



## SERVANT LEADERSHIP: IS IT A RARE APPROACH IN ORGANISATIONS?

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**Abstract:** This article examined the effectiveness of servant leadership as it is implemented in companies. This paper discussed the difficulties associated with servant leadership and the corresponding accountability requirements. This study contends that companies are struggling to incorporate the concept of servant leadership and accountability. Servant leadership, a concept introduced by Robert K. Greenleaf in 1970, signifies a fundamental change in leadership approaches by highlighting the leader's primary position as a servant. This leadership concept places high importance on the needs and growth of followers, promoting a culture that emphasises empathy, community, and ethical conduct (Asree, Zain, & Rizal Razalli, 2010).

In contrast to authoritarian leadership styles that prioritise hierarchy and control, servant leadership emphasises power-sharing and empowering people (Shekari & Nikooparvar, 2012; Goffar, 2024). The study found that servant leadership promotes team members' development and well-being. This resulted in a strong anticipation that those assuming leadership roles would demonstrate servant leadership by prioritising the needs and well-being of the people they collaborate with. Leaders in organisations often deviate from the expectations of their subordinates and others who rely on their leadership, resulting in a lack of adherence to servant leadership principles. Servant leadership and accountability are closely interconnected concepts essential to every well-functioning organisation. The theoretical study is based on the epistemological comparison and foundation of servant leadership philosophy and its principles. However, it relied on a literature review to establish its foundation, reasoning, essence, and goal to formulate its findings and conclusions. The document compiled information on researchers' perspectives on servant leadership and accountability from relevant publications, journals, and books. The article uncovered that business leaders are criticised and stigmatised for failing to practise servant leadership and accountability. The report furthermore uncovered that leaders in organisations exhibit a significant amount of arrogance and indifference after they assume positions of responsibility. The paper's conclusion advocates for enhancing and restructuring organisational policies on leadership, specifically focusing on how leaders should effectively lead and engage with the workforce or employees.

**Keywords:** Accountability, Leadership, Organisation, Servant Leadership.

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## INTRODUCTION AND BACKGROUND

Servant leadership, a term coined by Robert K. Greenleaf in 1970, represents a paradigm shift from traditional leadership models by emphasising a leader's role as a servant first (Pawar, Sudan, Satini, & Sunarsi, 2020). This leadership philosophy prioritises the needs and development of followers, fostering a culture of empathy, community and ethical behaviour (Asree, Zain, & Rizal Razalli, 2010; Pawar *et al.*, 2020; Dinibutun, 2020). Unlike the authoritarian leadership styles that focus on hierarchy and control, servant leadership shares power, empowers individuals and strives to enhance the growth and well-being of team members (Shekari & Nikooparvar, 2012; Goffar, 2024). A successful leader should also be a good servant in the corporate environment, characterised by various cultures and extremes on a wide range of life terrains (Chauke & Kgobe, 2023). It may be necessary to adjust the new leadership style to accommodate the past authoritarian leadership culture in businesses and organisations (Shekari & Nikooparvar, 2012; Goffar, 2024). This would not be possible under the new concept of leader credibility, nor would it be possible under the policy of openness, involvement, and the numerous new business methods (Chauke & Kgobe, 2023). Servant leadership does not, however, imply that control, decision-making, and all of the duties that leadership was previously responsible for exercising in an authoritarian way should be surrendered.

On the other hand, the response is that how it will be carried out in the future will be very different. Robert Greenleaf, widely regarded as one of the most influential thinkers on servant leadership, believes that leadership begins with a feeling and a desire to serve others (Greenleaf, 2003; Pawar *et al.*, 2020). As far as he is concerned, the smallest rivers and streams are the ones that are ultimately responsible for the formation of the larger rivers (Greenleaf, 2003; Chauke & Kgobe, 2023). The rising number of servant leadership practitioners has expanded from a trickle to a river, which may also be conveyed via this remark, an appropriate channel (Greenleaf, 2003; Chauke & Kgobe, 2023). On the other hand, it is a river growing and carrying a strong stream (Chauke & Kgobe, 2023). The notion of the servant-leader continues to exert its influence and significance (Chauke & Kgobe, 2023). Compared to one another, the phrases "leader" and "servant" are often thought to be on opposite ends of the spectrum (Chauke & Kgobe, 2023). According to Crippen (2012), a paradox is created when two polar opposites are brought together in a way that is both creative and meaningful. According to Crippen (2012), the notion of servant leadership is a contradictory idea that came forth as a result of the combination of the terms "leader" and "servant" from this concept. One of the essential ideas that underpins the notion of servant leadership is compatible with both logic and common sense. Since the beginning of the Industrial Revolution, managers have viewed people as objects, and institutions have viewed workers as gears inside a machine ((Pawar *et al.*, 2020). Greenleaf's fifty years of experience shaping major institutions contributed to developing the concept of the servant as a leader (Pawar *et al.*, 2020). However, the incident that crystallised his views occurred in the 1960s when he read the short book *Voyage to the East* by Hermann Hesse. The work accounts for a mythical voyage undertaken by a group of persons on a spiritual search (Greenleaf, 2002). After completing this work, Greenleaf realised that genuine leadership is shown by those whose major purpose is a profound need to assist others

(Greenleaf, 2002). In every one of the publications that Greenleaf has published, he emphasises the need for a new model of leadership that stands in contrast to the current one; assisting other people, including employees, customers, and members of the community, is the top goal in this strategy, which puts a premium on helping others (Greenleaf, 2002). According to Crippen (2012), servant leadership focuses on enhanced service to others, a holistic approach to work, developing a sense of community, and distributing authority in decision-making (Goffar, 2024).

## PURPOSE OF THE STUDY

A paradox occurs when a person is both a leader and a servant simultaneously, and this study aims to examine that contradiction. The question that may be asked as a continuation of the paradox is, as a person who is both a servant and a leader, can these two qualities be combined in a single individual, regardless of their status or calling? This question may be asked since it is a continuation of the contradiction. If this is the case, is it feasible for that person to survive and prove beneficial in the world that is now in existence?

## THEORETICAL UNDERPINNING

Robert K. Greenleaf first presented the notion of servant leadership in his article published in 1970 (Pawar *et al.*, 2020). His approach is a considerable divergence from the conventional conceptions of leadership since it emphasises the leader's role as a servant (Pawar *et al.*, 2020). The notion that the fundamental aim of leadership is to serve others, therefore supporting their growth, development, and well-being, is the foundation upon which this method is built (Pawar *et al.*, 2020). A transformational strategy that places an emphasis on service to others, ethical conduct, and community development is provided by the philosophy of servant leadership (Hay, 2006; Chauke & Kgobe, 2023). Through a focus on the health and growth of followers, servant leadership has the potential to create a culture inside an organisation that is both good and productive (Asree, Zain, & Rizal Razalli, 2010; Pawar *et al.*, 2020). Even if there are certain difficulties involved in putting this strategy into action, the fact that it has the potential to be beneficial to both people and organisations makes it an appealing leadership philosophy for contemporary workplaces (Davis, 2017; Pawar *et al.*, 2020).

## LITERATURE REVIEW

### What servant leadership entails

The concept of servant leadership, which places an emphasis on serving others and giving significance to the well-being of workers and communities, is evolving into a style of leadership that is increasingly being recognised as effective (Pawar *et al.*, 2020; Liu, 2019). This is because servant leadership establishes a focus on serving other people. Despite this, there is substantial diversity in the degree to which people and organisations choose this leadership style over others (Davis, 2017).

The reasons for the limited adoption of conventional leadership styles include that many businesses adhere to old hierarchical leadership models (Pawar *et al.*, 2020). These models are characterised by the concentration of authority and decision-making at the company's highest level of the organisational hierarchy (Goffar, 2024). Many companies adhere to these

outdated leadership styles (Liu, 2019). When it comes to the culture of organisations, there is often a focus placed on short-term success and efficiency, especially in areas that are managed to be profitable (Pawar *et al.*, 2020). This is especially true when it comes to situations marked by high levels of competitiveness (Davis, 2017). The focus that servant leadership lays on the continuing growth of the community over a long period, as well as the general health and happiness of the community as a whole, may contradict this (Pawar *et al.*, 2020). This is probably the case.

In terms of training and knowledge, there is likely a deficiency in either the knowledge or the training about the concepts and benefits of servant leadership (Davis, 2017). Such a thing is not beyond the realm of possibility. Perhaps this will be a problem in the future. There is a potential for leaders to be unfamiliar with this approach or not receive sufficient training to apply it efficiently; there is a chance that this will occur.

### **Why should there be a change in leadership styles**

Within the context of the contemporary world, servant leadership is garnering an increasing amount of favour (Liu, 2019). Over the last several years, there has been a growing trend towards adopting leadership styles that are more empathetic and inclusive, including servant leadership (Liu, 2019). This trend has been seen in several different institutions. There have been a variety of settings in which this shift has been noticeable. This pattern has been seen across a wide range of diverse environments. This group comprises individuals from both Generation Z and the Millennial generation (Norris, Sitton, & Baker, 2017). These individuals are members of Generation Z as well as members of the Millennial generation (Waddell & Patterson, 2018; Dwidienawati, Syahchari & Tjahjana., 2021; Gandasari, Dwidienawati & Tjahjana, 2023; Aksakal & Ulucan, 2024; ). They are the ones who are at the forefront of this transformation (Waddell & Patterson, 2018; Aksakal & Ulucan, 2024). Younger generations who are entering the workforce often search for purpose-driven employment, and they put a high value on organisations that focus on ethical standards and the well-being of their workers rather than those that do not (Waddell & Patterson, 2018; Aksakal & Ulucan, 2024). This is because they believe these organisations have a better possibility of success in the future (Waddell & Patterson, 2018; Aksakal & Ulucan, 2024). There is a growing amount of study data that, when taken together, substantiate the positive influence that servant leadership has on the overall performance of enterprises and the satisfaction of workers and staff retention (Liu, 2019; Aksakal & Ulucan, 2024). This is because several other positive outcomes accompany servant leadership (Xiu, Lv, & van Dierendonck, 2024). Businesses are being forced to re-evaluate their approaches to leadership due to global movements and bigger social movements aimed at achieving justice, inclusivity, and sustainability (Kgobe & Chauke, 2021). More specifically, this is the case when considering the concept of sustainability (Davis, 2017). In a similar vein, this is the situation when larger social movements are seen as a collective entity.

Even though it is not the approach used in most firms, the concepts of servant leadership are gaining momentum and becoming increasingly popular (Liu, 2019). This is the case even though it is not the most often utilised strategy (Davis, 2017). This type of leadership, sometimes called servant leadership, has the potential to grow more popular in the years to come (Davis, 2017). This is

because there is a continuous drive towards more human-centred and ethical business practices (Xiu *et al.*, 2024). On the other hand, this is particularly true when the general public becomes more aware of the benefits of this approach (Davis, 2017).

According to the framework of the notion of servant leadership, the fundamental objective of the leader is to offer service to the people they are responsible or accountable (Davis, 2017; Xiu *et al.*, 2024). Unlike the conventional paradigm of leadership, which maintains that the success of the organisation or business that the leader is responsible for is the essential aspect for the leader to consider, this paradigm argues that the success of the organisation or company is equally crucial (Xiu *et al.*, 2024). One who is prepared to share authority prioritises the needs of others above their own, and offers aid to others to assist them in developing and performing to the best of their abilities is considered a servant leader (Goffar, 2024).

Empathy, listening, healing, awareness, persuasion, conceptualization, foresight, stewardship dedicated to the people, and community building are fundamental characteristics that promote servant leadership (Song, 2018; Xiu *et al.*, 2024). When it comes to the practice of servant leadership, these skills are very necessary (Davis, 2017). When we speak about empathy, we mean the capacity to understand and sympathise with the emotions that other people are experiencing throughout their lives (Davis, 2017). The team members have different points of view, and servant leaders make it their responsibility to grasp those points of view completely and have a complete understanding of them (Xiu *et al.*, 2024). Listening involves paying attention to what others say, whether they speak vocally or non-verbally (Xiu *et al.*, 2024). This is one of the most important parts of listening well. In addition to resolving issues, this contributes to developing trust within the partnership (Davis, 2017). What we mean when we talk about healing is helping team members determine their problems and find solutions that benefit them personally and professionally (Davis, 2017). In a group context, healing refers to supporting group members in finding remedies (Davis, 2017; Song, 2018). When we talk about awareness, we are talking about having a keen understanding of one's surroundings and presence in the world around them (Xiu *et al.*, 2024). This encompasses the ability to comprehend one's actions' impact on others and the potential to possess emotional intelligence (Davis, 2017). Persuasion is the term used to persuade others to agree with their requests instead of coercion to get others to do what they want (Davis, 2017).

In contrast, servant leaders depend on the power of persuasion rather than the authority that comes with their positions (Liu, 2019; Goffar, 2024). They emphasise the importance of serving others (Davis, 2017). Conceptualization is seeing beyond the realities of day-to-day living to conceive of more expansive aims and possibilities (Davis, 2017). This term refers to this process, and this name refers to it. A person is considered to have foresight when they can predict what will occur in the future by taking into consideration both the knowledge that is currently accessible to them as well as the experiences that they have had in the past (Xiu *et al.*, 2024). To do this, it is necessary to make choices that are beneficial not just to the company's future but also to the individual employees already employed there (Davis, 2017). The act of investing in the personal and professional development of members of the team is what is meant by the term commitment to the growth of the people (Xiu *et al.*, 2024). Stewardships include taking responsibility for the duties and responsibilities delegated to the

leader and ensuring that resources are used efficiently (Davis, 2017). Stewardships are examples of what stewardship means (Davis, 2017). The meaning of the phrase at its essence may be summarised as follows. Building community is a process that entails establishing a feeling of belonging and interpersonal support among an organisation's members (Davis, 2017). During this nurturing phase, the term building community references it.

### **The advantages of servant leadership**

One of the numerous advantages associated with servant leadership is an increase in the level of engagement that each employee has (Liu, 2019). Moreover, there are a variety of other advantages. Workers who feel appreciated are more likely to be motivated and involved (Davis, 2017). They are likelier to feel appreciated (Davis, 2017).

When workers are provided with the chance to get assistance and the capacity to make their own decisions, there is a higher possibility that they will be productive in their work (Xiu *et al.*, 2024). Through servant leadership, fostering a culture distinguished by trust and cooperation is possible, eventually resulting in improved interpersonal connections (Davis, 2017; Liu, 2019). Because there is a relationship between the two, a correlation exists between a supportive atmosphere and increased levels of innovation and creativity (Hao & Yazdanifard, 2015). This results in improved morale and decreased staff turnover, contributing to the organisation's overall health and enhancing the firm's health (Davis, 2017).

Consider the following: when it comes to leadership, what are the advantages of selecting a style based on the concept that one is accountable for providing service to other people? Regarding the amount of engagement and motivation in the workforce, a noticeable growing trend is currently being noticed, and this tendency is regularly being seen (Kgobe & Chauke, 2021). This trend is currently being recognised. It has been shown that workers are more likely to be productive when they are given the option to make choices and are expressly encouraged to do so. People feel more empowered to make decisions (Davis, 2017).

On the other hand, there are circumstances in which individuals are not provided with another chance of this kind. This is the reverse of the situation in which individuals are forced to make decisions, which is the situation that we are referring to (Davis, 2017). On the other hand, there are situations in which people are not given any more opportunities of this type at any point in their lives (Davis, 2017). This may be the case, depending on the circumstances (Davis, 2017). Because this has taken place, there has been an increase in the total quantity of production (Davis, 2017). Because this has occurred, this is the reason why. Through the implementation of servant leadership, it is possible to achieve the goal of contributing to the formation of a culture characterised by trust and collaboration, which ultimately leads to the improvement of relationships (Liu, 2019). This is a goal that may be accomplished. Achieving this objective is not out of the question.

Additionally, it is vital to acknowledge that an attractive atmosphere contributes to the growth of creativity and innovation (Hao & Yazdanifard, 2015). This is something that must be acknowledged to be true. In addition, there has been an increase in the number of innovations that have come into existence (Hao & Yazdanifard, 2015). This must be acknowledged, and it is of the

highest significance that this be given recognition (Davis, 2017). When considering this particular issue, it is important to remember this information. The overall health of the corporation, which is a component that contributes to the overall health of the business, has experienced a substantial improvement (Xiu *et al.*, 2024). This adds to the overall health of the company. Because of this change, the organisation's general health has considerably improved. The achievement of this improvement may be attributed to the significant update carried out before it was implemented (Davis, 2017). Two factors that have contributed to the firm's success are the reduction in employee turnover and the boost in morale that the company has been experiencing (Davis, 2017). Both of these factors have caused the company to be successful (Davis, 2017). This enhancement contributes to the company's success in accomplishing its objectives. These items have been considered factors contributing to the current predicament (Davis, 2017).

### **The challenges of servant leadership**

To execute servant leadership successfully, various obstacles must be conquered (Liu, 2019). These obstacles may be broken down into many categories. Several obstacles must be conquered, including cultural barriers, misunderstandings, time and work required, and training and progress (Davis, 2017). This essential component must be present to accomplish the goals set for the result (Davis, 2017). Suppose the organisation's culture is deeply rooted in hierarchical systems (Davis, 2017). In that case, it is quite probable that the shift to servant leadership will be faced with opposition from employees working inside the confines of the organisation (Xiu *et al.*, 2024).

This is the outcome of the organisation's hierarchical structures that significantly contribute to the company's culture (Davis, 2017). This tendency may have several plausible explanations, one of which is that hierarchical structures are deeply embedded in the political and economic systems of the world. As a manifestation of this resistance, the individual's lack of authority or decisiveness is an indication, according to one point of view of the matter (Goffar, 2024). The individual's inability to take decisive action manifests this resistance (Davis, 2017). This particular individual's attitude is shown in the resistance that they are expressing, which is a mirror of their attitude (Davis, 2017). There is a high probability that cultural barriers will be established as a consequence of the opposition that is being raised against the particular scenario that is currently in existence (Davis, 2017). This is a very likely course of events.

Even though the repercussions of such a culture may not be immediately apparent, cultivating such a culture is of the utmost importance (Davis, 2017). Before it can be regarded as effective, establishing a culture typified by servant leadership requires a significant amount of time and effort (Xiu *et al.*, 2024). To provide a more detailed explanation, it is necessary to gradually construct the culture, which is the reason for this (Davis, 2017). The rationale behind this is as follows. One of the reasons why there is a possibility that this will take place is because it is possible that the consequences would not be immediately apparent (Davis, 2017). This is one of the reasons why there is a possibility! There are several reasons why this potential occurs, and this is one of them (Davis, 2017). Those now in positions of power will certainly need training to acquire the skills and mentality required for servant leadership. This is a very likely scenario (Davis, 2017).

This is because servant leadership requires an attitude that is decided by serving others (Davis, 2017). This is why this is the case (Davis, 2017). However, other things are of the highest value, such as continuing one's education and progressing in one's professional career (Davis, 2017).

Servant leadership is an effective strategy that can bring about successful outcomes with the power to revolutionise an organisation's culture and produce sustained success over time (Xiu *et al.*, 2024). This is because servant leadership is regularly considered a leadership paradigm (Xiu *et al.*, 2024). This is because servant leadership is focused on meeting the requirements of other people, which is the reason for this result (Davis, 2017). The reason for this is that servant leadership is a mode of operation that focuses on contributing to the well-being of other people (Xiu *et al.*, 2024). This is the reason why this is the case.

On the other hand, this strategy can potentially affect the culture of the organisation and the company in which it is implemented (Liu, 2019; Xiu *et al.*, 2024). Many people realise its principles are essential for establishing enterprises that can endure adversity, be imaginative, and enjoy their work (Davis, 2017). A rising number of people are concluding that this is the case. For the organisation to achieve its goals, it is of the utmost importance to have organisations of this kind (Xiu *et al.*, 2024). This reality is taking place even though its ideas may not be embraced substantially on a large scale (Davis, 2017). The notion of servant leadership, which is becoming more significant, makes it possible to construct a more effective, ethical, and inclusive leadership style (Davis, 2017). This is particularly relevant because organisations continuously face more intricate challenges (Davis, 2017). Individuals should be held responsible for providing service to other people, according to the notion underpinning servant leadership.

(Davis, 2017). This is why this is the case (Davis, 2017). When the assumption made before is considered, this is the route that the traveller may take to get to their destination (Davis, 2017).

### **The benefits of servant leadership**

There are a lot of factors that contribute to the fact that leaders do not support plans that are based on servant leadership (Liu, 2019). Although there are many benefits associated with servant leadership, there are several reasons why some leaders may be hesitant to adopt this leadership style (Liu, 2019). One of these reasons is that servant leadership comes with many responsibilities (Davis, 2017). Among the reasons, the following are some of them: They fear losing their authority because they perceive that they have lost power and control over the situation (Goffar, 2024). This viewpoint has resulted in individuals experiencing powerlessness and helplessness (Davis, 2017). When it comes to the traditional leadership style, which emphasises control and responsibility, the primary areas of focus of attention are control and accountability (Davis, 2017; Norris, Sitton, & Baker, 2017). Leaders may be apprehensive that adopting a servant leadership style might hinder their ability to make choices and reduce their influence over their organisations (Davis, 2017). There is a chance that this will occur (Davis, 2017). There is a possibility that this will happen (Davis, 2017). These phenomena may sometimes result from the fact that certain leaders get a sense of identity and status from the power that comes with their position (Davis, 2017). This scenario is occasionally the outcome of this phenomenon (Davis, 2017). In addition, there is the possibility that it is tied to the ego and status

of the individual at a certain moment (Davis, 2017). When this self-image is viewed in the context of servant leadership, which emphasises humility and prioritising the needs of others, there is a chance that it might be diminished (Davis, 2017). This is because servant leadership focuses on the priorities of others (Davis, 2017).

In addition, servant leadership is surrounded by many myths and fallacies, making it much more difficult to understand (Davis, 2017). The incorrect interpretation of servant leadership, the widespread misunderstanding that servant leadership entails being subservient or overly accommodating, which results in a lack of decisiveness or authority; confusion about roles, in which leaders may struggle to strike a balance between their accountability to stakeholders and the goals of the organisation; and a lack of clarity regarding the roles that they are expected to play are all examples of misinterpretations of servant leadership (Ambali, Suleiman, Bakar, Hashim & Tariq, 2011; Goffar, 2024).

When an organisation has a very authoritarian or hierarchical culture, there will probably be a lot of opposition to changing the existing norms and practices (Shekari & Nikooparvar, 2012; Goffar, 2024). This is because of the hierarchy that exists within the company (Davis, 2017). In addition to the limitations imposed by the company and the culture it upholds, this is also mentioned on the list (Davis, 2017). The deeply embedded culture of the company may be the factor that is accountable for this animosity (Davis, 2017). This is a possibility (Davis, 2017). Concentrating on the short term is typified by many organisations emphasising attaining their goals in the near term instead of growing their operations throughout the long run (Davis, 2017). A longer-term perspective is one of the most prevalent prerequisites for servant leadership and one of the most important (Davis, 2017). This may contradict the performance limits now being imposed; nonetheless, this is one of the most distinguishing aspects of servant leadership (Davis, 2017).

In addition, when it comes to putting servant leadership into reality, a few issues regarding logistics need to be tackled (Davis, 2017). These will be discussed more below. Investing significant time and attention in several places is required to execute servant leadership effectively (Davis, 2017). These components include forming connections, identifying employee needs, and constructing an environment that is helpful towards the organisation (Davis, 2017). The other side of the coin is a lack of training and help, another challenge that may be encountered in real practice (Davis, 2017). Even though it is conceivable that leaders do not possess the resources or the training that are required to execute strategies that are based on servant leadership effectively, it is also possible that they do not possess these resources (Davis, 2017). They will probably have difficulty implementing this approach if they do not get the appropriate guidance (Davis, 2017).

This process is tied to risk aversion in many different ways, one of which is the worry of being unable to attain the desired goals (Davis, 2017). Every time a person attempts to implement a new leadership strategy, which is an undertaking fraught with danger, this anxiety emerges in that person (Davis, 2017). If leaders are unsure of how to evaluate the impact of the leadership or if the organisation does not support it, they are probably apprehensive that adopting the leadership might fail (Davis, 2017). Consequently, the acceptance of the leadership will likely result from this anxiety. In particular, this is the case if they are unaware

of how to evaluate the leadership's impact on the situation (Davis, 2017). One further potential risk that leaders could be concerned about or worried about is accountability, concern or fear they might have (Davis, 2017). Suppose they excessively focus on their workers' health and happiness (Davis, 2017). In that case, there is a possibility that they are afraid that this would lead to leniency or a lack of accountability, both of which have the potential to have a detrimental influence on performance and productivity (Davis, 2017).

This is not the only factor that may affect the implementation of servant leadership; other human and psychological factors can play a role (Davis, 2017). Personal fears have been highlighted as contributing reasons for the problem (Davis, 2017). There is a possibility that some leaders have anxiety over their ability to lead successfully by serving others and exerting influence rather than by exercising direct control when it comes to their leadership abilities (Davis, 2017). There is a chance that this will occur (Davis, 2017). Several individuals think the second psychological component is resistance to change (Davis, 2017). Another possibility is shown here. That is something that may be included in the considerations that are made. People resist change, a normal characteristic of human nature (Davis, 2017). This is especially true in circumstances when the leadership style that is currently in place has been seen to be operating effectively (Davis, 2017).

## RESEARCH METHODOLOGY

The author conducted a document review as part of a qualitative research approach, which served as the basis for this article. The papers, studies, journals, books, and other forms of academic and popular literature on servant leadership published in the past served as our primary sources of information. While some sources were peer-reviewed, others could not be considered. An evaluation and analysis of servant leadership may be found in the literature. All aspects of the article, including the argument, the objective, and the structure, are entwined with and driven by the practices of servant leadership implemented in companies. A strategy anchored on the existing body of written material was used in the research project to assemble and examine various ideas about servant leadership. The article provides a theoretical and conceptual evaluation of secondary data, which is the foundation of the publication's approach and framework to a significant degree. The article investigates the opinions of various academics to support the goal of the research, the premise, and the primary argument.

## FINDINGS

Based on the findings of this research, it was determined that businesses are having difficulty incorporating the concepts of servant leadership and accountability. By promoting a culture that focuses on empathy, community, and ethical behaviour, this leadership idea prioritises the requirements and development of members of the followers. A leadership style known as servant leadership focuses on power-sharing and empowering others, in contrast to authoritarian leadership styles that emphasise hierarchy and control. There is a correlation between servant leadership and the growth and well-being of participants in a team. It was also stated that individuals who assumed leadership positions would display servant leadership by placing the needs and well-being of those they collaborated with at the forefront of their priorities.

As a consequence of leaders in companies often deviating from the expectations of their subordinates and other individuals who depend on their leadership, there is a lack of commitment to the ideals of servant leadership. There is a direct connection between servant leadership and accountability, which are both important to the successful operation of any successful company. Based on the paper's findings, it was discovered that corporate leaders are subjected to criticism and stigma for their failure to demonstrate responsibility and servant leadership. Furthermore, it was shown that after assuming positions of responsibility, leaders in companies display a large level of arrogance and apathy towards their responsibilities. According to the paper's findings, there are also proponents for the enhancement and restructuring of organisational policies regarding leadership. These policies should explicitly concentrate on how leaders should successfully lead and connect with the workforce or workers.

An increasing number of leaders are being compelled to investigate and execute this leadership style due to the expanding number of studies being conducted to highlight the benefits of servant leadership. This latest finding provides reasons for optimism even though obstacles have been encountered at various times. In most cases, combining many techniques to achieve effective implementation is necessary. These strategies include training, changing the culture, and gaining support from upper management. To successfully overcome the problems that have been presented, it is very necessary that this was carried out.

## CONCLUSION

In conclusion, as more studies are undertaken to show the advantages of servant leadership, more leaders feel driven to explore and adopt this leadership style in their businesses. This latest discovery instils confidence in the current scenario despite previous challenges being successfully resolved. Effective implementation frequently requires the combination of many diverse techniques. Typically, this is the prevailing scenario. These initiatives encompass training, cultural transformation, and obtaining cooperation from high management. It is crucial to overcome the stated challenges and effectively attain the objective. The paper's main finding is that advocating for the improvement and reorganisation of organisational leadership policies, specifically focussing on effective leadership and interaction with the workforce, leads to the conclusion that.

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