employees regarding questions addressing servant leadership and employee job satisfaction. Analysis using the quantitative method allowed a logical conclusion as to the impact of servant leadership on job satisfaction. The surveys used in the study in conjunction with correlational analysis, and exploratory data analysis provided the data for the conclusions in the chapter.
In the study, the researcher found significant findings regarding the job satisfaction survey in relation to the servant leadership survey. Outlier detection reduced the \( n = 104 \) to \( n = 100 \). Spearman rank-order correlation was conducted in order to determine the relationship between servant leadership and job satisfaction. A two-tailed test of significance indicated a significant negative relationship between servant leadership and job satisfaction \( r_s(100) = -0.263, p = 0.008 \), which is lower than \( p = < 0.05 \). The result would normally lead a researcher to reject the null hypothesis; however, rejecting the null hypothesis with a reduced statistical power (less than 0.80) could result in the researcher making a Type II error. As result, while the research indicates there is a negative relationship between servant leadership and job satisfaction, the researcher did not reject the null hypothesis and concludes there is no relationship.

Results from the study included the determination of servant leadership, as related to employee job satisfaction over all may not provide for an additional satisfied employee. An increase in production championed by producing contented and supportive workers, may not be the outcome thereby not leading to increased profits. The employee might not develop a sense of ownership in the organization, leading to a disincentive for businesses to attempt to boost manufacturing in the United States because of poor production. Greenleaf (1991) found leaders are first servants who fulfill a desire to serve others. The embodiment of servant leadership is the principle of putting other people first. Every leader should have a servant’s heart and show care and concern for others. The researcher’s findings indicated the importance of using statistics to prove or disprove facts before reaching conclusions about factors and correlation potential.
Implications

The purpose of the study has been to investigate the correlation between servant leadership and employee job satisfaction. Each attribute of servant leadership needs research to provide clarity to the nature and importance of the attribute. Servant leadership may or may not provide for an increase in manufacturing in the United States and thereby prosperity for individuals living in the United States’ society.

Theoretical implications. The theoretical implications of the quantitative research indicated a small, negative relationship between servant leadership as related to employee job satisfaction. Increased utilization of servant leadership may promote the usage of manufacturing businesses in the United States, however the results show a negative relationship. Researchers should continue to refine and analyze the impact of servant leadership on organizations. The findings of the study helped the researcher to add to the body of knowledge pertaining to servant leadership and the relationship with employee job satisfaction by adding to previous research in the field of servant leadership, and by showing further and larger surveys could produce additional data. It is possible that the small number of responses caused a negative result, or servant leadership may not be the most effective form of leadership for the manufacturing industry. Barbuto and Wheeler (2006) indicated the direct impact of the indirect variables on the direct variable. The relationship was a means to build associations and provide for increases in business related results. The research was on servant leadership in relation to job satisfaction in the United States. A need exists for additional research in the area of the manufacturing industry. Servant leadership theory supported the research study, along with person-situation interactional theory.
**Practical implications.** The practical implications of the research provide for a question to be asked and further researched thereby determining if a positive effect on manufacturing is possible using servant leadership. Although the research findings add to the understanding of servant leadership and its overall effects on the variable, much remains unknown regarding servant leadership and the manufacturing business health and longevity in the United States. Though a negative correlation was the result future research may have a different outcome with larger numbers of responses. Further efforts might include qualitative or experimental research methods for establishing a cause and effect relationship. Servant leadership in the future needs research in a broader sense to provide for other effects on business.

**Future implications.** The future implications of the research could include how modifications in a nation’s national culture could affect the servant leadership model. America could utilize a shift in culture to change and possibly shift the balance of power in manufacturing and business as a whole. An example of the shift might be collectivism over individualism as a national movement. By building the teamwork and fairness concept, the teamwork and fairness concept also builds the idea all employees work together for the common good. Workers with a sense of ownership are greater producers and can lead to higher profits, which in return can increase the possibility of manufacturing within the United States (Hofstede, 1928). A study by Gunlu et al. (2010) identified the effects of job satisfaction on organizational commitment. “The study found extrinsic, intrinsic, and general job satisfaction had a significant effect on normative commitment and affective commitment” (Gunlu et al., 2010, p. 694). Commitment can
lead to a sense of ownership and correlation of job satisfaction compared with the servant leadership showing what appears to be a relationship between the two variables.

**Recommendations**

The data collected through the study helped the researcher to contribute to studies relating to leadership. The study included information as to how servant leadership may affect employee job satisfaction. The overriding purpose of the study has been to determine the relative importance servant leadership had on job satisfaction. The study results provided data showing a small negative relationship between the independent variable (IV) and dependent variable (DV). A need to conduct additional research exists regarding servant leadership versus traditional methods of leadership, specifically regarding effects on manufacturing within the United States. Identified in the researcher’s study was a low to moderate amount of data available in the field of manufacturing. Servant leadership may affect sustainability in relation to employee job satisfaction.

**Recommendations for future research.** Based on the results of the study, recommendations include the need for additional research regarding the long-term impact of servant leadership in the workplace regarding psychological, economic, and cultural factors. Workplace attitudes and behaviors should continue to be studied relating to servant leadership regarding the correlation to overall effective manufacturing performance and growth. It is possible that servant leadership may not provide an effective management style for manufacturing. The atmosphere and behaviors in a factory has a direct impact on a company’s productivity. Shown by the Hawthorne effect
any changes in a worker’s environment can affect workers and productivity (Franke, & Kaul, 1978).

Other leadership theories or models may benefit from additional exploration and research as well. Recommendations include studies regarding which leadership methods are most advantageous to produce successful communication between employees and management in the workplace. A need exists to further study the effects by job description, such as management and non-management positions on servant leadership and employee job satisfaction.

Specific styles of leadership in organizations should be studied revealing advantages or disadvantages. A gap in research in respect to the labor union’s resistance to participate caused by personal identifiable information concerns by the unions exists (Al-Sakarnah & Alhawary, 2009). Approval from labor unions will allow future research to study organizational culture affected by labor unions using surveys. Additional research authorized to study labor unions could prove effective for both the business world and academia.

**Recommendations for practice.** Several factors affect the overall functioning of the United States systems of labor and management. Since 1995, a measureable change in manufacturing in the United States has occurred. Ways America could experience greater success in competing in manufacturing may be by finding methods and strategies to build its manufacturing businesses. Ways to accomplish the ability to effectively compete include (a) further examination regarding changes over time, (b) America to make cultural changes, (c) average employee to change his or her mind set from individual to team welfare, and (d) companies to place an emphasis on the worker and not just the
bottom line. The relationship between employees and management in respect to servant leadership and employee job satisfaction has an effect on the team effort in any business. Team impact applies to the business of manufacturing and may yield a positive outcome in the manufacturing industry in the United States however more research is needed. Servant leadership and its impact on manufacturing is a vital area to explore and experiment with for new and progressive means of production. Employees are an intricate part of a lucrative and successful business. The study has been about finding the data to show the possibilities in using methods of servant leadership to affect a positive response in job satisfaction, thereby rejuvenate the United States’ manufacturing industry. Looking at the results from Chapter 4 servant leadership may not have positive effects on business and manufacturing.
References


Barbuto, J., & Gifford, G. (2010). Examining gender differences of servant leadership: An analysis of the agentic and communal properties of the Servant Leadership


money-by-making-your-employees-happy/


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Statistical Package for the Social Science (Version 22) [Computer software]. Armonk, NY. IBM Corp.


### Appendix A

Survey Questions Job Satisfaction Survey

<table>
<thead>
<tr>
<th>JOB SATISFACTION SURVEY</th>
</tr>
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<tbody>
<tr>
<td>Paul E. Spector</td>
</tr>
<tr>
<td>Department of Psychology</td>
</tr>
<tr>
<td>University of South Florida</td>
</tr>
<tr>
<td>Copyright Paul E. Spector 1994, All rights reserved.</td>
</tr>
</tbody>
</table>

PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.

<table>
<thead>
<tr>
<th></th>
<th>disagree very much</th>
<th>disagree moderately</th>
<th>disagree slightly</th>
<th>agree slightly</th>
<th>agree moderately</th>
<th>agree very much</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I feel I am being paid a fair amount for the work I do.</td>
<td>1 2 3 4 5 6</td>
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<td></td>
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<tr>
<td>2</td>
<td>There is really too little chance for promotion on my job.</td>
<td>1 2 3 4 5 6</td>
<td></td>
<td></td>
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<tr>
<td>3</td>
<td>My supervisor is quite competent in doing his/her job.</td>
<td>1 2 3 4 5 6</td>
<td></td>
<td></td>
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<tr>
<td>4</td>
<td>I am not satisfied with the benefits I receive.</td>
<td>1 2 3 4 5 6</td>
<td></td>
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<tr>
<td>5</td>
<td>When I do a good job, I receive the recognition for it that I should receive.</td>
<td>1 2 3 4 5 6</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>6</td>
<td>Many of our rules and procedures make doing a good job difficult.</td>
<td>1 2 3 4 5 6</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>7</td>
<td>I like the people I work with.</td>
<td>1 2 3 4 5 6</td>
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<td>8</td>
<td>I sometimes feel my job is meaningless.</td>
<td>1 2 3 4 5 6</td>
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<td>9</td>
<td>Communications seem good within this organization.</td>
<td>1 2 3 4 5 6</td>
<td></td>
<td></td>
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<tr>
<td>10</td>
<td>Raises are too few and far between.</td>
<td>1 2 3 4 5 6</td>
<td></td>
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<td>11</td>
<td>Those who do well on the job stand a fair chance of being promoted.</td>
<td>1 2 3 4 5 6</td>
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<td>12</td>
<td>My supervisor is unfair to me.</td>
<td>1 2 3 4 5 6</td>
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<tr>
<td>13</td>
<td>The benefits we receive are as good as most other organizations offer.</td>
<td>1 2 3 4 5 6</td>
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<tr>
<td>14</td>
<td>I do not feel that the work I do is appreciated.</td>
<td>1 2 3 4 5 6</td>
<td></td>
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<td>Question</td>
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<td>15</td>
<td>My efforts to do a good job are seldom blocked by red tape.</td>
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<td></td>
<td>PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO</td>
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<td>REFLECTING YOUR OPINION ABOUT IT.</td>
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<td></td>
<td>Copyright Paul E. Spector 1994, All rights reserved.</td>
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<tr>
<td>16</td>
<td>I find I have to work harder at my job because of the incompetence of</td>
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<td></td>
<td>people I work with.</td>
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<tr>
<td>17</td>
<td>I like doing the things I do at work.</td>
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<tr>
<td>18</td>
<td>The goals of this organization are not clear to me.</td>
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<tr>
<td>19</td>
<td>I feel unappreciated by the organization when I think about what they</td>
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<td></td>
<td>pay me.</td>
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<tr>
<td>20</td>
<td>People get ahead as fast here as they do in other places.</td>
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<tr>
<td>21</td>
<td>My supervisor shows too little interest in the feelings of subordinates.</td>
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<tr>
<td>22</td>
<td>The benefit package we have is equitable.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>There are few rewards for those who work here.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>I have too much to do at work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>I enjoy my coworkers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>I often feel that I do not know what is going on with the organization.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>I feel a sense of pride in doing my job.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>I feel satisfied with my chances for salary increases.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>29</td>
<td>There are benefits we do not have which we should have.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>30</td>
<td>I like my supervisor.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31</td>
<td>I have too much paperwork.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>---</td>
<td>-----------------------------------------------------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>32</td>
<td>I don't feel my efforts are rewarded the way they should be.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>I am satisfied with my chances for promotion.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>34</td>
<td>There is too much bickering and fighting at work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>35</td>
<td>My job is enjoyable.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>36</td>
<td>Work assignments are not fully explained.</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

(Spector, 1994)
Appendix B

Survey Questions Servant Leadership Survey

The measure below is the Servant Leadership Questionnaire (SLQ) developed by Barbuto and Wheeler (2006). The questionnaire is composed of 23 items reflecting the 5 identified dimensions of servant leadership.

Data was collected using a five part Likert scale, rating how often the leader exhibited the indicated behavior.

<table>
<thead>
<tr>
<th>Servant Leadership Survey</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Barbuto and Wheeler (2006)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Never</td>
</tr>
</tbody>
</table>

**PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.**

### Altruistic calling

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>This person puts my best interests ahead of his/her own.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>This person does everything he/she can to serve me.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>This person sacrifices his/her own interests to meet my needs.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>This person goes above and beyond the call of duty to meet my needs.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

### Emotional healing

<p>| | | | | | |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>5</td>
<td>This person is one I would turn to if I had a personal trauma.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>This person is good at helping me with my emotional issues.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>7</td>
<td>This person is talented at helping me to heal emotionally.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>8</td>
<td>This person is one that could help me mend my hard feelings.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

### Wisdom

<p>| | | | | | |</p>
<table>
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<tr>
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<tbody>
<tr>
<td>9</td>
<td>This person seems alert to what’s happening.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>10</td>
<td>This person is good at anticipating the consequences of decisions.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.</td>
<td></td>
<td></td>
<td></td>
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<td>--------------------------------------------------------</td>
<td>---</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Never Rarely</td>
<td>Sometimes</td>
<td>Often</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>This person has great awareness of what is going on.</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>This person seems in touch with what’s happening.</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>This person seems to know what is going to happen.</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Persuasive mapping</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>This person offers compelling reasons to get me to do things.</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>This person encourages me to dream “big dreams” about the organization.</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>16</td>
<td>This person is very persuasive.</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>This person is good at convincing me to do things.</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>This person is gifted when it comes to persuading me.</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Organizational stewardship</strong></td>
<td></td>
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<tr>
<td>19</td>
<td>This person believes that the organization needs to play a moral role in society.</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>This person believes that our organization needs to function as a community.</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>This person sees the organization for its potential to contribute to society.</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>This person encourages me to have a community spirit in the workplace.</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>This person is preparing the organization to make a positive difference in the future.</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Barbuto & Wheeler, 2006)
Appendix C

Request to use the Survey of Paul E. Spector from the University of South Florida titled “Job Satisfaction Survey”

Date 10/10/2014

Dear Mr. Paul E. Spector,

I am a doctoral student at Columbia Southern University. I am conducting a research study to determine if the methods used in Japan would be useful in the United States in employee and management relations to promote manufacturing.

I am requesting the use of a survey you created in 1994 titled Job Satisfaction Survey for my dissertation data collection. May I have your permission to use that survey for the purposes of my dissertation?

If you have any questions regarding this research, please contact Frank Jones, frankjonesbandit@gmail.com PSC 557 Box 3202 FPO, AP 96379 If you have any questions about your rights as a participant in this research, or if you feel you have been placed at risk, you can send an email to dba@columbiasouthern.edu and someone will contact you.

Sincerely,

(Frank Jones, frankjonesbandit@gmail.com PSC 557 Box 3202 FPO, AP 96379)
Appendix D

Approval to use the Survey of Paul E. Spector from the University of South Florida titled “Job Satisfaction Survey”

Dear Assistant Chief Jones:

You have my permission to use the JSS in your research. You can find copies of the scale in the original English and several other languages, as well as details about the scale's development and norms in the Scales section of my website http://shell.cas.usf.edu/~spector. I allow free use for noncommercial research and teaching purposes in return for sharing of results. This includes student theses and dissertations, as well as other student research projects. Copies of the scale can be reproduced in a thesis or dissertation as long as the copyright notice is included, "Copyright Paul E. Spector 1994, All rights reserved." Results can be shared by providing an e-copy of a published or unpublished research report (e.g., a dissertation). You also have permission to translate the JSS into another language under the same conditions in addition to sharing a copy of the translation with me. Be sure to include the copyright statement, as well as credit the person who did the translation with the year.

Thank you for your interest in the JSS, and good luck with your research.

Best,

Paul Spector, Distinguished Professor
Department of Psychology
PCD 4118
University of South Florida
Tampa, FL 33620
813-974-0357
pspector@usf.edu
http://shell.cas.usf.edu/~spector
Appendix E

Request to use the Survey of John E. Barbuto, Jr., from the California State University – Fullerton titled "Servant Leadership Questionnaire"

Date 12/3/2014
Dear John E. Barbuto, Jr.,

I am a doctoral student at Columbia Southern University. I am conducting a research study to determine if the methods used in Japan would be useful in the United States in employee and management relations to promote manufacturing.

I am requesting the use of a survey that is attributed to John E. Barbuto JR. and Daniel W. Wheeler from University of Nebraska-Lincoln. The survey is titled "Servant Leadership Questionnaire" I would like to request permission to utilize the survey for my dissertation data collection. May I have there contact information or written permission to use that survey for the purposes of my dissertation?

If you have any questions regarding this research, please contact Frank Jones, frankjonesbandit@gmail.com PSC 557 Box 3202 FPO,AP 96379 If you have any questions about your rights as a participant in this research, or if you feel you have been placed at risk, you can send an email to dba@columbiasouthern.edu and someone will contact you.

Sincerely,

(Frank Jones, frankjonesbandit@gmail.com PSC 557 Box 3202 FPO, AP 96379)
Appendix F

Approval to use the Survey of John E. Barbuto, Jr., from the California State University – Fullerton titled "Servant Leadership Questionnaire"

You have permission to use the survey

-----------------------------------------------------

John E. Barbuto, Jr. (Jay)
Director, Center for Leadership
Professor of Organizational Behavior
Mihaylo College of Business and Economics
California State University - Fullerton
800 N. State College Blvd - SGMH
Fullerton, CA 92831
leadership@fullerton.edu
jbarbuto@fullerton.edu
SGMH 5357C Center for Leadership (657) 278-8401
SGMH 5393 Faculty Office (657) 278-8675

From: Jones CIV Frank R [frank.r.jones2@usmc.mil]
Sent: Tuesday, December 02, 2014 4:32 PM
To: jbarbuto@fullerton.edu; leadership@fullerton.edu
Subject: Request to use survey

Subject: Request to use the Survey of John E. Barbuto, Jr., from the California State University - Fullerton titled "Servant Leadership Questionnaire"
Appendix G

E-mail Request for Employers to Participate in Internet Survey

Anonymous Survey Consent

Date 10/10/2014

Dear Manufacturer’s Association of Florida:

I am a doctoral student at Columbia Southern University. I am conducting a research study to determine if the methods used in Japan would be useful in the United States in employee and management relations to promote manufacturing.

I am requesting your participation, which will involve asking you members to take an online survey from the web site “Survey Monkey” https://www.surveymonkey.com/s/frjmanufacturingsurvey. You have the right to refuse to answer any question and to stop the interview at any time. The survey is very brief and will only take about 5 minutes to complete. Please click the link below to go to the survey Web site (or copy and paste the link into your Internet browser) and begin the survey.

Your participation is voluntary. You can choose not to participate, or if you do participate, you can withdraw from the study at any time without penalty. This survey participation is voluntary and will not affect you employment in any way. By completing this survey, you are granting your acknowledgement and agreement of consent to participate.

There are not any benefits to you personally; however the benefits to the manufacturing industry may be valuable. Your responses will be anonymous. The results of this study may be used in reports, publications, or presentations, but your name will not be used.

If you have any questions regarding this research, please contact Frank Jones, frankjonesbandit@gmail.com PSC 557 Box 3202 FPO, AP 96379 If you have any questions about your rights as a participant in this research, or if you feel you have been placed at risk, you can send an email to dba@columbiasouthern.edu and someone will contact you.

Sincerely,

(Frank Jones, frankjonesbandit@gmail.com PSC 557 Box 3202 FPO, AP 96379)
Appendix H

Email-Florida permission to conduct research-----Original Message-----
From: Jones CIV Frank R [mailto:frank.r.jones2@usmc.mil]
Sent: Friday, June 27, 2014 7:07 PM
To: Becky Buice
Subject: RE: Contact Us

Becky Stephens,

I understand, however I am having great difficulty in get the cooperation of NAM and need to start contacting individual state associations. If you know someone at NAM that I could talk to, I could use the help. I really appreciate your response and even though the state of Florida has limited union use in its manufacturing I would like to have Florida represented. I would need to have a sampling of at least 10 states, I would appreciate your consideration for this project. When the time is right and the 10 question survey has been prepared it would be of great help if you could send the link to you members. The questions ask for the opinion of the management of the company, whether the company has unions or not the responses would be usable in my research. All company responses will be randomly numbered to protect anonymity and the project will be approved by Colombia Southern University before any participation is asked for.

Frank Jones

When the survey is ready, please forward the link to us and we will send to our members. I cannot promise what your response will be but will we will do our part. Thank you.

Becky Buice, CMP
Nancy d. Stephens & Associates
1625 Summit Lake Drive, Suite 300
Tallahassee FL  32317
(o) 850-402-2954
(c) 850-445-2797
(f) 850-402-0139
Appendix I

Email- Austin Manufacturers Association permission to conduct research

Hi Frank,
I would be happy to help. I have to be careful how many surveys I send our membership, however, I'm sure I can assist in other ways. Texas is a right to work state, so a lot of people don't know any different, myself included. That said, I'm sure several of our operation guys have experience and might be willing to participate.

Feel free to send me more info or call to discuss. Thanks,
Ed

Ed Latson
Director
ARMA-Austin Regional Manufacturers Association
TMAC
Southwest Research InstituteR (SwRIR)
512 925 9968
Appendix J

Email- Kansas City Manufacturing Network permission to conduct research

HI frank, thought I had already replied:
I'd be happy to ask, although I cannot guarantee compliance. Our last member survey had such a low participation rate that we have stopped doing them in favor of random calls to members to get their thoughts.
Most of our member companies are non-union, so if you are looking for union shops only there may be a very small number.

Donna

So yes, I will send out the link, but telling you up front not much union activity in our membership FYI.

Donna Gordon
Kansas City Manufacturing Network
www.kcmn.org
donna@kcmn.org
816-304-7958 phone
Follow us on Twitter.com : KCmanufacturing
Join our LinkedIn group at http://www.linkedin.com/e/vgh/2911411/