

**Servant organization: a comprehensive approach about the servant
behavior from the customer point of view**

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ABSTRACT

From the fundamentals of service management, aiming to identify structural components of companies with superior service, the servant behavior, structured in previous research, was submitted to customers' point of view. This paper aims to present, in a hierarchical way, the degree of importance of attributes for servant behavior. Survey was conducted among 1,800 randomly selected customers. A Likert scale was used, with varying degrees of importance ranging from 1 to 9 for each attribute. The attributes were sorted in order of importance, with the following sequence: responsibility, practice of good and useful (8.1); initiative (8.0) and desire to help (7.9), simplicity and resignation had less importance in comparison to others, and received, respectively, the scores 7.1 and 6.5. Factorial analyses were made, in order to group the attributes to evaluate the performance of organizations in the service sector.

Key-words: service behavior; service quality; servitizing behavior

1 Introduction

Service has been appointed as a great differential for organizations from any segment, like manufacturing, agribusiness and service itself. Although this tendency, there have been many references to service strategy (ZEITHAML *et al*, 1990; TEBOUL, 1999; HOROVITZ, 2000; NORMANN, 2001; ZEITHAML and BITNER, 2003; GRÖNROOS, 2004; FITZSIMONS, 2005; AKAN *et al*, 2006;), service concept (TEBOUL, 1999; LOVELOCK, 2001; NORMANN, 2001; GRÖNROOS, 1995,2004), Servant culture (GREENLEAF, 1977; SHEIN, 1982; KAPLAN, 1997; NÓBREGA, 1997; BUNZ and MAES, 1998; BERRY, 1999; HOROVITZ, 2000; RUSSEL, 2001; CORRÊA, 2002; HESKETT, 2002; MOTTA, 2003; GRÖNROOS, 2004; AKAN *et al*, 2006; PARASURAMAN, 2006; BARBUTO JR, 2006; BARROS NETO, 2006; COVEY, 2006; MOLNAR, 2007; SEMLER, 2007), and service behavior (ROBBINS, 2005; BARBUTO JR, 2006; BARROS NETO, 2006; COVEY, 2006; MOLNAR, 2007; SEMLER, 2007; NÓBREGA, 2009), but few deal with a conceptual question, that is, an attitudinal issue of how people introspect attitudinal elements in order to induct superior services.

Nóbrega (2009) introduced a contribution to this theme, proposing a framework for the servant organization, shown in **Figure 1**. It was originated from the concept of serving individual behavior, passing through servant leadership element, and finally composing an organizational approach, consisting of: service strategy, servant leadership, servant products, servant processes, servant behavior and service culture. This framework, although, based on theoretical insights, needs empirical validation on each of its elements. There was some progress surveying servant behavior with participants in courses and university courses and business training programs, but focusing their opinions in a generic way, that is, as people not directly related to business.

Servant organization elements					
Servant Individual	Servant Strategy	Servant Products	Servant Processes	Servant Culture	Servant Leadership
Responsibility	Internal marketing	Intrinsic quality	Systematized	Focus on results	Results and persuasion
Simplicity	Good relations	Facilitates use	Caregiver	Respect	Educated and patient
Resignation	Access	Informative	Responsive	Serving	Listening and stewardship
Initiative	Supplementary services	Intelligent	Agile	Responsiveness	Influent and awareness
Willingness to help	People development	Customer focused	Flexible	Committed to others	Empathy and committed to people growth
Welfare practices	Social responsibility	Environmental non affective	Customer focused	Common good	Common good, building community
Usefulness	Service focus	Supplementary attributes	Informative	Usefulness and efficiency	Educator

Figure 1: Servant organization elements. Nóbrega (2009)

The present research had as objective to deep research about servant behavior, one of the servant organization elements, through empirical survey with customers or clients of business companies. The importance of each theoretical attribute for servant behavior was deepened through a Likert 9 points scale, which supports contributions to better understand the interactions among the 22 predefined attributes, and show how these can contribute do business management.

2 Fundaments

2.1 Servant individual behavior

From the comprehension that serving is "conduct activities that provide benefits to those to whom we serve, attributes for the servant behavior are listed, through empirical research, which include responsibility, simplicity, renunciation, initiative, willingness to help, welfare practices and usefulness. Robbins (2005) mentions the need to substitute intuition for the

systematic study to develop contributions to organizational behavior. Once there is not a great amount of management scientific literature regarding servant behavior, the following text is derived from empirical researches conducted on the topic, with participants of university courses and consultancy projects in business, making use of instruments mentioned earlier in this paper. These results should be considered as partial, requiring still methodological deepening, In spite of that, some modest results begin to appear, as shown in **Chart 1**.

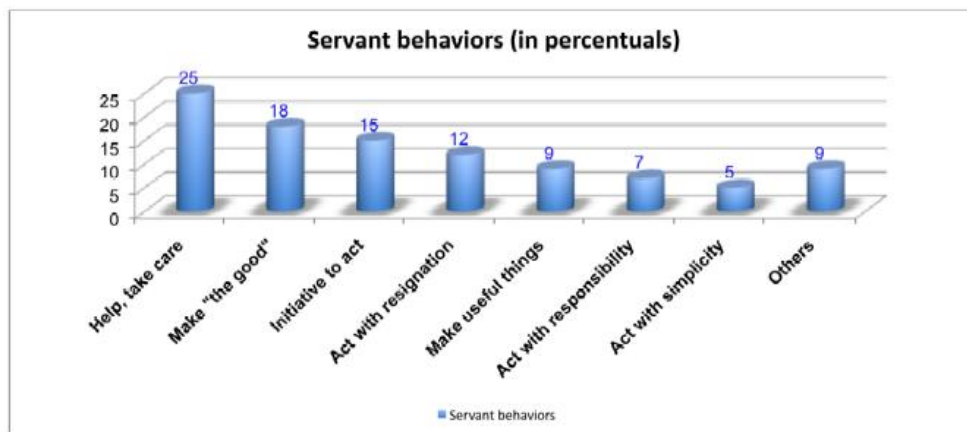


Chart 1: Principal servant behaviors (Nóbrega, 2009)

2.2 Servant leadership

The servant leadership reveals new paradigm of leadership, which was traditionally associated with the design of command and authority, as pointed out by Barros Neto (2006). In this sense, Covey (2006) highlights the paradox of authority and moral authority, given that the authority is defined in terms of command, control, power, domination, strength and power and moral authority (primary size) is related to civility, weakness and follower this in turn has gained influence by the appreciation of principles through service, sacrifice and contribution and formal authority. For the author, the real key to leadership combines high standards, strong values and

discipline consistent with the unconditional love, deep empathy and fun.

According to the servant leadership, leadership means serving, to help people become better, to reach their full potential, as opposed to leadership as common sense conceives full privileges of status, position or function and material rewards. It stands for sacrifice, humility, the recognition that the leader is only important insofar as it contributes to the growth of team members (BARROS NETO, 2006).

The servant leader presents characteristics such as: humility, wisdom, integrity, courage and abundance mentality, and reverence, openness, kindness, respect and attention (COVEY, 2006), and the ability to persuade, of course, always and never convince or coerce shame (BARROS NETO, 2006). To Barbuto and Wheeler (2006), there are 11 potential dimensions of servant leadership called: listening, empathy, healing, awareness, persuasion, conceptualization, foresight, management, growth and community development, however, the results produced by its research pointed to five factors: altruism, emotional healing, persuasive mapping, wisdom and organizational management. By linking organizational culture with servant leadership, Molnar (2007) highlights the following attributes for the servant leader: values people, develops people, builds community, and show authenticity, provides leadership and leadership models for action.

The servant leadership is related to transformational leadership (BARBUTO and WHELL, 2006), characterized as the kind of leadership that inspires followers to transcend their own interests for the good of the organization and can have a profound effect on their followers, inculcating in his followers the ability to challenge views already established, even by the leader (ROBBINS, 2005), as well as displays characteristics associated with leadership ethics, such as highlights Homel and Avolio (1992, *apud* ROBBINS, 2005): "leaders ethics must use his charisma to socially constructive way to serve others". Covey (2006) points out that the leader

(servant leader) gains or formal authority for the position of moral authority, ends up institutionalizing principles, leading to greater freedom and power to expand their service, noting that organizations can only be sustained when they serve human needs and that service is not "what's in it for me", but about "how I can contribute".

2.3 Customer oriented culture, spirituality oriented culture, and servant company

Principles and values of the servant leader can transcend the individual, expanding into the organizational culture - creating an organizational identity "server". Also because the figures are models and bases for decision-making culture and values of an organization can affect the degree of risk that decision makers are willing to undertake (RUSSEL, 2001).

Leaders actions have a strong impact on organizational culture - the way they conduct themselves, senior executives establish norms that are diffused by the organization, establish the general climate that defines which behaviors are acceptable and which are not (ROBBINS, 2005), when these characteristics are related to serve, to help others based on trust and integrity, tend to consider such behavior acceptable and worthy of emulation by the employees.

According to Shein (1982), organizational culture is a set of basic assumptions that a group learned to deal with the problems of external adaptation and internal integration and it works well enough to be considered valid and taught to new members as the correct way to deal with the problems. In this sense, as organizations face new problems and / or challenges, they tend to revise values that were previously considered valid to replace them with new ones and, later, by new assumptions. Under this aspect, Russell (2001) notes that as organizations find new challenges tend to be more open to change and values of organizational culture evolve through the ongoing exchange between the leader's values and corporate values. Recognize the power of culture means that principles, values and practices can be incorporated into the organizational

culture established behavioral patterns that reflect the identity of the organization. This is developed in two areas: a culture driven, customer-oriented culture and spirituality - structuring the foundations of a culture for serving.

A customer's service-oriented culture focused, with the following variables: 1) type of workers themselves - hires outgoing and friendly, 2) low formalization - people work with freedom to adapt to changes in customer demands and 3) reduced the extent of formalization - reflects the wide use of autonomy in decision-making to please the customer, 4) a good listener - the employees know how to listen and understand what consumers want, 5) clarity of roles - staff area services act as negotiators "border" between the company and customers and 6) organizational citizenship behavior - the staff are conscientious in their desire to please the customer, are always ready to take initiatives to meet the needs of the customer, even it extrapolates its normal functions (ROBBINS, 2005).

On another axis, comes "spirituality" in the workplace, that recognizes that people have inner life, which nourishes and is nourished by meaningful work, conducted within a context of a community (ROBBINS, 2005). Organizations that promote a spiritual culture recognize that people have the mind and spirit, seeking meaning and purpose in work and looking to connect with other human beings as part of a community, in this sense the characteristics of a spiritual organization are: 1) strong sense of purpose, 2) focus on individual development, 3) trust and respect; practice of humanistic and 4) tolerance of demonstrations by employees.

The movements in search of new organizational architecture, such as the culture of service-oriented culture and spirituality reflect the need for a new type of organization that is based on ethical and democratic values and altruistic behavior. These results corroborate the rescue of the essential nature of organizations - meet human needs, serve the other to the detriment of their own needs.

As Andersen (2008) stated, more research on characterizing servant leadership is needed both co define as to characterize it. As the aim of the present paper is to contribute, to propose learning with servant behavior to an organizational approach, servant leadership will be characterized from the correspondence between servant individual behavior and elements of servant leadership, from the comparison elaborated by Andersen, taking elements from charismatic leadership, cited by Robbins (2005). This way, **Figure 2** shows a correspondence between servant behavior and servant leadership.

Servant main features	
Servant Individual features	Servant Individual features
Responsibility	Responsibility
Simplicity	Simplicity
Resignation	Resignation
Initiative	Initiative
Willingness to help	Willingness to help
Welfare practices	Welfare practices
Usefulness	Usefulness

Figure 2: Comparative features between servant individual and leadership servant features (Nóbrega, 2009)

2.4 Servant organization

The new organizational settings and the complexity of the current challenges require new models of management when it comes to the rescue of the essential nature of organizations to help meet human needs.

For Covey (2006) organizations are established to reach human needs - there is no other reason for their existence. Satisfying the needs of people reflects the sense of serving behavior. Studies associated with it are at the individual level, but specifically the behavior of the leading server, such as Greenleaf (1998), Covey (2006), Molnar (2007).

Since its introduction into leadership and management literature by Greenleaf, servant leadership has been harboring the potential to act as a bridge between intellectual and emotional worldviews. The development of this framework provides extremely useful heuristic for organizations entering into new markets, which should meet the social and cultural norms of people with whom they interact or face a possible conflict between incommensurable world views and probable failure in those markets (MOLNAR, 2007).

In addition, many organizations have experienced dramatic changes since the changeover to the new millennium, and leadership is also manifest change. The time now is transitional and it seems is concerned about the "empowerment" of leadership. Leadership styles that flowed from the paradigms of the past are potentially problematic in creating the kind of organization that will thrive in our increasingly globalized (SEMLER, 2007), the servant company, which can be revealed by the characteristics of servant leadership.

These features can be developed by anyone with a system of proportional values, demystifying the "old school" of the vision of leaders appointed by attributes such as dynamism, charisma and strong personality to new vocation of servant leadership (SEMLER, 2007).

The values of the leaders ultimately permeate the organizations they lead, the leaders form the cultures of their organizations by modeling important values (RUSSEL, 2001) and these, in turn, represent the identity of the organization.

Studies of servant leadership can develop the thinking on the servant company, institutionalizing ethical-moral, changing organizational culture, developing organizational identity server, or better, the servant company.

3 Methodology

3.1 The construct

From the previous section, integrating service concepts, servant behavior, servant leadership, service culture elements, it is showed, in **Figure 3**.

Servant behavior conceptualization		
Servant behavior	Definition	References
Responsibility	Serving is to act with responsibility, commitment, consistency, and required performance	Berry & Parasuraman (1992); Berry (1999); Normann (2001); Motta (2003); Zeithaml & Bitner (2003); Molnar (2007); Nóbrega (2009)
Simplicity	Serving is to make things simple, but necessary, in value, without fear that this causes you any feeling of inferiority	Greenleaf (1977, 1998); Motta (2003); Covey (2006); Nóbrega (2009)
Resignation	Serving is to resign, abandoning self wishes, space or valorization, in order to take care of another	Greenleaf (1977, 1998); Covey (2006); Molnar (2007); Barbuto e Wheller (2006); Barros Neto (2006); Nóbrega (2009); Berry (1999); Zeithaml & Bitner (2003);
Initiative	Serving is to take initiative and act proactively, performing activities with responsiveness	Berry & Parasuraman (1992); Berry (1999); Normann (2001); Motta (2003); Zeithaml & Bitner (2003); Covey (2006); Nóbrega (2009)
Willingness to help	Serving is to act with a sense of proximity, complicity and reciprocity in order to attend and help another	Greenleaf (1977, 1998); Motta (2003); Zeithaml & Bitner (2003); Covey (2006); Nóbrega (2009); Berry (1999)
Welfare practices	Serving is a pleasure, tendency and disposal to do good to people and community	Greenleaf (1977, 1998); Berry (1999); Molnar (2007); Barbuto e Wheller (2006); Nóbrega (2009)
Usefulness	Serving is to give meaning to activities aiming do make useful actions, providing result, value and productivity	Covey (2006); Barbuto e Wheller (2006); Molnar (2007); Nóbrega (2009)

Figure 3: Servant behavior elements attributes. Adapted from (Nóbrega, 2009)

3.2 Population and sample

The research was conducted with professionals participating in courses and seminars on management of services, courses, and postgraduate management courses, that is, a public already accustomed to the topic under study. There was no intention to identify the characteristics of respondents, since the focus of the work concerns the general characteristics of perception of customers and consumers, companies in general. There was no intention to direct the search for a segment of the economy or a type of organization.

The population, selected by convenience, consisted of about 1,830 people, to whom the questionnaire was sent via e-mail, and responded via web. It was obtained 203 responses, representing 11.09% of the questionnaires. There was no intention to know the sample studied, given that the goal is related to expectations about the behavior of people in organizations.

3.3 The questionnaire

Questionnaires were applied with questions for each of the attributes (variables): responsibility, simplicity, resignation, initiative, willing to help, welfare practices, and usefulness. A Likert scale of 9 points was used, ranging from 1 (no importance) to 9 (very important). The text of the questionnaire used in the affirmative, as the example: “Below we list a list of possible behaviors adopted by people from a company in contacts with customers. We ask you to indicate the degree of importance you assign to each of the attributes. The scale ranges from 1 (one), indicating NO IMPORTANCE, to 9 (nine) indicating that you consider the behavior VERY IMPORTANT. It can be any marked scale value”.

A questionnaire was developed for electronic use, applied via web. The answers did not allow, for each attribute, choosing more than one option.

3.4 Data collect and processing

Data were collected through electronic questionnaires, from 2009, September up to 2010, January. Three attempts were made to each respondent, maintaining Respondents were contacted through email once. After the data collect period, statistical treatment was conducted using SPSS package in order to conduct factorial analysis.

4 Results

4.1 Descriptive results

In **Table 1** results of field research on the importance of the attributes of the server behavior are presented. Average value per attribute was calculated, as well as the average value per dimension - a dimension considered as a set of attributes designed to conceptual development of research, derived from **Figure 3**.

Although the calculation of average size deserves validation, by grouping the attributes provided by factor analysis, this calculation is introduced here for purposes of preliminary analysis and comparison later.

The position, presented in the right column, extracted by the ranking average value for each attribute, allows suggesting that there is no strong association between the preliminary ordering of attributes and their dimensions, once that attributes importance 1 and 2 correspond to the size important, but the next four attributes (3, 4, 5 and 6) are distributed among the

dimensions that occupy the third and fourth positions. Even for the most important dimension, the following two attributes occupy the 18th and 11th positions. The position occupied between the least important dimension - resignation - and the attributes that appear in position 20 and 22 seem to suggest a correspondence between dimension-attributes.

	Original dimension	Attribute	Average value for attribute	Average value for dimension	Rank
1	Responsibility	Responsibility	8,45	8,095	2
2	Responsibility	Compromise	8,64		1
3	Responsibility	Performance	7,92		11
4	Responsibility	Regularity	7,37		18
5	Welfare practices	Do good	8,13	8,049	7
6	Welfare practices	Welfare	8,03		8
7	Welfare practices	Give pleasure	7,98		10
8	Usefulness	Add value	8,31	8,039	5
9	Usefulness	Give result	8,26		6
10	Usefulness	Good use of time	7,79		14
11	Usefulness	Do useful things	7,78		15
12	Initiative	Initiative	8,28	7,995	4
13	Initiative	Promptitude	7,87		12
14	Initiative	Disposition	7,83		13
15	Willing to help	Attention	8,32	7,910	3
16	Willing to help	Willing to help	8,00		9
17	Willing to help	Complicity	7,40		17
18	Simplicity	Simplicity	7,40	7,094	16
19	Simplicity	Humility	7,28		19
20	Simplicity	Not fear inferiority	6,59		21
21	Resignation	Resignation	6,99	6,399	20
22	Resignation	Care for the other	5,81		22

Table 1: Importance for attribute of the servant behavior. Font: research

The overall result of the importance of each attribute stresses high importance for the attributes: responsibility, welfare practices, attention, initiative and add value, corresponding to

the five most important, all with averages above 8.3. The attributes of lower importance were "taking care of others," "no fear inferiority", "resignation", "humility" and "regularity". Among these, only three had an average of less than 7.0, and of these, only one was less than 6.0.

Another interesting aspect is that only three attributes are below the midpoint between the values - 7.22 (calculated as the midpoint between the maximum - 8.64 - and least - 5.81). Similarly, 19 attributes present average value above the average - 7.22.

Analyzing the internal attributes of each dimension, it can be seen, for dimension RESPONSIBILITY, higher values for internal issues, ie personal attitude - responsibility and commitment. This may mean concern of respondents to the employee's behavior than with the results provided to the customer.

About dimension USEFULNESS, there is the opposite, since "value" and "give result" are more attached to the result of customer service than "doing useful things" and make "good use of time." This is related to the enhancement of technical quality, to the detriment of functional quality (GRÖNROOS, 1994; MENDONÇA, 2009).

The dimension DESIRE TO HELP has attributes with distributed values, while the dimensions SIMPLICITY and resignation attributes close together.

4.2 Factorial analysis

Starting with the 22 attributes, originally arranged from 7 dimensions, factorial analysis were conducted, in order to validate the use of these original dimensions, or to rearrange attributes x dimensions. Analyses were made, showing adequacy of correlation matrix for multivariate analysis. Extractions were made using the method of principal component analysis,

orthogonal rotation using varimax. Preconditions for analyses and correspondent results are shown in **Table 2**. The “Seq” column states the order of the analysis executed.

Seq	Number of factors limitation	Variables previously excluded	Factorial loading	KMO	Factors extracted	Total of variance explained (%)	Variables excluded (results)	Adequacy of groups for taxonomy
1	Free	None	Free	0.766	7	70.252	None	Regular
2	Free	None	0.5	0.766	7	70.252	Attention	Good
3	10	None	0.5	0.766	10	81.786	Attention	Regular
4	5	None	0.5	0.766	5	60.138	Performance, Regularity, Give result	Bad
5	6	None	0.5	0.766	6	65.412	Give pleasure	Excellent
6	6	Give pleasure	0.5	0.758	6	66.601	None	Excellent
7	5	Give pleasure	0.5	0.758	5	61.088	Performance, Regularity, Give result	Regular
8	7	Give pleasure	0.5	0.758	7	71.620	Attention	Good
9	7	Give pleasure	0.55	0.758	7	71.620	Attention, Complicity	Regular

Table 2: Factorial analysis conducted

Table 2 was obtained using: extraction method: principal Component Analysis. Rotation Method: Varimax (HAIR et al., 1998; GARSON, 2005; AVILA, 2006) with Kaiser Normalization. Rotation converged in 18 interactions

In **Table 2** it is possible to see a certain little contribution from the item “attention”, as well as the item “give pleasure”. “Attention” has a similarity with both “will to help” and “compromise” – this was confirmed in correlation matrix, during the first analysis (This matrix was not introduced in this paper due to its size). “Performance”, “regularity” and “Give result” forma a similar group, as it can be seen on **Table 3**. The attribute “give pleasure” was excluded in analysis 5. Due to this it was decided to conduct an analysis excluding it previously (analysis 6), which showed little difference from the previous – reduced KMO, but increased variance

explanation. For all analyses, KMO was greater than 0.7, considered acceptable (HAIR et al., 1998; MALHOTRA, 2001)

The column “Adequacy of groups for taxonomy” was used in order to facilitate the decision on which option. The criterion was the facility in finding a terminology that could best represent the grouped attributes. Some analyses, not shown in this paper due to size, presented a variation explanation next to 70-80%, but the decision was to select the analysis number 5. Although it is very similar to analysis 6, it includes, previously, the 22 original attributes, excluding, just later, the attribute “give pleasure”. The results of the factorial analysis are presented in **Table 3**.

Attribute (as original)	Component					
	1	2	3	4	5	6
Humility	0.784					
Simplicity	0.780					
Welfare	0.728					
Will to help	0.685					
Do good	0.667					
Complicity	0.617					
Attention	0.530					
Compromise		0.776				
Responsibility		0.751				
Regularity		0.531				
Performance		0.502				
Disposition			0.757			
Initiative			0.697			
Promptitude			0.524			
Care for the others				0.861		
Resignation				0.782		
Not fear inferiority				0.634		
Useful actions					0.867	
Use time usefully					0.821	
Add value						0.842
Give result						0.760
Give pleasure						

Table 3: Factorial analysis chosen

From **Table 3** it is possible rearrange the dimensions-attributes shown in **Figure 3**, reviewing the servant behavior elements. This is shown in **Figure 4** - although the attribute “give pleasure” was excluded in factorial analysis, it was included, to show its conceptual linking.

Servant behavior elements (reviewed)	
Dimension	Involved attributes
1. Result	Result, valor
2. Responsibility	Compromise, responsibility, performance and regularity
3. Initiative	Initiative, disposition and promptitude
4. Usefulness	Useful actions, use time usefully
5. Attention and simplicity	Attention, do good, welfare, willing to help, give pleasure, simplicity, humility, complicity
6. Resignation	Care for others, resignation, nor inferiority

Figure 4: Correspondence among the attributes after factorial analysis, rearranged in 6 factors

From the association shown in **Figure 4**, a re-conceptualization of the servant behavior elements (**Figure 3**) is presented in **Figure 5**. It can be seen that it was possible to facilitate understanding, as well as to simplify the correspondent conceptualization.

Servant behavior elements (reviewed)	
Dimension	Conceptualization
1. Result	Provide <u>result</u> , <u>adding value</u> to those whom one serves
2. Responsibility	Act with <u>compromise</u> , <u>responsibility</u> , good <u>performance</u> and <u>regularity</u>
3. Initiative	Take <u>initiative</u> , acting with <u>promptitude</u> and <u>disposition</u>
4. Usefulness	<u>Use time</u> efficiently, making <u>useful actions</u> , and providing meaning to activities
5. Attention and simplicity	Having <u>attention</u> and <u>willing to help</u> , one can <u>do good</u> , provide <u>welfare</u> and <u>give pleasure</u> , acting with <u>simplicity</u> , <u>humility</u> and <u>complicity</u>
6. Resignation	<u>Resignation</u> can help on to <u>care for the others</u> , with <u>no fear of inferiority</u> feelings

Figure 5: Re-conceptualization of the servant behavior elements. Font: Research

This new grouping, and its association with original attributes, is reviewed in **Table 4**, where the ranked (revised) dimensions are shown, and its association with the original attributes.

The new grouping introduced one new dimension – RESULT, excluded two – WELFARE PRACTICES, and WILLING TO HELP, besides bringing modifications to one – SIMPLICITY. The new grouping seems more logical and easily comprehensible.

	Revised dimension	Attribute	Average value for attribute	Average value for dimension	Rank
1	Result	Add value	8,31	8,298	5
2	Result	Give result	8,26		6
3	Responsibility	Compromise	8,64	8,095	1
4	Responsibility	Responsibility	8,45		2
5	Responsibility	Performance	7,92		11
6	Responsibility	Regularity	7,37		18
7	Initiative	Initiative	8,28	7,995	4
8	Initiative	Promptitude	7,87		12
9	Initiative	Disposition	7,83		13
10	Usefulness	Good use of time	7,79	7,791	14
11	Usefulness	Do useful things	7,78		15
12	Attention and simplicity	Attention	8,32	7,638	3
13	Attention and simplicity	Do good	8,13		7
14	Attention and simplicity	Welfare	8,03		8
15	Attention and simplicity	Willing to help	8,00		9
16	Attention and simplicity	Give pleasure	7,98		10
17	Attention and simplicity	Simplicity	7,40		16
18	Attention and simplicity	Complicity	7,40		17
19	Attention and simplicity	Humility	7,28		19
20	Resignation	Resignation	6,99	6,463	20
21	Resignation	Care for the other	5,81		22
22	Resignation	Not fear inferiority	6,59		21

Table 4: Revised Importance for attribute of the servant behavior. Font: research

The reviewed grouping permitted different values for the ranked dimensions. Four of them got larger numbers, while two got smaller ones. The most important dimension – RESULT was not previously defined. It came out from factorial analysis. RESPONSIBILITY, previously as the most important, came to the second position. It has some relation with technical quality x functional quality (Grönroos, 1994), and Mendonça (2009).

The least important dimensions present a good association with the least important attributes, although the 5th dimension has attributes that stand on 3rd, 7th, 8th and 9th individual positions. This may suggest a deepen test for a division – there are maybe, two groups of attributes x dimension. The least attributes show strong association with the least important dimension. And this is a clear “functional quality” associated element.

5. Conclusions, limitations and recommendations

According to the objective of this paper for deepening research about servant behavior, it was possible to identify the rank of importance for the attributes for the servant behavior elements. The attributes were ranked in order of importance, with the following sequence: compromise, responsibility, attention, initiative, add value, give result, do good, provide welfare, show willing to help, give pleasure, accomplish good performance, act with promptitude, have disposition do act, make good use of time, do useful things, act with simplicity, regularity on results, act with humility, have resignation for the others, not fear inferiority and care for the other.

Another conclusion that the research made possible was to rearrange the servant behavior original elements. From the theoretical original dimensions (responsibility, welfare practices, usefulness, willing to help, simplicity and resignation) it was possible, through factorial analysis,

to rearrange the reviewed servant behavior dimensions: result, responsibility, initiative, attentions & simplicity, and resignation.

These “new” dimensions were ranked, in decreasing order of importance, as: result, responsibility, initiative, attentions & simplicity, and resignation.

Limitations to this research may be pointed, like the fact of interviewees having not been taken from a specific segment of business, or sector of economy. Further researches can deepen in specific segments. The two rankings – original and renewed – can have their correlation tested, with further statistical methods. The dimension “attention & simplicity” may also be researched, in order to find eventual subdivision. Another possibility for further studies is to investigate eventual relations among servant behavior elements and their correspondence with quality dimensions – technical x functional.

In terms of managerial implications, companies may take the researched approaches, resulting from this research to develop new approaches for selecting people, define people’s skills, training their people, as well as monitor perception of behavior with their clients.

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