IMPACT OF SERVANT LEADERSHIP ON EMPLOYEES' LOYALTY OF PRIVATE UNIVERSITIES ACADEMICIANS IN PAKISTAN

Muhammad Hashim
Government College of Management Sciences Peshawar, PhD Scholar Preston University Islamabad, Pakistan
Research Fellowship School of Management, Universiti Sains Malaysia, Malaysia
mhashimpk@yahoo.com

Dr. Muhammad Azizullah Khan
Preston University Islamabad, Pakistan
azizpakpost@yahoo.com

Mehboob Ullah
Preston University Islamabad, Pakistan
mails786@yahoo.com

Muhammad Yasir
Faculty of Management, Universiti Teknologi Malaysia, Johor Bahru, Malaysia
yasirmardanian@gmail.com

Abstract

Servant leadership is considered as an important leadership style since last two decades. As several leadership styles are known to have significant characteristics, but due to the key characteristics of servant leadership approach, it has acquired a great attention of the scholars and practitioners. Therefore, recently scholars are increasingly interested in the role of servant leadership towards employees' loyalty. However, limited empirical research exists regarding the relationship between servant leadership and employees' loyalty. Specifically, in the Pakistani context, research on the understudy constructs is still in its infancy. Thus, this study examines servant leadership behavior in the educational sector to uncover its impact on employees' loyalty. This study identified five crucial factors of servant leadership approach that affects the faculty loyalty in university that are: emotional healing, altruistic calling, wisdom, organizational stewardship and persuasive mapping. This study was conducted in private sector universities of Peshawar, Pakistan. A survey was conducted using cross-sectional research design under probability sampling and a total of 270 questionnaires were collected. Data was analyzed using descriptive statistics, Pearson's correlation, factor analysis and multiple regressions. This study found that servant leadership has a positive and significant relationship with employees' loyalty. Lastly, the results show that emotional healing, altruistic calling, wisdom, organizational stewardship and persuasive mapping affects the faculty loyalty in universities of Pakistan.

Keywords: Servant Leadership, Employee Loyalty, Universities, Private Sector, Pakistan.

1.   Introduction

Employees are an essential resource for almost all organizations, especially since they represent an important investment in terms of recruiting, training, bonuses, healthcare plans etc. The administration of many institutes develops their benefit packages, training programs, performance appraisal and work system based on their company guiding principle. Usually these guidelines are aimed at developing loyal work force because this leads to a more

extensive tenure. The longer an employee works for a company the more valuable they become (Pandey & Khare, 2012).

Employee loyalty has always been an issue and still it is the most intricate problem for organizations as to how they can increase employees' commitment to enhance organizational efficiency. Employee loyalty can be defined as employees being committed to the success of the organization and believing that working for this organization is their main goal (Pandey & Khare, 2012). Most studies revealed that employees leave the organization when they feel that they are dissatisfied and they cannot be trusted (Ali & Hussain, 2012; Bryant, 2003; Chughtai, 2016; Contee-Borders, 2002; Dennis & Bocarnea2005; Dennis and Winston, 2003; Ding, Lu, Song & Lu, 2012; Drury, 2005; Dubrin, 2015; Greenleaf & Spears, 1998; Hashim, 2013; Laub, 2003; Northouse, 2015; Patterson, 2003). Researchers have shown that employee loyalty is mainly based on quality leadership in the organization.

Leadership also plays a dominant role in higher educational institutions (Ding et al., 2012; Ingram, Lafarge, Locander, Mackenzie & Podsakoff, 2005; Luu, 2016). Specifically, servant leadership helps to create a positive functioning environment, increase employees' belongingness, and commitment with the organization (Ding et al., 2012; Donia, Raja, Panaccio, & Wang, 2016). Servant leadership behavior is very imperative in colleges and universities to meet the demand of the employees' as well as helping to build knowledgeable institutions (Buchan, 1998). The vice chancellors, deans, coordinators and director academics, of universities or principals of colleges or schools are the leaders in a sense who not only makes academic policies, rules and regulations, but also play a role to control the organizations administratively (Ding et al., 2012). The leadership style in Peshawar universities is dictatorial, which demonstrates authoritarian style. In fact, employee-oriented style of leadership brings employees' loyalty and organizational commitment and increase education quality. Many studies have been conducted to see the impact of servant leadership behaviors in educational sectors. In the last few years servant leadership style has been under discussion.

Most of the leadership styles have been explored in the Pakistani context (Yasir et al., 2016), but servant leadership is still an ignored area in the Pakistani context. This study extends the understanding of the connection between servant leadership and faculty loyalty in the education sector. The aim of this study was to examine the impact of servant leadership and its outcomes on faculty loyalty. The endeavor of this study was to examine and explain how servant leadership characteristics affect faculty loyalty in universities. Employees' low-performance practice due to inappropriate leadership style increases employees' resistance. As the universities are mainly affected by inappropriate leadership style thereby leading towards decreasing employees' commitment at work, increasing absenteeism, increasing complaints from the student, increasing staff turn-over and damaging the university reputation. Therefore, to attain the faculty commitment and loyalty, and to minimize the problems, universities need to find out servant leadership characteristics relevant to each faculty member and then focus on these features to increase faculty loyalty for optimum outcomes. The specific research problem of this study is the lack of focused approach on the servant leadership behavior and development of employee loyalty. The main questions of the study are:

- How do emotional healing and altruistic calling relate to employee loyalty?
- How do persuasive mapping and wisdom relate to employee loyalty?
- How does organizational stewardship is related to employee loyalty?

1.1 Significance of the Study

Understanding the environment of university and its leadership style that had been practice in and its effects on faculty commitment and loyalty is important for universities that depend on leadership behaviors. In fact, without continuous improvement in leadership behavior, the universities could hardly utilize faculty effectively and fail to retain loyal staff (Khan & Ali, 2013; Rimes, 2012). Servant leadership characteristics such as altruistic calling, emotional healing, persuasive mapping, wisdom and organizational stewardship may result inless risk factors at work and increase in faculty commitment. These may be cognitive, emotional and behavioral factors. To be competitive in the global market, it is very crucial to retain employees' commitment and loyalty and to build good relation to accept

and face any challenges with strong physical and mental support. Furthermore, this research will further help in increasing servant leadership practice and trends to maximize faculty commitment and loyalty related activities in various universities.

2.   Literature Review

2.1   Servant Leadership

Greenleaf has first introduced the concept of servant leadership in 1977. Serving followers is the core objective of a servant leader (Grisaffe, VanMeter & Chonko, 2016; Spears, 2005; Yasir, & Mohamad, 2016).The main characteristics of this model are personal development, to empower subordinates and put the interest of those who are being led before the interest of the leader. It is a realistic philosophy of leadership that advances service, supports teamwork, willingness to listen to others, develops trust and future orientation (Jaramillo, Bande, & Varela, 2015; Rimes, 2011).

The concept of a servant leadership is behind the spiritual leader, it shows full and highest commitment to workers. Transformational leadership motivates employees to achieve goals while servant leadership is to serve employees' (Ding et al., 2012; Luu, 2016; Rimes, 2011). Researchers conducted their own studies to measure servant leadership. In this study, the researcher has adopted Barbuto & Wheeler (2006) five dimensional model to measure servant leadership, they are; emotional healing, altruistic calling, wisdom, organizational stewardship, persuasive mapping.

As mentioned by Barbuto & Wheeler (2006) and McCann, Graves & Cox (2014) emotional healing is the characteristic of servant leader that foster healing process and recovery of employees from hardship and trauma. Wright & Bonett (2007) and Ding et al. (2012) also carried a study which showed this behavior of leader played significant employee loyalty. Altruistic calling measures the level of intentional and voluntary actions that aims to enhance the welfare of other persons. Different researches showed altruistic calling impact on employee loyalty (Anderson, 2005; Barbuto & Wheeler, 2006; McCann, Graves & Cox (2014). Wisdom can be defined the aptitude of leader in terms of attentiveness from surroundings, using of intelligence to take and make eminence decision. Identify problems with best alternative solution. This behavior of servant leader is positively related with employees' loyalty (Barbuto & Wheeler, 2006 ; Ding et al., 2012; Sosik & Megerian,1999; Sternberg, 2003).

Organizational stewardship is the capability of the servant leader to feel about the collective responsibility of the organization to serve for community (Rimes, 2012). Prepare and motivate organization to develop programs for serving community and society. (Luu, 2016; Searle & Barbuto, 2010). Jenkins & Stewart (2008) and McCann et al. (2014) also carried a study which showed this behavior of leader played a significant role in employees' loyalty. Persuasive mapping is the ability to encourage workers towards their targets and goals by raising and encouraging rational thinking in staff. Many studies revealed there exist apositive relation between persuasive mapping and employee loyalty (Barbuto & Wheeler,2006; Hashim & Hameed, 2012; Luu, 2016; McCann et al., 2014; Searle & Barbuto, 2010).

2.2   Employee Loyalty

According to Pandey & Khare, (2012) employee loyalty can be defined as "employees being devoted to the success of the business and believing that working for this organization is their best choice. Employee loyalty is the attitude of employee to the community (Ding et al., 2012). Employees' loyalty is derived from customer loyalty. Many scholars had believed that customer and employee loyalty play a dominant role in organizational sustainability and its development. Today people realize that these two loyalty are equally important (Wang, Ling & Zhang, 2009). Servant leadership is important for universities and colleges to meet the demand for educational sector and increase employee loyalty that will enhance organizational performance and create good relation with top management (Buchan, 1998). Green leaf (1996) mentioned that by applying the concept of servant leadership in education sectors, faculty members

not only committed and loyal but also pays more attention to students for their intellectual learning and development. Servant leadership behavior has a positive influence on employee loyalty. The employees feel their leader trustable and increase their willingness to stay (Liden, Wayne, Zhao, & Henderson, 2008). Dubinsky & Skinner in his study discovered that care for employees improve organizational commitment and increase employees' loyalty (Ding et al., 2012).

2.3   Servant Leadership and Employee Loyalty

Anderson (2005) identified from his study that there was a correlation between servant leadership and employee Loyalty. The authors mentioned below have mentioned in their studies regarding servant leadership impact on employee loyalty and loyalty impact organizational performance. They have also mentioned that the behavior of servant leadership increased job satisfaction (Babin, Lee, Kim & Griffin 2005; Ding et al., 2012; Donia et al., 2016; Ilies & Judge, 2004; Jenkins & Stewart 2008; Jones, Reynold & Arnold, 2006; Lisbijanto & Budiyanto, 2014; Wright & Bonett, 2007). Jaramillo, Grisaffe, Chonko & Rob-erts (2009) study 501 full-time sales staff empirically and they conclude that servant leadership behavior first improves employees' organizational adaptation, enhance their organizational loyalty, and thus reducing their turn-over intention (Ding et al., 2012; Hashim, 2014).

2.4   Conceptual Framework of the Study

On the basis of the above analysis of the literature review, it was observed that servant leadership behavior, such as emotional healing, altruistic calling, wisdom, organizational stewardship and persuasive mapping has been instrumental in developing the employee loyalty. Based on the literature review analysis, this study has been designed to determine the impact of servant leadership on employee loyalty. Two types of variable discussed in this study, dependent and independent variables. Servant leadership is independent variable while employee loyalty is the dependent variable, as shown in the figure below:
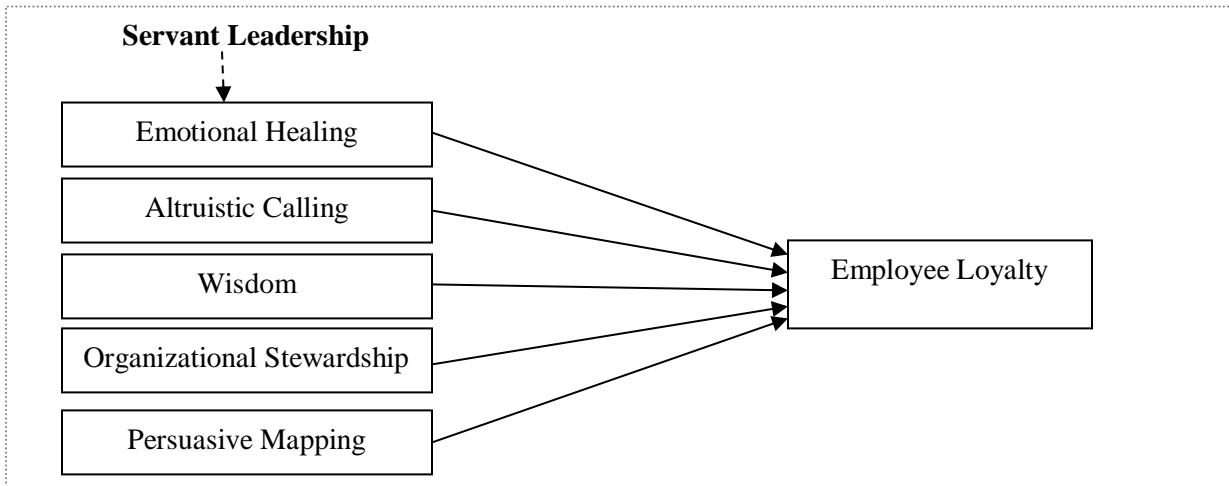

Figure 1: Conceptual Framework of the Study

On the basis of the above conceptual framework the study hypotheses are given as follows:

H1:   There is significant relationship between emotional healing and employee loyalty.
H2:   There is significant relationship between altruistic calling and employee loyalty.
H3:   There is significant relationship between wisdom and employee loyalty.
H4:   There is significant relationship between organizational stewardship and employee loyalty.
H5:   There is significant relationship between persuasive mapping and employee loyalty.

3. Research Methodology

The current study is descriptive in nature and the type is a survey. A structured questionnaire survey was conducted by taking a cross sectional research design under probability sampling. The object of this research was to check the impact of servant leadership on employees' loyalty. In order to achieve the anticipated objective a comprehensive methodology research was adopted to collect and analyze the data. The population for thecurrent study consisted of all the faculty members in the private universities of Peshawar. The total numbers of private universities in Peshawar are 8 and the total population of all faculty members is approximately 500. Faculty members of major private universities like Qurtaba University of Science and Information Technology, CECOS University of Information Technology and Emerging Sciences, Sarhad University of Sciences and Information Technology, City University of Sciences and Information Technology, Abasyn University, Gandhara University, Preston University and Iqra National University were included in population of this current research study.

In order to select a sample from the population, in the sampling method, faculty members were selected for this research using stratified random sampling in order to achieve proportionate distribution. Thus, the collected data was divided into four strata i.e. professor, associate professor, assistant professor, and lecturer. A decision on sample size selection details are given by Rehman, (2012), Sekaran (2010) and Krejcie & Morgan (1970) that for population (N) 500 sample size should be 217 (Sekaran, 2010).A sample size of 300 respondents was selected by using simple random sampling method out of population frame 500. Total 300 questionnaires were distributed in different private universities with return rate 90%. Data Survey conducted through structured questionnaire design on a five-point Likert scale (1) strongly disagree, (2) disagree, (3) neutral, (4) agree (5) strongly agree. A prearranged questionnaire was used to collect the data. The questionnaire was divided into two parts: demographic and research variables. All items were adopted from previous researches: twenty-three items from Barbuto & Wheeler (2006) servant leadership measurement which are (a) altruistic calling (4 times), (b) emotional healing (4 items), (c) wisdom (5 items), (d) persuasive mapping (5 items) and (e) organizational stewardship (5 items). For employee loyalty, the researcher used Pandey & Khare, (2012) employee loyalty questionnaire which contained 4 categories such as (a) commitment (5 items), (b) motivation (4 items), (c) belongingness (4 items) and (d) career development (4 items). Before data collection, all the questionnaire was sent for expert review. Two hundred and seventy questionnaires were collected during the research survey. Table 1 shows the detail of the questionnaires sent and returned.

Table 1: Detail of the Questionnaires Sent and Feedback

#	Name of Universities	Sent	Received	%
1.	Abasyn University Peshawar	40	35	87%
2.	City University	40	36	90%
3.	CECOS University	37	32	86%
4.	Gandhara University	39	35	89%
5.	Iqra National University	39	35	89%
6.	Preston University	33	29	87%
7.	Qurtuba University	36	34	94%
8.	Sarhad University	36	32	88%
	Total	300	270	90%

Data was analyzed using Statistical Software for Social Sciences (SPSS) version 23. Descriptive statistics, mean score comparison, reliability analysis, correlations and multiple regression were used to determine the relationship between servant leadership and employee loyalty of the academicians. Instruments play a dominant role in survey research for data collection. If instruments are not valid and reliable or not readable this may create problem further in the study. So, it was indispensable to conduct a pilot study to judge reliability for instruments and to know

about questionnaire readability to use them in further study for data collection (Rahman, 2012). For this purpose, some 45 questionnaires were distributed in three universities. Thirty-five (35) questionnaires were returned with a response rate of 77% which according to Rahman (2012) and Babbie (1998) is a good response for the pilot study. The individual and overall reliability were good which have validated the questions. The details are given in Table 2 as under:

Table 2: Descriptive Statistics and Reliability Estimates (N=35, Pilot Study)

Variables	N	Mean	SD	Alpha
All Questions				**.916**
Servant Leadership	**35**	**3.0335**	**.54754**	**.873**
Altruistic Calling	35	3.1643	.97382	
Emotional Healing	35	3.1929	.89952	
Wisdom	35	3.0629	.78030	
Persuasive Mapping	35	2.9029	.90926	
Org. Stewardship	35	2.9029	.99572	
Employees Loyalty	**35**	**3.2657**	**.40471**	**.733**
Commitment	35	3.2898	.75948	
Motivation	35	3.2971	.71681	
Belongingness	35	3.3786	.97274	
Career Development	35	3.0714	.84795	

4.   Results and Findings

Total 300 questionnaires were distributed among faculty members of private universities in Peshawar. As discussed before, that 270 questionnaires were returned back to the researcher so the response rate was 90%.

4.1   Demographic Data

All respondents in this research were faculty members. Descriptive statistics were used and shown in Table 3 to present respondents' profile such as education, gender, age and position of the faculty members. Faculty members aged between 28 and 60 years. Majority of the respondents were well qualified: PhD 28, M.phil 105, master 121. Respondent male and female ratio was: male 214 and female 56. In terms of position: Professor 24, Associate Professor 27, Assistant Professor 102, Lecturers 106.

Table 3: Demographic Profile of the Respondents (N=270)

Variables	Sample Components	Frequency	%
	Bechalor	16	6.00%
Education	Master	121	44.8%
	M.Phil/MS	105	38.8%
	PhD	28	10.3%
Gender	Male	214	80%
	Female	56	20%
Age	22-27	57	21.1%
	28-38	125	46.29%
	39-45	53	19.62%

	46-60	34	12.59%
	61-above	1	0.37%
Position	Professor	24	8.88%
	Associate Professor	27	10.%
	Assistant Professor	102	37.77%
	Lecturer	106	39.25%
		270	**100%**

4.2   Factor Analysis

Factor analysis was performed to check for the sample adequacy and underlying factors and for the appropriateness of the data set. Factor analysis can also validate the data in terms of convergent and discriminant validity of the construct. Before performing factor analysis, it is very important to check the sample size is sufficient for the study? For this purpose, Bartlett's test of sphericity and Kaiser-Meyer-Olkin measure of sampling adequacy was used. The data can only be factorable if KMO value is greater than .60 (Latif et al., 2016). Table 4 shows the results of the test.

Table 4: Kaiser-Meyer-Olkin and Bartlett's Test

Detail of the Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.868
Bartlett's Test of Sphericity	Approx. Chi-Square	1130.053
	Df	36
	Sig.	.000

As mentioned KMO value is .868 which greater than .60 it indicates that sample size is adequate to carry out factor analysis and the data is normally distributed. The values of Bartlett's test sphericity are good enough which also show data appropriateness, Chi-Square value is positive with a high significance level (P=.000, df=36).

To check multicollinearity, in factor analysis the determinant statistics was also run. As mentioned by Latif et al. (2016) that the determinant of correlation matrix value should be greater than 0.00001. Inter-correlation and determinant statistics for each item were examined. There was no multicollinearity found between the items of the construct.

To find out the factor loading, principal component analysis approach was used. As mentioned by Hunck (2011) and Pallant (2011) that principal component analysis is a common approach for factor analysis. Huck (2012) mentioned varimax rotation is the popular rotation method using by different researchers (Latif et al.,2016). The factor that has loading value up to 0.5 is considered higher (Latin, Carroll & Geen,2003). Table 5 and table 6 show the results of principal components analysis. All the values for items in factor loading were more than 0.5 which show that there are no such items in a questionnaire which is inadequate. All items support their respective constructs.

Table 5: Factor Analysis Using Principal Component Analysis Extraction Method

Factors/Variables	Items	Loading				
Servant Leadership		1	2	3	4	5
1.Altruistic Calling	SLAC1					0.816
	SLAC2					0.827
	SLAC3					0.808

City University Research Journal

Special Issue: AIC, Malaysia PP 96-111

Factor/Variable	Items	Loading			
		1	2	3	4
	SLAC4				0.777
2. Emotional Healing	SLEH1			0.705	
	SLEH2			0.706	
	SLEH3			0.754	
	SLEH4			0.724	
3. Wisdom	SLW1			0.632	
	SLW2			0.763	
	SLW3			0.781	
	SLW4			0.749	
	SLW5			0.766	
4.Persuasive Mapping	SLPM1		0.571		
	SLPM2		0.654		
	SLPM3		0.713		
	SLPM4		0.806		
	SLPM5		0.821		
5. Org. Stewardship	SLOS1	0.791			
	SLOS2	0.807			
	SLOS3	0.801			
	SLOS4	0.760			
	SLOS5	0.796			

Table 6: Factor Analysis Using Principal Component Analysis Extraction Method

Factor/Variable	Items	Loading			
Employee Loyalty		1	2	3	4
1. Commitment	SLC1				0.731
	SLC2				0.711
	SLC3				0.764
	SLC4				0.574
	SLC5				0.698
2. Motivation	SLM1			0.811	
	SLM2			0.744	
	SLM3			0.659	
	SLM4			0.742	
3. Belongingness	SLB1		0.849		
	SLB2		0.741		
	SLB3		0.641		
	SLB4		0.832		
4.Career Development	SLCD1	0.844			
	SLCD2	0.789			
	SLCD3	0.67			

© 2017 CURJ, CUSIT

103

SLCD4	0.721

From the above tables it is cleared that variables that are servant leadership and employee loyalty, all items are above from satisfied set criteria that is 0.5 which reflect that all the questions are appropriate to use.Thus, all questions are loaded appropriately by factor analysis.

4.3   Reliability and Validity

Individual consistency of the scale was measured through Cronbach's alpha and showed sufficient level of internal reliability. All the values were higher than .70. The reliability of servant leadership for 23 items was .893, and for 17 items of employees loyalty was .791, implying that all the items in measurement was reliable. Alpha values shown in table 3. The validity of the construct is also developed. There are two main validity uses in social sciences research, one is convergent validity and second is discriminant validity. Convergent validity is established when the concepts that should be related to each other are in fact related (Latif, Baloch, Sahibzada, 2016). Construct is convergent valid if average variance extracted (AVE) of 0.50 or greater is achieved for the constructs (Latif et al., 2016). To establish convergent validity, average pattern loading for construct was developed by apply factor analysis. After calculating average pattern loading of component extracted, the squaring of average pattern loading of construct is variance extracted. Convergent validity for all construct was developed and the results showed variance extracted for all construct was greater than .50. As shown in Table8 the value of APLC >AVE (0.8192>0.67) it suggestsconvergent validity of the constructs. The following Table7 and Table8 present Cronbach's alpha values and convergent validity of the constructs.

Table 7: Reliability Estimates (N=270)

Variables	Number of Items	Cronbach's Alpha	AVE
Servant Leadership	23	0.893	0.67
Employees' Loyalty	17	0.791	0.69
All Items	40	0.745	

Note: *All Coefficient values are significant $\alpha \geq 0.70$

Table 8: Convergent Validity of the Constructs

	Pattern Loading Component (PLC)				
	Component 1	2	APLC	(APLC)2	AVE
Servant leadership					
Altruistic Calling	.787				
Wisdom	.901				
Emotional Healing	.810				
Persuasive Mapping	.801				
Org Stewardship	.797		0.8192	0.6710	**0.6710**
Employee Loyalty					
Motivation		.914			
Commitment		.897			
Belongingness		.748			
Career Development		.778	0.8342	0.6958	**0.6958**

Discriminant validity is established when the distinct constructs are not highly correlated with each other (Latif et al., 2016). When the average variance extracted of component one and two are greater than the square of the component correlation matrix. Table 9 shows that APLC/2>(CCM)2 it suggests that constructs are discriminant valid.

Table 9: Discriminant Validity of Constructs

Component	APLC	APLC/2	CCM*	(CCM)2
1	0.8192			
2	0.8342	0.8267	0.533	0.2840

Note: *Component correlation matrix

4.4   Correlation Analysis

Table 10: Descriptive Statistics and Correlation Matrix of items (N=270)

Items	Mean	S.D	SL	EL
Servant Leadership	3.2847	0.78059	**1**	0.602
Employee Loyalty	3.4516	0.65922	0.602*	**1**

Note: *Correlation values is significant $p > 0.01$

For Pearson's correlation SPSS 23rd version was used. Table 10 presents descriptive statistics including mean, standard deviation and correlation analysis of all two variables for this study. It shows the relationship between dependent and independent variables; the variables have positive significant relation with each other. There is a strong relationship between independent variable servant leadership and dependent variable employee loyalty (r=.602). All the construct individual relationship has been provided at the end of the paper.

4.5   Regression Analysis

Multiple regression analysis and analysis of variance (ANOVA) were carried out to test the hypotheses of the study and to analyze the variable relationship. It is a good method to predict the unidentified value of variables from the identified value of two or more variables. Table 11 and Table 12 shows the multiple regression and ANOVA results.

Table 11: Model Summary of Regression Analysis

R	R-Square	Adjusted R- Square	Standard Error of Estimate
0.602	0.451	.440	.42737

a) Predictors: EH, AC, W, OS, PM
b) Dependent Variable: Employee loyalty

Table 12: Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig
	Regression	48.309	1	48.309	173.696	.000
1	Residual	85.105	306	.278		
	Total	133.414	307			

a) Predictors: EH, AC, W, OS, PM
b) Dependent Variable: Employee loyalty

Model summary is very important in regression analysis because it gives measures how the overall model of the study best fit population andto check the predictors i.e. independent variables are able to predict the dependent variable or not. Multiple regressions were used to find out the relationship between dependent and independent variables. The results show that R was 0.602, which proved that there is a strong relationship between variables. The second measure is called R-Square which is taken to prove the total variation between dependent and independent variables and its value usually differs from 0 to 1. The value of R- Square is .451 which explains 45 % of the variance in employees' loyalty. The model does not fit the data if the value of R-Square is smaller. The third measure is adjusted

R-Square which enables the R-Square to give more strongly expression of model fit in the population. Standard error quantifies that how much R is estimated to fluctuate from one simple to another. The above model summary showed that variables which are selected for this study i.e. dimensions of servant leadership impacted significantly the dependent variable employee loyalty and replicated the model is best fit the universe. The Table 12 shows the results of analysis of variance (ANOVA) The linear relation between, emotional healing, altruistic calling, wisdom, and organizational stewardship and persuasive mapping with employees' loyalty is significant with F-value of 173.69 at the p value .000 significance level. As it is suggested by the researchers that F value should be greater than 5 and not less than 2, Thus the model fits this study and statistically significant.

Table 13: Regression Coefficients

	Un-standardized coefficients		Standardized coefficients	**T**	**Sig**
	Beta	**Std. Error**	**Beta**		
Emotional Healing	0.321	0.025	0.419	5.187	0.000
Altruistic Calling	0.310	0.048	0.401	4.625	0.000
Wisdom	0.228	0.025	0.342	5.008	0.000
Org. Stewardship	0.211	0.051	0.331	5.078	0.000
Persuasive Mapping	0.141	0.041	0.267	4.005	0.001

a) Predictors: EH, AC, W, OS, PM
b) Dependent Variable: Employee loyalty

Table 13 presents the coefficients of the variables. All the coefficients are significant at 0.05 levels. Beta shows a total variation in the dependent variable caused by variation in the independent variable. T value is also important to accept or reject the hypotheses of this study. It value should be greater than 2 at 0.05 significant level. The tabulated value of t is 1.96 at 5% significant level. All the values of t are greater than 2 which prove that all the hypotheses are accepted. It means that there is a significant link between independent and dependent variables and all factors are significant at 0.05 point.

4.6 Hypotheses Testing

H1. There is significant relationship between emotional healing and employees' loyalty.

While the significance level of emotional healing with employee loyalty was 0.000 which is less than 0.05,t value is greater than 2, the tabulated t value is 1.96,hence H1 is accepted. Emotional healing was the highest coefficient (beta=0.419), it means that 42% change in dependent variable employee loyalty is due to the one-unit change in the independent variable servant leadership (emotional healing) hence, emotional healing is having significant positive relationship with employee loyalty.

H2. There is significant relationship between altruistic calling and employee loyalty.

Significance level of altruistic calling with employee loyalty was 0.000which is less than 0.05, t value is greater than 2, the tabulated t value is 1.96, hence H2 is accepted. Altruistic calling was second highest coefficient (beta=0.40), it means that 40% change in dependent variable employee loyalty is due to the one-unit change in the independent variable servant leadership (altruistic calling). Hence, altruistic calling is having a significant positive relationship with employee loyalty.

H3. There is significant relationship between wisdom and employee loyalty.

The significance level of wisdom with employee loyalty as shown in table 13 was 0.000 which is less than 0.05, t value is greater than 2, the tabulated t value is 1.96, hence H3 is accepted. Wisdom was third highest coefficient

(beta=0.342), it means that 34% change in dependent variable employee loyalty is due to the one-unit change in the independent variable servant leadership (wisdom). Hence, wisdom is having a significant positive relationship with employee loyalty.

H4. There is significant relationship between organizational stewardship and employee loyalty.

The significant level of organizational stewardship was 0.000 which is less than 0.05, t value is greater than 2, the tabulated t value is 1.96, and Hence H4 is accepted. Organizational stewardship was forth highest coefficient (beta=0.331), it means that 33% change in dependent variable employee loyalty due to the one-unit change in the independent variable servant leadership (organizational stewardship). Hence, organizational stewardship is having a significant positive relationship with employee loyalty.

H5. There is significant relationship between persuasive mapping and employee loyalty.

The significance level of persuasive mapping with employee loyalty as shown was 0.001 which is less than 0.05, t value is greater than 2, the tabulated t value is 1.96, hence H5 is accepted. Persuasive mapping was fifth highest coefficient (beta=0.267), it means that 26% change in dependent variable employee loyalty is due to the one-unit change in the independent variable servant leadership (persuasive mapping). Hence, persuasive mapping is having a significant positive relationship with employee loyalty.

5.   Discussion

5.1   Emotional Healing

Emotional healing is the important precursors that directly affect employee loyalty (McCann et al., 2014). Emotional healing behavior of servant leadership helps employees to recover from distress and trauma. This behavior creates in employee a sense of commitment and keeps them loyal and reduced turn-over retention. This study supports previous studies such as Barbuto & Wheeler (2008), and Liden et al. (2008). Hence, having this ability by the servant leader is critical for educational institutions to attract more qualified faculties and increase universities performance.

5.2   Altruistic Calling

According to Patterson (2003) altruism is also the key antecedent that directly impacts employees' loyalty. The result of this study with regards altruistic calling is consistent with preceding findings such as, Rimes (2011), Carter (2012), McCann et al. (2014) and Vondey (2010). Altruistic calling behavior of servant leadership helps of fulfilling employees' needs of empathy and creates a superior level of employees' loyalty towards the particular organization.

5.3   Wisdom

The results of this study with regards wisdom are consistent with previous studies result. According to findings, most faculty members are concerned with wisdom in private universities. They indicated that wisdom played an important role in servant leadership behavior Russell & Stone (2002), Greenleaf & Spears (1998), Barbuto & Wheeler (2008) Patterson (2003), and McCann et al. (2014). According to Liden, Wayne, Zhao & Herderson (2008), if a servant leader has this ability it will make employees' enthusiastic to trust on the leader. In addition, McCann et al. (2014) research also found that supposed lack of wisdom was one of the reasons why employees distrust on the leader.

5.4   Organizational Stewardship

Organizational stewardship can be defined as how much organization is responsible for society and community to provide them better services (McCann et al., 2014). The result of this study with organizational stewardship is consistent with previous studies such as Van (2011), and Luu (2016), Russell & Stone (2002), Greenleaf & Spears (1998), Luab (2002), Barbuto & Wheeler (2006), Hashim, Khattak & Kee, (2017) and Northouse (2015). This behavior of leader enhances employee loyalty and contributing to competitive advantage for the university.

5.6   Persuasive Mapping

This ability motivate employee towards the attainment of goals and also develops a sense of rational thinking in employees. The results of this study also supported previous studies such as Van (2011), Northouse (2015) and Sendjaya, Sarros & Santora (2008). Servant oriented leadership behavior should pay attention to motivate and guide employees by clarifying goals and targets by doing so employees' will do trust and will low intention to quit.

6.   Conclusion

This research focused on the employee loyalty problem faced by private universities in Peshawar. Overall, five hypotheses in relation to emotional healing, altruistic calling, wisdom, organizational stewardship and persuasive mapping were developed. With a sample of 270 faculty members' contributor, the results of regression test showed that all variables were significant predictors of employees' loyalty. Data supported all hypotheses of the study as: H1 (beta=0.419, sig =0.000), H2 is second highest predictor (beta=0.401 with sig. level =0.000), H3 is the third highest predictor with (beta=0.342, sig=0.000), H4 is the fourth highest predictor with (beta=0.311, sig=0.000), and H5 (beta=0.267, sig=0.001), is fifth high predictor of faculty loyalty in private universities of Peshawar.

6.1   Implications

As explained in the results, there is a significant relationship between emotional healing, altruistic calling, wisdom, organizational stewardship, persuasive mapping and employee loyalty. Consequently, the private universities leaders should further develop and improve emotional healing, altruistic calling, wisdom, organizational stewardship and persuasive mapping behaviors to keep faculty loyal and committed (Carter, 2012; Rimes, 2011). Universities administration should design and arrange special courses and training sessions on servant leadership to educate further their managerial staff. Moreover, the private university coordinators and academic directors should also develop and improve altruism behavior to fulfilling faculty needs of empathy by doing so it will enhance the good relationship between senior and faculty members and will have low intention to quit. Furthermore, strong and improve wisdom ability could create faculty trust and ability to build long term relationship with management. Hence this would increase faculty loyalty and commitment in a particular university. Moreover, nowadays, social responsibility and stewardship have become indispensable in getting employee loyalty. Universities are strongly advised to provide superior services and benefits to society and faculty members, such as, prompt services response to student's parent's complaint and request, quality education, social awareness to serve for community, seminars and training programs for faculty members. A university leader should maintain the quality of stewardship because a good leader with stewardship behavior should be able to persuade qualified faculty members and social community to remain attached in future. Lastly, motivation and encouragement also play a significant role in persuading faculty to attain desired and target objectives. Clear policies and guidelines make it easy for employees to achieve the organizational goals. Persuasive Mapping behavior motivates employee towards the attainment of goals and also develops a sense of rational thinking in faculty members. By attaining the standard mentioned before, the university should be able to hold more market share in the education sector and expand its branches in Pakistan.

6.2   Limitations of the Study

Even though the analysis of servant leadership oriented behavior and employee loyalty relationship has certain theoretical and practical importance, but has also some limitation. Firstly, though the researcher included private sector universities in Peshawar and in this way the results obtained will not be generalized with other universities that are not included in this study. Another limitation was its cross-sectional research design. As the examination of the process of leadership behavior and its impact on employees' loyalty requires a relatively longer period.

6.3   Future Research Direction

Future research should focus on to expand the sample size as the sample of this study was mainly chosen from faculty members in private universities in Peshawar which may cause the limitation of both diversity and number of sample size. In addition, a relative study could be carried out in public sector universities to see the differences among different faculty members in different regions and sectors. Lastly, a follow-up of this study may be performed with a longitudinal study design.

References

Anderson, P. K. (2005). *A co relational analysis of servant leadership and job satisfaction in a religious educational organization*. School of Advanced Studies, (Doctoral dissertation, University of Phoenix, USA).

Babin, B. J., Lee, Y. K., Kim, E. J., & Griffin, M. (2005). Modeling consumer satisfaction and word-of-mouth: Restaurant patronage in Korea. *Journal of Services Marketing, 19*(3), 133-139.

Barbuto, J. E. & Wheeler, D. W. (2006). Scale development and construct clarification of servant leadership. *Group and Organization Management, 31*(3), 300-326.

Bryant, S.R. (2003). Servant leadership and public managers. Regent University.

Buchen, I. H. (1998). Servant leadership: A model for future faculty and future institutions. *Journal of Leadership & Organizational Studies*, *5*(1), 125-134.

Carter, D. R. (2012). *The influence of servant leadership on employee engagement: A Qualitative phenomenological study of restaurant employees* (Doctoral dissertation, University of Phoenix).

Chughtai, A. A. (2016). Servant leadership and follower outcomes: mediating effectsof organizational identification and psychological safety. *The Journal of Psychology,* 1-15.

Contee-Borders, A.K. (2002). A case study defining servant leadership in the workplace. Regent University.

Dennis, R. and B.E. Winston. (2003). A factor analysis of page and wong's servant leadership instrument. *Leadership & Organization Development Journal*, *24*(8),455-459.

Dennis, R.S. and M. Bocarnea. (2005). Development of the servant leadership assessment instrument. *Leadership &Organization Development Journal*, *26*(8),600-615

Ding, D., Lu, H., Song, Y & Lu, Q. (2012). Relationship of servant leadership and employee loyalty: The mediating role of employee satisfaction. *iBusiness Scientific Research*, *4*(20) 8-215.

Donia, M. B., Raja, U., Panaccio, A., & Wang, Z. (2016). Servant leadership and employee outcomes: The moderating role of subordinates' motives. *European Journal of Work and Organizational Psychology,* 1-13.

Drury, S. (2005). Teacher as servant leader: A faculty model for effectiveness with students. *School of leadership studies Regent University*

Dubrin, A. (2015). *Leadership: Research findings, practice, and skills*. Nelson Education.

Farling, M.L., Stone, A.G., & Winston, B.E. (1999). "Servant leadership: setting the stage for empirical research." *The Journal of Leadership Studies* (6), 49-72.

Greenleaf, R.K. and L.C. Spears. (1998). *The power of servant leadership: essays*: Barrett Koehler.

Greenleaf, R. K. (1977). *Servant leadership: A journey into the nature of legitimate power and greatness*. New York, Paulist Press.

Grisaffe, D. B., VanMeter, R., & Chonko, L. B. (2016). Serving first for the benefit of others: preliminary evidence for a hierarchical conceptualization of servant leadership. *Journal of Personal Selling & Sales Management, 36*(1), 40-58.

Hussain,T.&Ali,W. (2012). Effects on servant leadership on follower's job performance. *Sci., Tech. and Dev*., *31* (4): 359-368.

Hashim, M. (2014). Organizational change: Case study of GM (General Motor). *Journal of Business Administration and Management Sciences Research, 3*(1), 001-005.

Hashim, M. (2013). Change management. International Journal of Academic Research in Business and Social Sciences, 3(7), 685.

Hashim, M., & Hameed, F. (2012). Human resource management in 21st century: issues & challenges & possible solutions to attain competitiveness. International Journal of Academic Research in Business and Social Sciences, 2(9), 44.

Hashim, M., Khattak, M. A., & Kee, D. M. H.(2017). Impact of Servant Leadership on Job Satisfaction:A Study of Teaching Faculty in Universities of Peshawar. Abasyn Journal of Social Sciences.

Ilies, R., & Judge, T. A. (2004). An experience-sampling measure of job satisfaction and its relationships with affectivity, mood at work, job beliefs, and general job satisfaction. *European journal of work and organizational psychology*, *13*(3), 367-389.

Ingram,T.N., Laforge, R.W., Locander,W.B.,Mackenzie,S.B., and Podsakoff, P.M. (2005). New directions in sales leadership research. *Journal of Personal Selling &Sales* Management, 25(2,) 2005, pp. 137-154.

Jaramillo, F., Bande, B., & Varela, J. (2015). Servant leadership and ethics: A dyadic examination of supervisor behaviors and salesperson perceptions. *Journal of Personal Selling & Sales Management, 35*(2), 108-124.

Jaramillo, F.,.. Grisaffe, D. B., Chonko, L. B., and Rob-erts, J. A. (2009). Examining the Impact of servant leadership on salesperson's turnover intention. *Journal of Personal Selling & Sales Management*, *29*(4), 351-365. doi:10.2753/PSS0885-3134290404

Jones, M. A., Reynolds, K. E., & Arnold, M. J. (2006). Hedonic and utilitarian shopping value: Investigating differential effects on retail outcomes. *Journal of Business Research, 59*(9), 974-981.

Khan,A., Ali, F. (2013). The effect of job stress on employee performance, job satisfaction and workload pressure in universities of KPK. MS thesis, IBMS, University of Agriculture, Peshawar.

Latif, F.L., Baloch, Q.B., & Shahibzada,U.F.(2016). An empirical investigation into the roleof internal service quality in forstering organizational performance. *City University Research Journal, 6,*321-343.

Latin,J.M., Carroll, J.D., & Green, P.E.(2003). Analyzing multivariate data. Thomson Learning Inc.

Laub, J. (2003). From paternalism to the servant organization: Expanding the organizational leadership assessment (OLA) model. Retrieved from
http://www.regent.edu/acad/global/publications/sl_proceedings/2003/laub_from_paternal ism.pdf

Laub, J.A. (1998). *Organizational leadership assessment*. Retrieved from
http://www.olagroup.com/documents/instrument.pdf.

Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. *The leadership quarterly*, *19*(2), 161-177.

Luu Trong Tuan , (2016) "How servant leadership nurtures knowledge sharing: The mediating role of public service motivation*", International Journal of Public Sector Management*, *29*(1), 91 – 108.

McCann, J. T., Graves, D., & Cox, L. (2014). Servant leadership, employee satisfaction, and organizational performance in rural community hospitals. *International Journal of Business and Management*, *9*(10), 28.

Northouse, P. G. (2015). *Leadership: Theory and practice*. Sage Publications. Page, D., & Wong, T. P. (2000). *A conceptual framework for measuring servant-leadership. In S. Adjibolosoo (Ed.), The human factor in shaping the course of history and development.* 69-110. Lanham, MD: University Press of America

Pandy C., &Khare, R.(2012). Impact of job satisfaction and organizational commitment on employee loyalty. *International Journal of Social Science & Interdisciplinary Research,1* (8),26-41.

Patterson, K. A. (2003). Servant leadership: A theoretical model. (Doctoral dissertation, Regent University). Retrieved April 10, 2015, from ProQuest Digital Dissertations.

Rahman, W. (2012). *The relationship of attitudinal and behavioral outcomes with employee development in the context of performance appraisal in public universities of khyberpakhtunkhwa*. Unpublished PhD Thesis, National University of Modern Languages, Islamabad.

Rimes, W. D. (2011). *The relationship between servant leadership and organizational commitment* (Doctoral dissertation, Temple University).

Russell, R. F., & Gregory Stone, A. (2002). A review of servant leadership attributes: Developing a practical model. *Leadership & Organization Development Journal*, *23*(3), 145-157.

Searle, T. P., & Barbuto, J. E. (2010). Servant leadership, hope, andorganizational virtuousness: A framework exploring positive micro and macro behaviors and performance impact. *Journal of leadership and organization studies*, *18*(1) 107–117.

Sekaran, U. (2010). *Research methods for business: a skill building approach, 4th edition.* Wiley Publishers.

Sendjaya, S., Sarros, J. C., & Santora, J. C. (2008). Defining and measuring servantleadership behaviour in organizations. *Journal of Management Studies*, *45*(2), 402-424.

Sosik, J. J., & Megerian, L. E. (1999). Understanding leader emotional intelligence and performance the role of self-other agreement on transformational leadership perceptions. *Group & Organization Management*, *24*(3), 367-390.

Spears, L. C. (2005). The understanding and practice of servant leadership. *International Journal of Servant Leadership, 1*(1), 29-46.

Sternberg, R. J. (2003). *Wisdom, intelligence, and creativity synthesized*. Cambridge University Press.

Van Dierendonck, D. (2011). Servant leadership: A review and synthesis. *Journal of Management*, *37*(4), 1228-1261.

Vondy, M. (2010). The relationships among servant leadership, Organizational citizenship behavior, person-organization fit, and organizational identification. *International Journal of leadership Studies, 6*(1),3-27.

Wang, C, X., Ling, Q., and Zhang, X. J.(2009). The servant leadership scale design and inspection in chinese enterprise. *Nankai Business Review*,*3*, 94-103.

Weiss, D. J., Dawis, R. V., England. W., & Lofquist, L. H. (1967). *Manual forthe minnesota satisfaction questionnaire.* Minneapolis, MN: University of Minnesota, Industrial Relations Center.

Wright, T. A., & Bonett, D. G. (2007). Job satisfaction and psychological well-being as non-additive predictors of workplace turnover. *Journal of management*, *33*(2), 141-160.

Yasir, M., Imran, R., Irshad, M. K., Mohamad, N. A., & Khan, M. M. (2016). Leadership Styles in Relation to Employees' Trust and Organizational Change Capacity: Evidence from Non-Profit Organizations. *SAGE Open*, *6*(4), 2158244016675396.

Yasir, M., & Mohamad, N. A. (2016). Ethics and Morality: Comparing Ethical Leadership with Servant, Authentic and Transformational Leadership Styles. *International Review of Management and Marketing*, *6*(4S), 310-316.