

SERVANT LEADERSHIP ASSESSMENT TOOL: VALIDATION OF A MULTIFACETED INSTRUMENT

Daniel G. J. Kuchinka, Keiser University, U.S.A.
Savannah Valdez, Saint Peter's University, U.S.A.
Joshua Feinberg, Saint Peter's University, U.S.A.

[dx.doi.org/10.18374/IJBS-22-1.5](https://doi.org/10.18374/IJBS-22-1.5)

ABSTRACT

Servant leadership is a common topic among researchers in business, psychology, and leadership studies. A challenge is available assessments lack a religious component. At best measures of servant leadership assess spirituality, but from a non-religious perspective. This paper will demonstrate how Greenleaf (1977) emphasized the importance of religion when addressing servant leadership, which justified the creation and validation of the Servant Leadership Assessment Tool (Kuchinka, 2020). A pilot study and three independent research projects were used to evaluate the psychometric properties of this instrument. Results revealed the measure is a reliable, valid, and practical tool that can be used by leadership scholars and practitioners.

Keywords: *servant leadership, ethical leadership, servant leadership assessment tool*

1. INTRODUCTION

The goal of this paper is to discuss the relationship between servant leadership and ethical/unethical behaviors among leaders, and to then describe the methods used to create and validate the Servant Leadership Assessment Tool (SLAT; Kuchinka, 2020). The present study examined the creation and validation process of the Servant Leadership Assessment Tool across a pilot and three independent studies. The measure was created and validated as a tool that can be utilized for empirical research by students, academics, and practitioners. The measure was also designed as an effective developmental instrument that accompanies the Servant Leadership Manual: Education, Assessment, Training and Organizational Development Activities (Kuchinka, 2020).

2. LITERATURE REVIEW

It is our primary thesis that ethical leadership in its contemporary form has become a subjective concept that is less about behavior and largely philosophical. Servant leadership, however, includes objective behaviors that are measurable and have developmental potential. A decline in moral and ethical values in Western nations has led to predictable challenges in the workplace. Employee dedication and longevity appear to be a thing of the past. Microsoft (2021) reports 40% of the global workforce is considering leaving their employer this year. Comparably, Wingard (2021) reported on an Adobe survey that found among 5500 workers 56% of workers aged 18-24 say they are planning on changing jobs in the next year. Foster (2021) reports on a Bankrate survey that revealed 55% of the American workforce is somewhat or very likely to look for a new job in the next year. This diminished dedication is reinforced by a decline in moral and ethical values and therefore, effective leadership may be more important than ever.

Sacks (2011) discusses the erosion of contemporary secular society by stating “*people lose a sense of shame. Rudeness is taken as a sign of sophistication. People pursue the pleasure of the moment. They lose their respect for leaders. The young no longer defer to the old, and the old behave as if they were young. The difference between the sexes is blurred. People get irritated by the least touch of authority,*