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Strategy

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Abstract

Purpose: This study examined the effect of servant leadership style on organizational commitment in Ileys enterprise detergent manufacturing company in Burao, Somaliland.

Methodology: The study employed a cross-sectional survey design, explanatory research, and quantitative approach; the target population was 200 employees working currently at Ileys enterprise detergent in the Burao district. The study used the census method. Data was collected from primary sources using standardized servant leadership style and organizational commitment questionnaires, adapted from previously used standard questionnaires. The study used SPSS for data analysis. Correlation and regression were used to analyze the relationship between servant leadership styles and organizational commitment.

Findings: The regression results showed that the types of servant leadership styles have significant contributions to organizational commitment ($R = 0.720$, $p = 0.000$). It was concluded that all the servant leadership styles affect employee commitment. In The authenticity dimension of servant leadership was found to be the dominant servant leadership style ($\beta = .557$, $p = 0.000$) in the Ileys enterprise.

Unique Contribution to Theory, Practice and Policy: The study was used the servant leadership theory. To increase employees' organizational commitment, manufacturing enterprise should develop training programs or mentoring by professionals for the supervisors and leaders that support servant leadership development. The study recommended that private manufacturing enterprises could practice the information to help develop strategies and meet organizational needs through servant leadership behavior development

Keywords: *Organizational Commitment, Servant Leadership, Authenticity, Humanity*

JEL Code Classification: *M1, M10, M12*

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INTRODUCTION

The world is a changing and dynamic environment; business practices should be adapted according to the changes and fit the circumstances. Thus the dynamic business environment and leadership practices become increasingly necessary day after day. Collins (2014) suggested that the leadership style adopted and promoted within an organization is a fundamental component of a leader's ability to successfully achieve long-term goals. Therefore the leadership styles are vital component of business arena in a turbulent environment, so this study will focus on the Servant leadership style and organizational commitment.

Leadership is a process of influencing people toward achieving goals (Robbins and Coulter, 2009). According to Harem (2004), leadership style is a set of acts that the leader displays within the organization and thus has direct effects on the organization's employee behavior positively or negatively. Servant leadership term was first proposed by green leaf in 1970 and a definition and his insight of the theory was published officially after a decade (Green Leaf, 1977). Servant leadership is defined as a holistic leadership style that inspires followers in numerous scopes (spiritual, emotional, motivational, and ethical aspects) such that they are empowered to grow into what they are capable of becoming (Eva et al., 2019).

Servant leadership has been defined as an altruistic calling due to a leader's embedded desire for a positive change to other's lives (Barbuto and Wheeler, 2006). It plays a vital role in increasing organizational culture, organizational commitment, and organizational performance (Harwiki, 2013). It can be extended through increasingly positive behavior and trust to serve members and employees to adopt principles of the servant leadership style (Mohamad & Majid, 2014). A servant leader has a true commitment to his/ her followers and predominantly serves the needs of followers, hence providing vision and empowerment (Sendjaya & Sarros, 2008; Spears, 2010). Servant leadership has been said to be the key to the better world that people are thirsting for which is freer, healthier, more humanitarian, and more prosperous (van Dierendonck & Patterson, 2018). It is a leadership style that is ethical, practical, and a meaningful way to live and be led (Dierendonck, 2011). Servant leaders work to grow their followers to their highest potential by serving as role models who display provide support, ethical behavior and build self-confidence (Sendjaya et al. 2008).

The notion of organizational commitment has industrialized over the last five decades. It all started with Porter, Steers, Mowday, and Boulian (1974) who conceptualized organizational commitment with three determinants, namely; (i) strong belief in goals and values, (ii) willingness on behalf of the organization and (iii) strong desire to maintain membership. Mathews and Shepherd (2002) stated that organizational commitment is interpreted in various ways and suggested that organizational commitment can be summarized to be an attachment of an individual to his or her organization. According to Herscovitch and Meyer (2002), organizational commitment is defined as the degree to which an employee identifies with the goals and values of the organization and is willing to put effort into the organization to achieve its goals. Organizational commitment reflects employees' loyalty to their organizations and is determined by several factors such as personal factors, organizational factors, and other factors (Bassam Al-Daibat, 2017). A study conducted by Ambali et al (2011) revealed that there existed a positive relationship between servant leadership attributes (integrity, humanity, foresight, empathy, diligence and building community attribute) and organizational commitment and the integrity dimension had the highest significance on commitment.

In Somaliland, the industrial sector plays a major role in promoting the national economy and achieving sustainable development. It provides various opportunities in society but nowadays it also faces many challenges and competition with foreign manufacturing products from import. The challenges facing private sector enterprises include globalization, fast change, and slow economic growth, which requires their leaders to use leadership styles that are relevant to change and administrative advancement in the face of rivalry and market conditions, making them the most dynamic and innovative source of competitive advantage. Therefore domestic firms require the advancement of manufacturing performance, the presence of highly qualified leaders that can work within teamwork and workers who are committed to their organization. This study focuses on a local privately owned detergent manufacturing business, Ileys manufacturing enterprise which was established in 1993 in Somaliland and is located in Burao city. The study examines whether servant leadership style can be used to promote positive attitudes among private sector employees at Ileys. This has not yet been studied in private sector enterprises in Burao, Somaliland.

Objectives of the Study

The objectives of the study were:

1. To assess the level of servant leadership styles in Ileys Enterprises detergent manufacturing company in Burao, Somaliland.
2. To evaluate the level of employee organizational commitment in Ileys Enterprises detergent manufacturing company in Burao, Somaliland.
3. To examine the effect of servant leadership styles on organizational commitment in Ileys Enterprises detergent

Statement of the Problem

Leadership style is a vital component and considered as transport blood circulating in business organizations and one of the basic factors that can enhance the organizational commitment for attaining organizational goals (Abasilim et al., 2019). However, leadership style is a set of acts that the leader displays within the organization as a result of internal or external influence and thus has direct effects on the organization's employee behaviour positively or negatively. In this dynamic business environment, there are substantial products that are import from other countries and significant investment from foreign firms in Somaliland; this accelerates the competition among foreign and domestic enterprises. Thus, private enterprises in Somaliland face many challenges such as rivalry, globalization, fast change and slow economic growth, which require their leaders to use leadership style that are relevant to change and administration innovation in the face of market condition and rivalry times which become most and creative source of complete advantage. Therefore, the study is conducted to fill this gap, to enhance private enterprise practices and the policies that maximize the employee's moral satisfaction and the commitment to lead quality of work and enhanced performance.

Organizationally committed employees have high motivation rates and better job performance that are finally a line with organizational objective, which is profit maximization. One of the important variables in strengthening organizational commitment is the existence of a relevant leadership style that motivates employees and makes them feel the importance of the leader's presence and work with him (Crispen et al., 2013). Most studies on leadership styles and organization show that the commitment and performance of organizational are linked. Though, there were so many research leadership styles and organizational commitment such as *liaises-faire* & organizational commitment, (Tosunoglu, 2016), transformational leadership style and

organizational commitment (Al-Qura'an, 2015, Abasilim, Gberevbie, & Osibanjo, 2019, Silva & Mendis, 2017, Dulay, 2015; Yahaya & Ebrahim, 2016). All these and more others are related to transformational, transactional, liaises-faire and charismatic leadership. By the way, this article focused on servant leadership style and organizational commitment that has made limited research in the private enterprise context, to examine its effectiveness in promoting positive employee attitudes, and the accurate mechanisms by the role of servant leadership and organizational commitment in the setting of the Somaliland in private sectors.

Thus the study examined for more investigation of servant leadership style within private organizations and the contributions to enterprise sectors and the existing literature. First, it examined whether servant leadership style can be used to promote positive attitudes among private sector employees which has not yet been studied in private sector enterprises in Somaliland. Accordingly, the research problem in its general framework is related to a weak understanding of the relationship between servant leadership style and the organizational commitment in the private sector in Somaliland, specifically in domestic ones. Therefore this study is conducted to examine the effect of servant leadership style on employee organizational commitment.

LITERATURE REVIEW

Leadership is described as the ability to influence individuals toward the accomplishment of the goals (Robbins et al, 2013). Banjeree, (2015), further described leadership as a process that involves non-coercive influence by the leader on the followers for the accomplishment of desired goals. The above definitions show that serving as the team's steward and advocating for the needs of team members and the group as a whole are the duties of a servant leader and encourage others to take the initiative and participate in decision-making to promote a feeling of solidarity and community. The behavior of a leader generates satisfaction on the part of followers, so the followers recognize the person as their leader. The behavioral attributes of leaders differentiate leaders from non-leaders (Robbins et al., 2013). Furthermore, there are many theories on leadership that are often discussed in the literature: situational leadership, transactional leadership, transformational leadership charismatic leadership, leader member exchange leadership, and servant leadership but when comes to power influencing, the leadership depends upon the ability of the leader to command resources. Moreover, the situational perspective differentiates the leaders based on characteristics exhibited by leaders in different situations (Yukl, 2009). The term servant leadership was coined by Greenleaf (1970) in his book "The Servant as Leader"; He states that servant leaders are persons who struggle to serve others under them, improve those being served, and benefits of others society. The novel "Journey to the East" by Nobel Laureate Hermann Hesse, in which a group of visitors in India are helped by a servant, served as Greenleaf's inspiration.

Greenleaf (2008), defined servant leadership as an act driven by affection and one's sense of right and wrong that urges one to serve first. Furthermore, he holds that a servant leader is an individual who is positioned at the front and shows the way. A servant leader is welcome to inspire, change and create initiatives, also provide talent ideas and formulate future structures and is ready to challenge risks and face failures. According to Barbuto (2002) & Xie, L. (2020), servant leadership is driven by the belief that leadership is a continuous learning process. Yukl (2010) furthermore, holds that servant leadership is a form of leadership that cares others, and strengthens confidence and mutual cooperation in relationships. According to Parris and Peachey (2013), servant leadership is a workable leadership paradigm that benefits companies

and enhances the wellbeing of followers. Based on the literature the present study servant leadership is embodied in a leader who likes to provide services, motivates, and appeals to all others to advance and fulfill their potential for the good of the organization.

Various scholars have described the concept of servant leadership style; the authors mainly focus on servant leadership style being appropriate to inspire followers and achieve organizational goals, although some authors argue that servant leadership not only inspires followers but is also a competitive strategy that can handle dynamic business environments and hard times. Van Dierendonck (2011) claims that servant leadership encompasses a broad variety of actions that are challenging to sum up into one or two concepts and can occasionally be hard to separate. Laub (1999) developed a conceptual model consisting of six servant leadership characteristics, which include; developing people, valuing people, building community, displaying authenticity, providing leadership, and sharing leadership. Twenty attributes observed among servant leaders were identified by Russell and Stone (2002). Furthermore, they are classified into nine functional attributes (vision, integrity, service, pioneering, empowerment, honesty, trust, modeling and appreciation of others) and eleven accompanying attributes which include; communication, persuasion, credibility, listening, competence, encouragement, stewardship, tolerance, visibility, influence and delegation. Finally, Van Dierendonck and Nuijten (2011) contributed servant leadership styles that included the following eight dimensions of a servant leader: (a) empowerment, (b) accountability, (c) stewardship (d) humility, (e) courage, (f) standing back (g) interpersonal acceptance, and (h) authenticity. Van Dierendonck and Nuijten study has a rigorous validity and reliability tests, when compared to other classifications of servant leadership which makes it unique and reliable to use. It was conducted a large number of population with different countries through a systematic literature review and expert judgments. It started from ninety nine indicators, 1571 respondents using eight samples and concluded to eight dimensions of servant leadership with thirty items. Due to its rigorous validation and development of the previous studies weaknesses, Van Dierendonck and Nuijten's eight dimensions of servant will be used in the study's conceptual framework.

Organizational commitment has also been defined in the literature in various ways. Meyer & Allen (1991) define organizational commitment as a psychological condition that characterizes an individual's relationship with the organization and affects his decision to continue or not, in the organization. Robbins (2009) stated that organizational commitment a worker's behaviors towards their organizations. Organizational commitment as an attitude is individuals' desire to remain in the organization, their efforts for the organization, and their acceptance of organization's values and objectives. Organizational commitment has received great emphasis for various researchers (Mowday et al., 1982 & Chughtai and Zafar, 2006). The commitment variable has been given a major importance among various scholars that acknowledged its contribution of employees' attitude toward work environments (Yahaya & Ebrahim, 2016).

Servant Leadership Theory

Servant leadership theory was proposed by Robert K. Greenleaf (1970) as cited (Eva et al., 2019) servant leadership is a leadership style that considers the employees' growth, well-being and empowerment first, to create an inclusive environment with everyone in the organization to thrive as their thrust worth. Whereas the other traditional leadership styles prioritize the success of the organizations, servant leadership prioritizes employees first to grow the organization through their commitment and engagement. Servant Leadership style creates an

atmosphere that encourages trust, accountability, growth, and inclusion in the workplace (van Dierendonck & Patterson, 2018).

The theory is useful in organizations particularly business organization, due to one of the organization's main resources is employees. Parris and Peachey (2013), stated that servant leadership is a paradigm shift that benefits organizations and enhances the wellbeing, trust and health of the employees of companies. This indicates that could lead to the organizational commitment and employees' performance in the organizations and finally the output of the organizations. This theory helps Somaliland private enterprises to apply in times of fast changing environment of completion, fast advancement of technology, foreign investment and production in locally/import in Somaliland.

The study found this theory to be effective in Somaliland's private sector context by examining the effect of servant leadership styles and organizational commitment in private enterprises by identifying the factors of empowerment, humanity, authenticity, accountability, standing back, forgiveness, stewardship, and courage. The private enterprise in Somaliland could apply this leadership theory through their strategies to achieve highly motivated employee who are committed and satisfied with their employers.

Research Gap

The study reviewed the relevant literature on the topic and identified many gaps in the literature. Yahaya & Ebrahim, (2016) a study conducted on leadership styles on organizational commitment in a systematic review, specifically, the study is based on Bass's (1985) leadership style model which includes transactional, transformational, and laissez faire. However, the study presented conceptual and methodological gaps, while the current study focused on leadership style and organizational commitment specifically, Greenleaf's (1977) leadership style model which is servant leadership. Retno, (2017) carried out an empirical study on the relationship between servant leadership on organizational culture, organizational commitment, organizational citizenship behavior, and customer satisfaction in Indonesia. The study clearly, showed that there are both conceptual and contextual gaps as the study only examined servant leadership style and organizational commitment. Wekesa S. Olesia et al., (2013) investigated the role of servant leadership style on organizational commitment in Kenya state corporations. The study used an exploratory survey method, thus the study presented contextual and methodological gaps whereas this study examined the effect of servant leadership on organizational commitment in private enterprise in Somaliland.

Despite, various studies have been conducted on servant leadership style and organizational commitment and identified several gaps that exist in the literature. However, there is a literature gap in the national context that involves the usage of servant leadership theory in Somaliland since 1970 when Robert K. Greenleaf proposed servant leadership theory.

Conceptual Framework

According to Van Dierendonck and Nuijten (2011), adopt the conceptual framework for this study is based on variables those are servant leadership Styles which are characterized by eight dimensions of independent variables and organizational commitment which is dependent variable and this diagrammatically illustrated in figure 1.

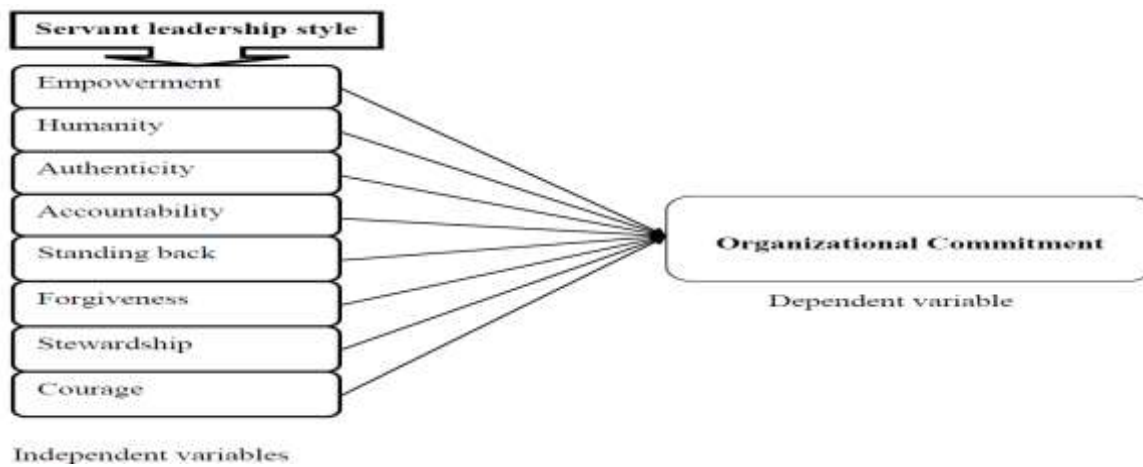


Figure 1: Conceptual Framework

Source: Van Dierendonck and Nuijten (2011)

METHODOLOGY

The study used a quantitative method involving cross-sectional survey design and explanatory research. The target population of the study was the total employees of the Ileys enterprise detergent company in Burao, Somaliland. Sampling refers to the process by which a part of the universe is selected and conclusions are drawn about the entire population (Rahi, S. 2017). In this study, the sampling frame consisted of 200 employees of Ileys enterprise detergent manufacturing company in Burao. This study used the census method because the total population of the study is small and can be manageable, even though sample size was 200, only 193 (96.5%) were usable; of the 7 (3.5 %) others, some were not filled properly and some were not returned. Therefore the researcher took the data majority employees of Ileys enterprise detergent in Burao city which are a total of 200 employees working in the organization.

The primary data of this study was the survey data from the employees of ILEYS enterprise detergent in Burao, Somaliland. To capture data, the study used a structured standardized questionnaire. The questionnaire has two parts: one for servant leadership styles (SLS) which contains 30 items of eight dimensions of SLS developed by van Dierendonck and Nuijten (2011) and part two for organizational commitment scale (OCS) which contains 18 items with three sub-parts of OCS developed by Meyer & Allen (1996). The questionnaire used a five-point Likert scale 1= strongly disagree up to 5= strongly agree to measure the variables employed to obtain quantitative data. The researcher distributed a self-administered questionnaire to the respondents of the study.

Data analysis was performed using the Statistical Package for Social Science (SPSS) version 20. First, the data was entered and coded into the SPSS spreadsheet to describe and analyze the results, and then figures and tables were created to present and discuss the results of the study. Second, Cronbach's alpha test was performed to ensure the reliability of the instruments of data collection on the survey data. Third, descriptive statistics such as frequencies and percentage was used to analyze the demographics-related information of respondents. Fourth, correlation test was used to determine the nature, direction, and significance level of the relationship of variables. And finally, regression analysis was also carried out to determine the effect of servant leadership styles on organizational commitment.

Specification of the Model

The model for multiple linear regressions was used for independent variables and dependent variables as follows.

$$y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + \beta_6x_6 + \beta_7x_7 + \beta_8x_8 + \mu$$

Where y = Organizational Commitment which is a dependent variable, and $x_1 - x_8$ are Independent variables, which are empowerment, humanity, authenticity, accountability standing back, forgiveness, stewardship, and courage.

In the model β_0 = the constant while β_i is the coefficient of the model, $i = 1, \dots, 8$ which was used to measure the sensitivity of the dependent variable(y) to the unit change of predictor variables(x). μ represents the error term which captures unexplained variations in the model.

RESULTS AND DISCUSSION

The researcher analyzed and assessed the effects of servant leadership styles on organizational commitment in Ileys enterprise detergent manufacturing company in Burao, Somaliland. Even though the sample size was 200, the questionnaires distributed to the employees were reduced by the following reasons. Only 193 (96.5%) were usable; of the 7 (3.5 %) others, some were not filled properly and some not returned. The total response rate was 96.5%.

Respondents' Demographic Information

Table 1: Demographic Characters of Respondents

Profile of the respondents	Frequency	percentage
Gender		
Male	153	79.3
Female	40	20.7
Total	193	100.0
Age		
20-29	51	26.4
30-39	91	47.2
40-49	35	18.1
50 and above	16	8.3
Total	193	100.0
Level of education		
Secondary	51	26.4
Diploma	40	20.7
Bachelor	87	45.1
Master and above	15	7.8
Total	193	100.0
Position in organization		
managerial	28	
non-managerial	165	85.5
Total	193	100.0
Number of years in the organization		
1-5	75	38.9
6-10	58	30.1
11-15	39	20.2
16-20	12	6.2
21 and above	9	4.7
Total	193	100.0

Regarding the above table, the respondents sex were (79.3%) male, There were almost four times as many male employees as female employees while (20.7%) were female. And the age distribution of the respondents were (26.4%) fell in the 20-29, (47.2%) fell in the 30-39, (18.1%) fell in the 40-49 and (8.3 %) fell in the 50 and above respectively. The level of education of respondents showed that (26.4%) of the employees had a secondary level; (20.7%) also had a Diploma level; while 87 (45.1 %) of the employees had Bachelor's degree, and (7.8%) of the employees held master's degree and above. Moreover, the half of the employees had a degree, mostly in bachelors but also some had masters. For job category of respondents, table 4.1 showed that (14.5%) respondents were managerial level while (85.5%) were in the general non-managerial staff. And In relation to years of service to organization, (38.9%) were 1-5 years, (30.1%) were 6-10 years, (20.2%) were 11-15years, (6.2%) 16-20 years, and (4.7%) were 21years and above.

Level of Servant Leadership Style and Organizational Commitment Practices

To determine the perception of employees on servant leadership styles and organizational commitment, descriptive statistics was used to analyze the quantitative data. The summary statistics showing means and standard deviations of servant leadership styles and organizational commitment indicated in the below Table 2.

Table 2: Descriptive Analysis for Composite Scores of Mean and Standard Deviations

Variables	Descriptive statistics		
	Mean	Std. Deviation	N
Empowerment	4.2450	.71394	193
Humanity	4.1161	.71049	193
Authenticity	4.0699	.79976	193
Accountability	4.0829	.87535	193
Standing back	4.0138	.85921	193
Forgives	4.0812	.79914	193
Stewardship	4.1744	.75467	193
Courage	4.1580	.81627	193
Overall mean score	4.1110	0.7666	193
Organizational commitment	4.0573	.57060	193

Source: Survey Result, 2021

According to Moidunny (2009), mean score values are classified into five levels of ranges. (1.00-1.80) is very low mean score, (1.81-2.60) is low mean score, (2.61-3.20) is medium mean score, (3.21-4.20) is high mean score, and (4.21-5.00) is very high mean score. The mean values of each of the scales of empowerment, stewardship, courage, humanity, accountability, forgiveness, authenticity, standing back and overall mean score were calculated. Descriptive statistics of Servant leadership style (SLS) reveal an overall mean score of 4.111(SD = 0.767). This shows a positive perception of SLS amongst the employees. Empowerment had the highest mean value, indicating that Ileys enterprise put much effort for this dimension in order to enhance organizational commitment compared to the other factors.

Organizational Commitment and its Predictor Variables

Pearson correlations are perhaps the most useful measure of association between two or more variables. Pearson correlation analysis was used in this paper to provide evidence to construct validity. Pearson correlation coefficients reveal the magnitude and direction of the relationship (either positive or negative) and the intensity of the relationship (-1.0 to +1). As the below Table 3 shown

Table 3: Correlation Coefficients

		EM	HM	AU	AC	SB	FG	ST	CG	OC
EM	Pearson Correlation	1	.586**	.537**	.426**	.396**	.291**	.298**	.281**	.455**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000
	N	193	193	193	193	193	193	193	193	193
HM	Pearson Correlation	.586**	1	.546**	.424**	.416**	.387**	.250**	.448**	.555**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000
	N	193	193	193	193	193	193	193	193	193
AU	Pearson Correlation	.537**	.546**	1	.500**	.407**	.346**	.413**	.358**	.557**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000
	N	193	193	193	193	193	193	193	193	193
AC	Pearson Correlation	.426**	.424**	.500**	1	.478**	.373**	.333**	.280**	.499**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000
	N	193	193	193	193	193	193	193	193	193
SB	Pearson Correlation	.396**	.416**	.407**	.478**	1	.351**	.268**	.465**	.427**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000
	N	193	193	193	193	193	193	193	193	193
FG	Pearson Correlation	.291**	.387**	.346**	.373**	.351**	1	.261**	.325**	.391**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000
	N	193	193	193	193	193	193	193	193	193
ST	Pearson Correlation	.298**	.250**	.413**	.333**	.268**	.261**	1	.441**	.405**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000
	N	193	193	193	193	193	193	193	193	193
CG	Pearson Correlation	.281**	.448**	.358**	.280**	.465**	.325**	.441**	1	.470**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000
	N	193	193	193	193	193	193	193	193	193
OC	Pearson Correlation	.455**	.555**	.557**	.499**	.427**	.391**	.405**	.470**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	
	N	193	193	193	193	193	193	193	193	193

** . Correlation is significant at the 0.01 level (2-tailed).

b. List wise N=193

The above Table 3 indicates clearly that positive and significant relationships have been recognized between the empowerment and organizational commitments ($r = .455^{**}$, $p = 000$), whereas the humanity and organizational commitment ($r = .555^{**}$, $p = 000$), the authenticity and organizational commitment ($r = .557^{**}$, $p = 000$), the accountability and organizational commitment ($r = .499^{**}$, $p = 000$), the standing back and organizational commitment ($r = .427^{**}$, $p = 000$), the forgiveness and organizational commitment ($r = .391^{**}$, $p = 000$), the stewardship and organizational commitment ($r = .405^{**}$, $p = 000$) and finally the courage and organizational commitment ($r = .470^{**}$, $p = 000$). The result of the study leads to a conclusion that all dimensions of servant leadership style are important for organizational commitment and these results are positive significant at 0.05 level of Significance, the better servant leadership style the better higher organizational comment will be.

The Test of Assumptions of Regression Analysis

The assumptions of regression analysis are requirement conditions that are needed to fulfill when is used for multiple linear regression models, and these are normality test, linearity test, homoscedasticity test, and multicollinearity test and all were tested bellow.

Table 4: Test of Normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
EM	.228	193	.000	.793	193	.000
HM	.210	193	.000	.875	193	.000
AU	.221	193	.000	.843	193	.000
AC	.203	193	.000	.847	193	.000
SB	.198	193	.000	.879	193	.000
FG	.200	193	.000	.876	193	.000
ST	.183	193	.000	.881	193	.000
CG	.195	193	.000	.865	193	.000

a. Lilliefors Significance Correction

Source: Survey Result 2021

Table 4 indicates two tests of normality: the Kolmogorov-Smirnov test and the Shapiro-Wilk test. Both results showed that the level of significance of the tests of each independent variable is 0.05. Therefore the data is normally distributed and these tests confirm that these deviations were significant as shown below in the normality test graph.

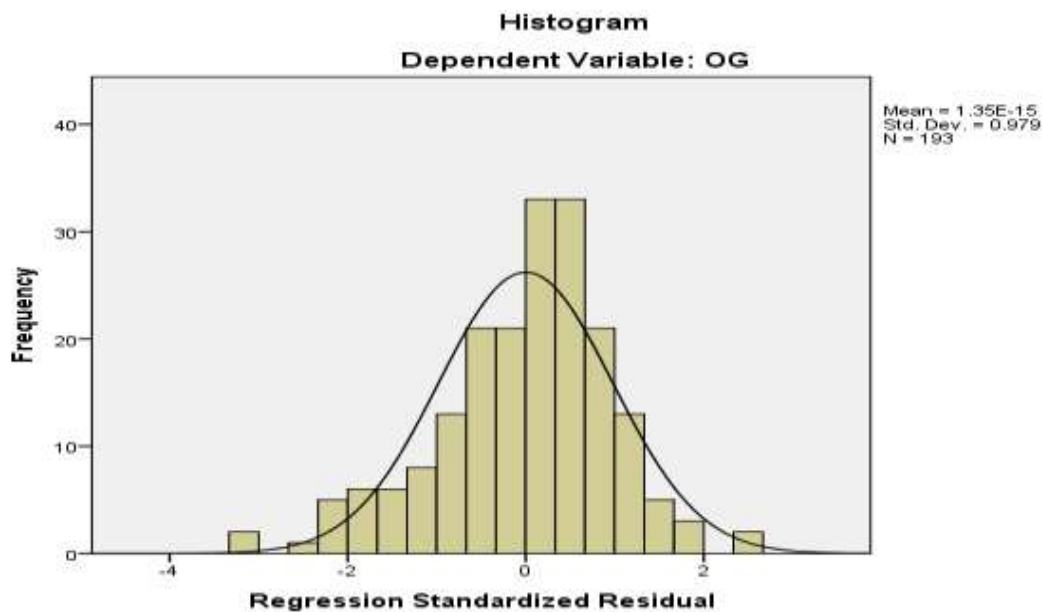


Figure 2: Normality Test Graph

Test of linearity: this assumption was tested and there was a linear relationship among the independent variables (IVs) and dependent (DV) as shown below in the scatter plot of the linearity test graph.

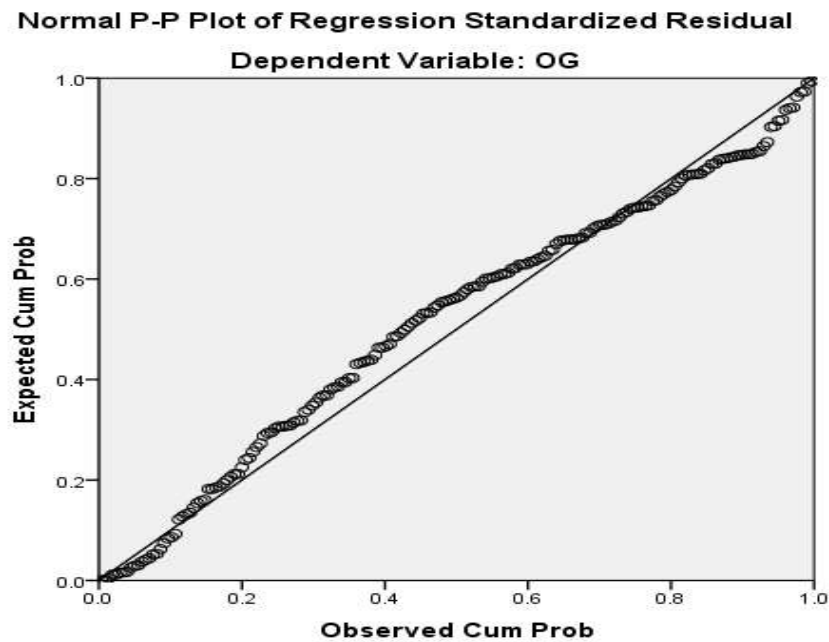


Figure 3: Linearity Test Graph

Test of homoscedasticity: This assumption states that the variances of error terms are similar across the values of the independent variables. The homoscedasticity of the variance was tested under the study as shown in the homoscedasticity test graph below.

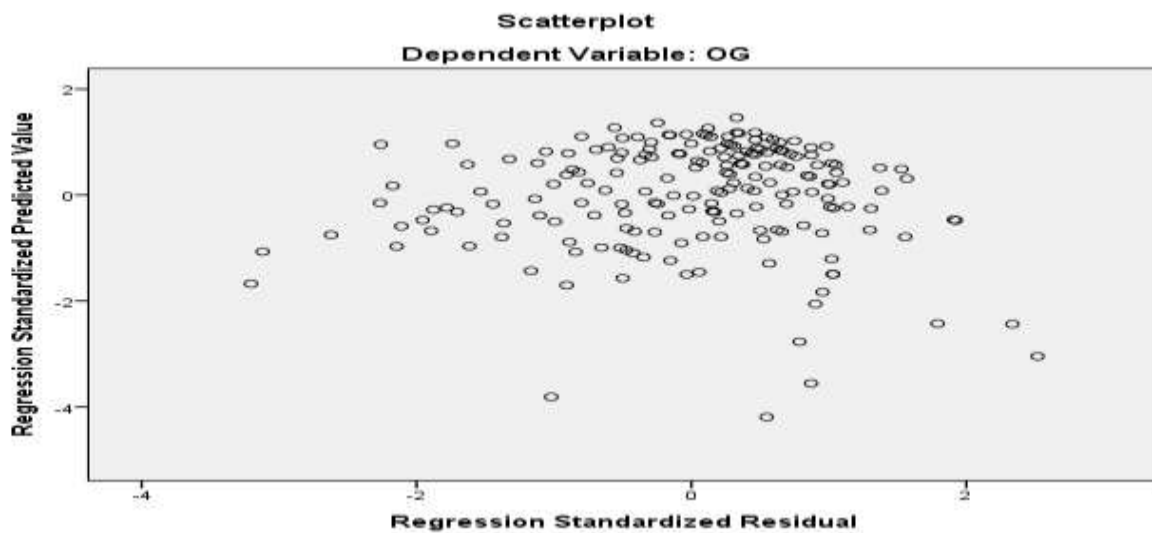


Figure 4: Homocedasticity Test

A multicollinearity test was performed to determine if the values of dimensions of servant Leadership Styles and organizational commitment had high similarity

Table 5: Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
EM	.563	1.777
HM	.500	2.002
AU	.533	1.877
AC	.613	1.631
SB	.618	1.619
FG	.761	1.313
ST	.700	1.430
CG	.607	1.648

Dependent Variable: OC

Source: Survey result, 2021

The test of multicollinearity was analyzed by the variance inflation factor (VIF); statistically, there was no multicollinearity when the value of VIF was less than 10. As indicated in Table 4.5, the highest VIF value was 2.002 which shows there was no multicollinearity between dimensions of servant leadership styles and employee commitment, and the value of tolerance <1 to all dimensions which also proves that there was multicollinearity.

Multiple Regression Analysis

Multiple regression analysis generally explains the relationship between multiple independent or predictor variables and one dependent or criterion variable. A dependent variable is modeled as a function of several independent variables with corresponding coefficients, along with the constant term. Multiple regressions require two or more predictor variables, and this is why it is called multiple regressions. Therefore in this study the predicting variable are (e.g. empowerment, humanity, authenticity, accountability, standing back, forgiveness, stewardship, courage) on the dependent variable (e.g. organizational commitment). And the regression results are presented below tables.

Table 6: Model Summary of Regression Analysis Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.720 ^a	.5184	.5130	.41597

a. Predictors: (Constant), CG, AC, FG, EM, ST, SB, AU, HM
 b. Dependent Variable: OC

Source: Survey Result, 2021

Table 6 shows the model summary of multiple regression analysis, R, R square (coefficient of determination- R^2), adjusted R^2 , and standard error of estimation, the model summary assessing the overall fit of the model. Correlation coefficient is ($R = 0.720^a$) indicates that there is strong positive correlations between independent variables and dependent variables in the regression model. In variability ($R^2 = 0.518$) implied that the that 51.84% of the variation in the dependent variable (i.e. organizational commitment) is explained by the model, i.e. by the combined variance in the dimensions of the independent variable, whereas the remaining 48.16% of the variation on the dependent variable is, therefore, explained by factors not incorporated in the

model. The changes in servant leadership styles attributes accounted for 51.8% of the variation in organizational commitment and the remaining 48.2% is unexplained.

Table 7: ANOVA Table

	Model	Sum of squares	df	Mean square	F	Sig.
	Regression	30.674	8	3.834	22.160	.000 ^b
	Residual	31.838	184	.173		
1	Total	62.512	192			

a. Dependent Variable: OC
 b. Predictors: (Constant), CG, AC, FG, EM, SW, SB, AU, HM

Source: Survey Result, 2021

The result of the ANOVA table indicates that the overall regression model was statistically significant F-value (8, 184) = 22.160 and the p-value = .000 < 0.05, $r^2 = .5184$. In a multiple regression analysis of such sort ANOVA shows the acceptability of the regression model from a statistical perspective. Specifically, the F test for the H_0 was rejected, and accepted the H_a and it was concluded the regression model with eight dimension predictors significantly predicts organizational commitments.

The standardized regression coefficients / beta weights (β) are used in regression equations to compare the relative strength of the predictors (authenticity, humanity, empowerment, accountability, courage, stewardship, standing back, and forgiveness) in influencing the dependent variables (organizational commitment).

Table 8: Coefficients

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
Coefficients	(Constant)	1.095	.242		4.531	.000
	EM	.363	.052	.455	7.057	.000
	HM	.446	.048	.555	9.216	.000
	AU	.397	.043	.557	9.271	.000
	AC	.325	.041	.499	7.951	.000
	SB	.284	.043	.427	6.535	.000
	FG	.279	.048	.391	5.871	.000
	ST	.306	.050	.405	6.125	.000
	CG	.329	.045	.470	7.359	.000

a. Dependent variable: OC

b. Predictors: (Constant), CG, AC, FG, EM, ST, SB, AU, HM

Source: survey result, 2021

As shown in the above Table 8. The most influential predictor is authenticity ($\beta = .557$) and the least influential to all dimensions is forgiveness ($\beta = .391$). The p values of the table indicate the probability of obtaining a computed t-value. For these data, eight predictors have positive b- value. The positive β -value indicates a positive relationship. So as authenticity increases, organizational commitment increases; as humanity increases, organizational commitment also increases, and so on up to the eight dimensions. These β -values tell us more than this, though they tell us to what degree each predictor affects the outcome if the effects of all other predictors are held constant. E.g. the authenticity factor has ($\beta = .557$) this implies the

authenticity variable has a significant contribution of 55.7% on Organizational commitment, when all others predictors should be constant.

The Model Specification Results

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + \beta_6x_6 + \beta_7x_7 + \beta_8x_8 + \mu$$

$$y = 1.095 + .363x_1 + .446x_2 + .397x_3 + .325x_4 + .284x_5 + .279x_6 + .306x_7 + .329x_8 + \mu$$

Where x_1 , x_2 , and x_n are independent variables of the study, the adjusted R square value on the model summary table is a representation of the correlation between the observed values of the dependent variable (organizational commitment) and the values of the same dependent variable predicted by the multiple regression models. Hence it is suggested that the larger value of the Adjusted R Square represents a large correlation between the predicted and the observed values of the dependent variable (Chandan, 2011). As depicted in the model summary, the value of the R square is 0.5184 suggesting that 51.84% of the variation in the dependent variable in the dependent variable, e.g. organizational commitment, is explained by the model (by the combined variance in the dimensions of the independent variables). The remaining variation on the dependent variable is explained by factors not incorporated by the model. Based on these results, the stated research hypothesis (alternative) is accepted, and the null hypothesis is rejected leading to a conclusion that dimensions of servant leadership styles and organizational commitment (sig. = 0.000) are significantly correlated at 0.05 level of significance.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The statistical mean represents the parametric mean and statistical inferences regarding mean values can be made on the perception of the population of the workers of organizational commitment and its dimensions. Thus, the item mean scores of the scales of the independent variables, i.e. empowerment; humanity, authenticity, accountability, standing back, forgiveness, stewardship, and courage affect overall organizational commitment in Ileys enterprise in Burao, Somaliland and exerted relatively enough efforts concerning the above parameters. Based on the findings of correlation analysis, it is concluded that all dimensions have a positive and significant relationship with organizational commitment in Ileys enterprise in Burao, Somaliland.

The model summary, in the regression analysis, implied that 51.84% of the variation in the dependent variable (i.e. organizational commitment) is explained by the model, i.e. by the combined variance in the dimensions of the independent variables. Based on the F-Statistics of the analysis of variance, it was concluded that the linear multiple regression model is viable or significant. The remaining 48.16% of the variation on the dependent variable is, therefore, It seems a large percentage to not be explained by the model. Regression coefficients implied that empowerment, humanity, authenticity, accountability, standing back, forgiveness, stewardship, and courage predictors are significant factors that determine the organizational commitment in Ileys enterprise detergent in Burao, Somaliland. Authenticity and humanity have the biggest impact on the value of organizational commitment followed by accountability and empowerment with $\beta = 0.557$, 0.555 , and 0.499 , 0.455 respectively. Though the model is fit to be used for further interpretation as shown in the ANOVA table, a closer look at the

coefficients of all independent variables showed that they are statistically significant (at $P < 0.05$ and $P < 0.0$).

The results of this study provided insights into what employees need from their supervisors and the kind of leadership behaviors they prefer. According to the results, some strategies for improving supervisor's leadership and employee commitment could be suggested. It indicated that Authenticity, humanity, accountability, and empowerment of servant leadership style would lead to higher employee commitment. While the other dimensions had less influence on with dealing employee commitment. To increase the emotional and/or psychological attachment of its staff members, business organization needs to design policies that continuously sustain or increase employees' over all commitment (affective, continuance and normative) behaviors by treating employees with respect, making them feel part of the family, encouraging them, and involving them in decision making, providing a secure, supportive and healthy work environment devoid of favoritism, discrimination and political interference clearly defining recruitment and selection processes to attract the right sort of candidates, increasing staff awareness and knowledge about the enterprise vision as well as develop a system that naturally encourages creative thinking, accountability and transparency in the management of the organization's rules and procedures.

Recommendations

Based on the results and analysis presented above, the study recommends the following practical applications for Ileys and similar enterprises

- The study recommends that courage, stewardship, forgiveness, and standing back should enhance to improve employees' organizational commitment.
- To increase employees' organizational commitment, organizations should develop training programs or mentoring by professionals for the supervisors and leaders that support servant leadership development.
- All factors of organizational commitment namely: empowerment, humanity, authenticity, accountability, standing back, forgiveness, stewardship, and courage have an impact on overall organizational commitment with $p < 0.05$ even though their impact is different. This implies an increase in these dimensions, leading to an increase to the organizational commitment. Therefore the leadership needs to emphasize dimensions of servant leadership styles to improve employee performance. So, the study recommends major improvement should be given standing back and forgiveness, which had the least contributions to the organizational commitment.
- To increase employees psychological attachment of its staff members, business enterprise need to design policies that enhance Servant leadership style to sustain employees' organizational commitment behaviors

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