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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).

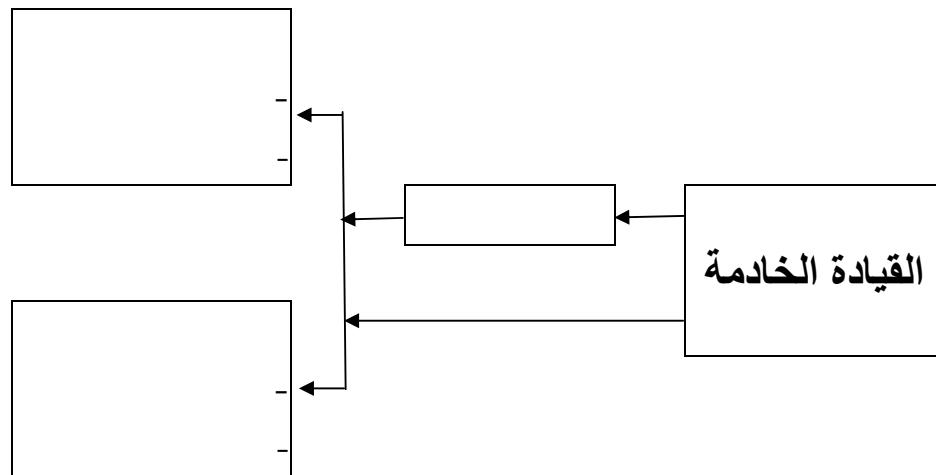
(Greenleaf, 1970, p. 1)

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

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Robert Greenleaf

(Spears, 1996, p. 33)

“The Servant as Leader”

.(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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graph TD; A[Leadership] --> B[ ]; B --> C[ ]; B --> D[ ]; B --> E[ ]; C --> F[ ]; C --> G[ ]; C --> H[ ]; C --> I[ ];
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The diagram illustrates the components of a leader's role, organized into three main levels:

- Leadership** (the top level) includes:
 - Listening
 - Empathy
 - Healing
 - Awareness
 - Persuasion
- Conceptualization** (the middle level) includes:
 - Foresight ()
 - Stewardship
- Commitment to the Growth of People** (the bottom level)

.Spears

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

"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)

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	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)

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

(Barbuto & Wheeler, 2006, p. 300)

(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)

(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)

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).

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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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(Krejcie & 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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.(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)

" : .(Stanley, Novy, Hopko, *et al.*, 2002, p. 75)

.(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).

.SPSS, Version 19 and Amos, Version 18

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

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

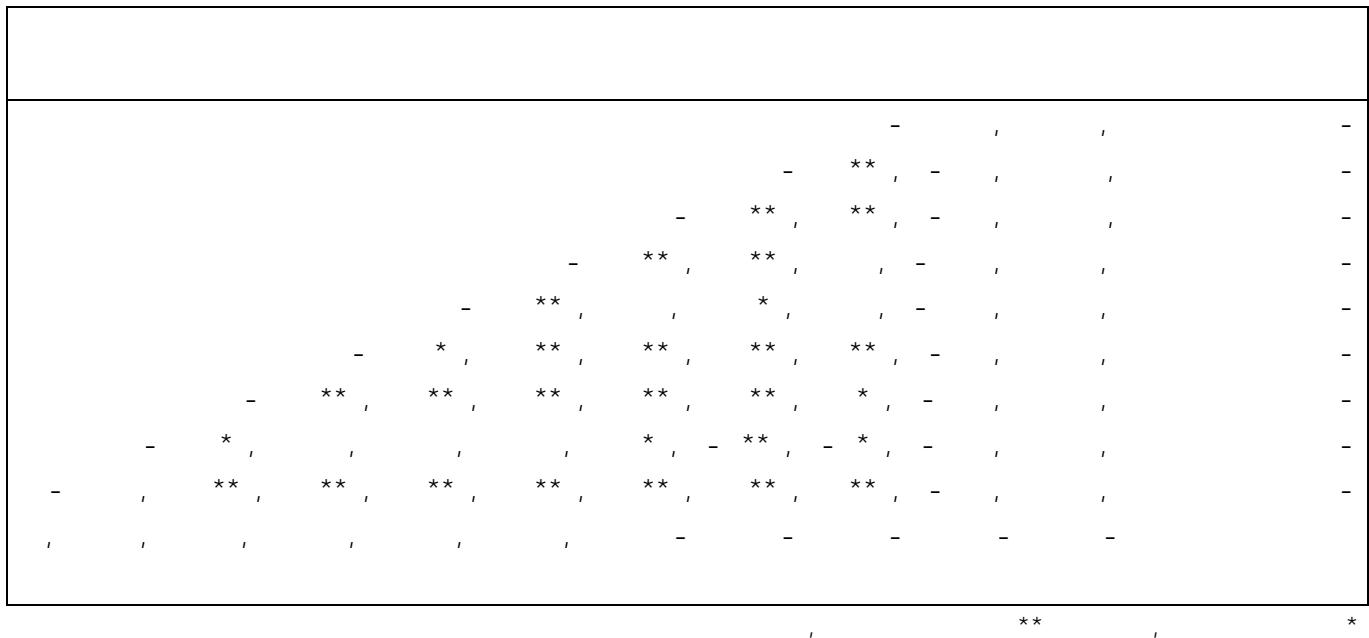
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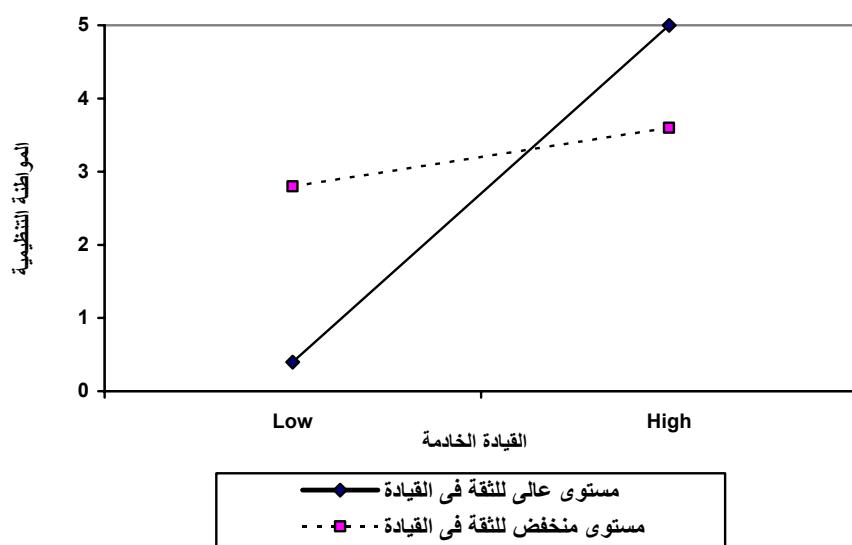
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The figure is a scatter plot with the following characteristics:

- X-axis:** Labeled ΔR^2 .
- Y-axis:** Labeled $\text{Adjusted } R^2$.
- Data Points:** Open circles representing individual data points. Asterisks ($*$, $**$) are placed near points to indicate statistical significance.
- Regression Line:** A solid diagonal line representing the regression fit.
- Identity Line:** A horizontal line at $y = 1.0$ representing the line where $\text{Adjusted } R^2 = \Delta R^2$.
- Significance Levels:**
 - Red asterisks ($**$) are located at approximately (0.1, 0.1), (0.2, 0.2), (0.3, 0.3), (0.4, 0.4), (0.5, 0.5), (0.6, 0.6), (0.7, 0.7), (0.8, 0.8), (0.9, 0.9), and (1.0, 1.0).
 - Blue asterisks ($*$) are located at approximately (0.1, 0.2), (0.2, 0.3), (0.3, 0.4), (0.4, 0.5), (0.5, 0.6), (0.6, 0.7), (0.7, 0.8), (0.8, 0.9), and (0.9, 1.0).

(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)

(Spears, 1998, pp. 1-12; Liden *et al.*, 2008, p. 162; Sendjaya *et al.*, 2008, p. 402).

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

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(Searle & Barbuto, 2011, p. 108)

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