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Servant Leadership "

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(Spears, 1998, p. 10; Russell, 2001, p. 79; Van Dierendonck, 2011, p. 1231; Russell & Stone, 2002, p. 146; Barbuto & Wheeler, 2006, p. 302; Liden, Wayne, Zhao, & Henderson, 2008, p. 162).

(Van Dierendonck, 2011, p. 1231; Reinke, 2004, p. 30; Liden *et al.*, 2008, p. 162).

(Searle, & Barbuto, 2011, p. 111; Jaramillo, Grisaffe, Chonko, & Roberts, 2009, p. 352).

(Ruiz, Martinez & Rodrigo, 2010, p. 47)

(Hale & Fields, 2007, p. 397)

(Greenleaf, 1977, p. 7)

(Van Dierendonck, 2011, p. 1228)

(Reed, Vidaver-Cohen, & Colwell, 2011, p. 416)

(Searle & Barbuto, 2001, p. 112; Barbuto & Wheeler, 2006, p. 302; Jaramillo *et al.*, 2009, p. 353).

(Greenleaf, 1970, p. 1)

.(Sendjaya, Sarros, & Santora, 2008, p. 402)

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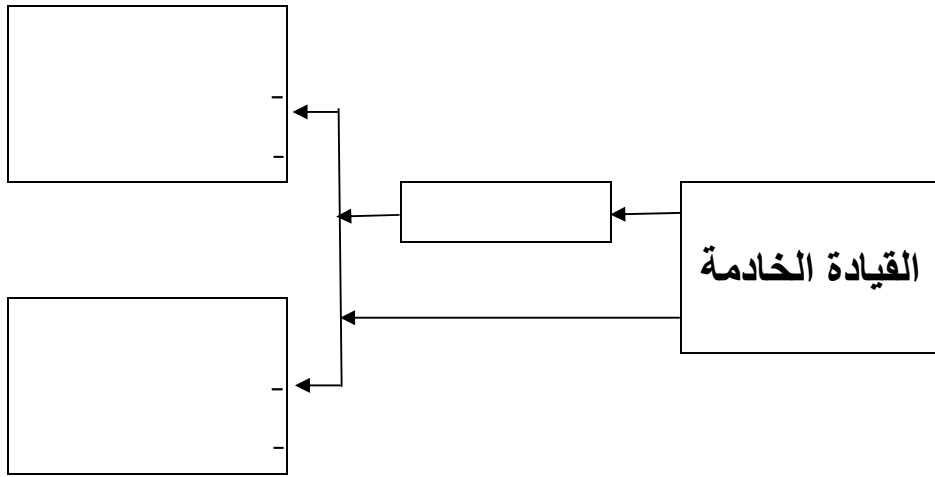
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Robert Greenleaf
(Spears, 1996, p. 33)
"The Servant as Leader"

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.(Greenleaf, 1977, p. 7)

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.(Reinke, 2004, p. 30)

(Greenleaf, 1977, p. 7)

(Laub, 1999, p. 10)

Employee-Oriented Style

(Ehrhart, 2004, p. 62; Sendjaya *et al.*, 2008, p. 405; Searle & Barbuto, 2011, p. 110).

Greenleaf	(Spears, 1998, pp. 1-12)	
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	Listening	-
	Empathy	-
	Healing	-
	Awareness	-
	Persuasion	-
	Conceptualization	-
	Foresight ()	-
	Stewardship	-
Commitment to the Growth of People		-
	Building Community	-

.Spears

(see: Russell & Stone, 2002, p. 146)

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"Vision "	()	
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.Honesty	-	.Vision -

	.Trust	-	.Integrity	-
.Modeling		-	.Service	-
.Appreciation of others		-	.Pioneering	-
			.Empowerment	-
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.Credibility	-		Communication	-
.Stewardship	-		.Competence	-
.Influence	-		.Visibility	-
.Listening	-		.Persuasion	-
.Teaching	-		.Encouragement	-
			.Delegation	-

(Liden *et al.*, 2008, p. 166)

	:			
			Emotional Healing	-
Creating Value for the Community				-
			Conceptual Skills	-
			Empowerment	-

Helping Subordinates Grow and Succeed -

Putting Subordinates First -

Behaving Ethically -

(Van Dierendonck, 2011, p.1235)

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(Parolini, Patterson, & Winston, 2009, pp. 274-279)

(Barbuto & Wheeler, 2006, p. 300)

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(Sun & Wang, 2009, p. 334)

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(Dennis & Bocarnea, 2005, pp. 607-608; Barbuto & Wheeler, 2006, p. 322; Liden *et al.*, 2008, p. 166; Sendjaya *et al.*, 2008, p. 416; Reed *et al.*, 2011, p. 424; Van Dierendonck & Nuijten, 2011, p. 256).

(Chung, Jung, Kyle, & Petrick, 2010, p. 13)

(Liden *et al.*, 2008, pp. 168-169)

(Searle & Barbuto, 2011, p. 108) :

Micro-Positive Behaviors

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) Macro-Positive Behaviors

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(Van Dierendonck, 2011, p. 1233) .

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(Ehrhart, 2004, p. 61) .

(Joseph & Winston, 2005, p. 6) .

(Barbuto & Wheeler, 2006, p. 300) .

(Taylor, Martin, Hutchinson, & Jinks, 2007, p. 401)

(Hale & Fields, 2007, p. 397) .

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(Mayer, Bardes, & Piccolo, 2008, p. 180)

(Liden *et al.*, 2008, p. 175) .

(Cerit, 2009, p. 613)

(West, Bocarnea, & Maranon, 2009, p. 129)

(Sun & Wang, 2009, p. 321)

(Sendjaya & Pekerti, 2010, p. 643) .

(Chung *et al.*, 2010, p. 1)

(Cerit, 2010, p. 301) .

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More Individualistic

(Liden *et al.*, 2008, p. 175)

(Sendjaya & Pekerti, 2010, p. 657) .

(Sun & Wang, 2009, p. 341)

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In-Role Behavior

(Turnley, Bolino, Lester, & Bloodgood, 2003, p. 189)

(Williams & Anderson, 1991, p. 603)

(Yang & Mossholder, 2010, p. 57)

(Walumbwa, Peterson, *et al.*, 2010, p. 937)

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(Jaramillo *et al.*, 2009, p. 351)

(Graham, 1991, p. 105)

(Liden *et al.*, 2008, p. 162)

(Hale & Fields, 2007, p. 398)

(Barbuto & Wheeler, 2006, p. 321)

(Sendjaya & Pekerti, 2010, p. 657)

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Organizational Citizenship Behavior

Extra-Role Behavior

(Munyon, Hochwarter, Perrewe, & Ferris 2010, p. 1506)

(see: Munyon *et al.*, 2010, p. 1506; Norman, Avey, Nimnicht, & Pigeon, 2010, p. 382; Yang & Mossholder, 2010, p. 53).

(Organ, 1988, p. 11)

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.(Organ, 1997, p. 86)

() : (Smith, Organ, & Near, 1983, p. 654)

Altruistic Behaviors

Generalized Compliance Behaviors

.(Norman *et al.*, 2010, p. 382)

: (Organ, 1988, p. 11)

Courtesy

Conscientiousness

.Sportsmanship

Civic Virtue

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(Williams & Anderson, 1991, p. 602; Lee & Allen, 2002, p. 132)

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(Turnley *et al.*, 2003, p. 191; Norman *et al.*, 2010, p. 382)

(Cho & Dansereau, 2010, p. 409)

(Liden *et al.*, 2010, p. 175)

(Harris, Wheeler, & Kacmar, 2009, p. 378)

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(Raub & Robert, 2010, p. 1758)

(Sendjaya *et al.*, 2008, p. 419)

(Ehrhart, 2004, p. 61)

(Barbuto & Wheeler, 2006, p. 321)

(Ebener & O'Connell, 2010, p. 323)

(Sendjaya & Pekerti, 2010, p. 658)

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.(Nyhan, 2000, p. 88)

(Russell, 2001, p. 79)

.(Cook & Wall, 1980, p. 40)

.(Russell, 2001, p. 79)

(Bennis, 2002, p. 102; Dirks & Ferrin, 2002, p. 612, Joseph & Winston, 2005, p. 8).

(Farling, Stone, & Winston, 1999, p. 60; Russell & Stone, 2002, p. 148)

.(Sendjaya & Pekerti, 2010, p. 647)

(Greenleaf, 1977, p. 7)

(Farling *et al.*, 1999, p. 60)

.(Spears, 1998, p. 10)

(Joseph & Winston, 2005, p.6)

(De Cremer, Van Kijke, & Bos, 2006, p. 554) .

(Sendjaya & Pekerti, 2010, p. 643)

(Yang & Mossholder, 2010, p. 50) .

(Abou Elkomsan, 2011, p. 51) .

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(Van Dierendonck, 2011, p. 1233)

(Pekerti, Sendjaya, & Ayoko, 2007, p. 11)

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(Luthans, Avolio, Avey & Norman, 2007, p. 545; Peterson & Byron, 2008, p. 786).

" (Snyder, Irving, & Anderson, 1991, p. 287)

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.(Luthans *et al.*, 2007, p. 546)

(Peterson & Luthans, 2003, p.26)

(Luthans, Avolio, Walumbwa, & Li, 2005, p. 249)

(Luthans & Youssef, 2007, p. 321)

(Peterson & Byron, 2008, p. 790)

(Luthans *et al.*, 2007, p. 564)

(Snyder, 2000, p. 61) (Searle & Barbuto, 2011, p. 112)

(Snyder, 1994, p. 52; Rodriguez-Hanley & Snyder, 2000, p. 45)

(Helland & Winston, 2005, p. 43)

(Searle & Barbuto, 2011, p. 112)

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(Luthans *et al.*, 2007, p. 547; Avey, Luthans, & Jensen, 2009, p. 681)

(Luthans *et al.*, 2007, p. 547; Avey *et al.*, 2009, p. 681)

.(De Hoogh & Den Hartog, 2008, p. 300)

.(Schweizer & Koch, 2001, p. 564)

.(Schulman, 1999, p. 33)

(Schulman, 1999, p. 31)

(McColl-Kennedy & Anderson, 2002, p. 545)

(Luthans *et al.*, 2005, p. 249)

(Youssef & Luthans, 2007, p. 774)

(Munyon *et al.*, 2010, p. 1505)

(De Hoogh & Den Hartog, 2008, p. 301)

(McColl-Kennedy & Anderson, 2002, p. 546) .(Grossman, 2000, p. 19)

(Searle & Barbuto, 2011, p. 108)

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(Krejcic & Morgan, 1970, p. 608)

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(e.g., O'Driscoll, Pierce, & Coghlan, 2006, pp. 396-397; Walumbwa *et al.*, 2010, pp. 947-948)

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(Liden *et al.*, 2008, pp. 168-169)

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(Williams & Anderson, 1991, p. 610)

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.(Smith *et al.*, 1983, pp. 653-663)

" : (Munyon *et al.*, 2010, p. 1514)

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.(Snyder, Harris, Anderson, *et al.*, 1991, pp. 570-585)

(Peterson & Byron, 2008, p. 803)

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.(Podsakoff, Mackenzie, Moorman, & Fetter, 1990, pp. 107-142)
(Sendjaya & Pekerti, 2010, p. 652)

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(Ehrhart & Klein, 2001, p. 170; Washington, Sutton, & Field, 2006, p. 709; Hale & Fields, 2007, p. 405).

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Confirmatory Factor Analysis (CFA) -

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Hierarchical Moderated Regression Analysis -

(Epitropaki & Martin, 2005, p. 580) and (Harris *et al.*, 2009, p. 376)

Multiple Regression Analysis

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.(Yang & Mossholder, 2010, p. 57)

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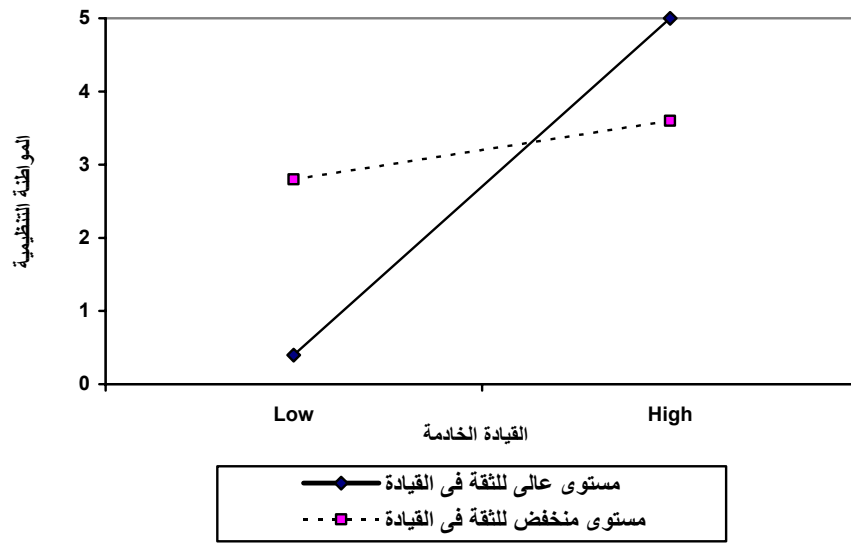
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(Sendjaya *et al.*, 2008, p. 419; Searle & Barbuto, 2011, p. 107)

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(Lee & Allen, 2002, p. 132; Norman *et al.*, 2010, p. 382)

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(Farling *et al.*, 1999, p. 60; Russell & Stone, 2002, p. 148)

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(Liden *et al.*, 2008, p. 162; Russell, 2001, p. 78)

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(Barbuto & Wheeler, 2006, p. 322)

.(Joseph & Winston, 2005, p. 16)

(Liden *et al.*, 2008, p. 174)

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.(Spreitzer & Quinn, 2000, p.13)

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(Van Dierendonck, 2011, p. 1233)

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