A Comparative Study of Servant Leadership and other Leadership Styles

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Abstract. The research on the type of servant leadership has become a frontier topic in the leadership research nowadays, and it is a hot spot in the Western Leadership School in recent years. Servant leadership is a kind of leadership behavior that puts serving others in the first place and voluntarily serves others from the heart. On the basis of studying the relevant literature of Western scholars, this study compares servant leadership with ethical leadership, transformational leadership and paternalistic leadership. Combining the different characteristics of different types of leaders, find out their differences, and quantify them with Multiple Response Cross Table. Finally, some reasonable suggestions are put forward for the management of "servant-type" enterprises.

Introduction

Traditional leadership is a kind of "system + control" leadership mode, which overemphasizes the authority of leadership. With the development of the times and the awakening of employees' self-awareness, the traditional management mode and leadership style have gradually failed to meet the needs of employees, and at the same time they cannot fully exert leadership effectiveness. In modern society, the concept of servant leadership has had a profound impact on many modern leadership thoughts and practices. More and more individuals and organizations are using their own actions to practice the concept of servant leadership. Compared with other leadership types, Van[1] believe that servant leadership is more inclined to meet the needs of employees and assume corresponding social responsibility.In recent years, servant leaders have become increasingly important in various management fields.

The Concept of Servant Leadership

Greenleaf [2]first proposed that servant leadership is not only a management technology, but also a way of life, starting from "natural feeling, people want to serve, service first", but he did not clearly define the concept of servant leadership.The main behavior of public servant leadership should be to respect employees, to recognize the value of employees, and to provide services to employees as public servants[3].Emphasizes that managers should first consider the interests of employees and, under certain circumstances, voluntarily delegate their rights and status to employees, organizations or customers[4].American business management expert Birkenmeier[5] points out that servant leadership is a behavior that is committed to meeting the physical and psychological needs of employees and completely transcends personal interests.From the philosophical point of view, we regard the public servant leadership as a kind of moral leadership, and point out that the public servant leadership leads the subordinates by example rather than by order, which is a kind of view on life and work[6] .Servant leadership is also a spirit of sacrifice and dedication. Leaders must have the characteristics of kindness, humility, respect, selflessness, forgiveness and trustworthiness, in order to stimulate the greatest potential of employees and become effective leaders[7].Although scholars have different descriptions of servant leadership, their understanding of the concept is basically the same -- they all emphasize the service orientation of leadership; They take followers as the center and attach importance to satisfying the needs of followers. Servant leadership is both a cognitive activity of leadership and a practice of leadership.

Comparisons between Public Servant Leadership and Other Leadership Styles

As a new type of leadership, can servant leadership be differentiated from previous leadership styles such as transformational leadership, paternalistic leadership, and ethical leadership? This is not only about the uniqueness of servant leadership, but also whether servant leadership can exist as a new way of leadership.

Contrast with Transformational Leadership. Transformational leadership refers to a kind of leadership way that motivates subordinates to work hard for the vision of organizational design by caring about their growth and development, thus pursuing and realizing the ultimate goal of the organization[8].Both kinds of leadership neglect the interests of the managers themselves, but emphasize paying attention to the interests of others, realizing the importance of subordinates, and realizing leadership activities by respecting, humanistic care, empowering and motivating

subordinates[9].servant leadership and transformational leadership have similarities in essence. They all emphasize the need of subordinates, pay attention to listening, and inspire subordinates. They all emphasize the people-oriented leadership style.Therefore, the leadership style of servant leadership and transformational leadership is called positive leadership style by some researchers. They emphasize the noble ethical quality and positive psychological ability of leaders, such as integrity, dedication, responsibility, altruism and other traits. Positive and optimistic, helpful and always infects every subordinate and employee around you.

Although they have the same, they have their own concepts and differences.First, there is a fundamental difference between servant leaders and transformational leaders. servant leaders require leaders to treat subordinates with a servant mentality that serves people. It emphasizes gaining followers and influence in the service of others.The essence of servant leadership puts the interests of subordinates first and serves subordinates.The essence of transformational leadership puts organizational interests first, and promotes the accomplishment of organizational goals through vision incentives and personalized care for subordinates.Secondly, in terms of the influence of the two, the influence of the servant leadership on the subordinates is not from the traditionally given positional rights, but through the service of this inner will to stimulate and influence the subordinates' thoughts and behaviors.The influence of transformational leadership stems from the leader's own leadership skills and the strength of the relationship with the subordinates, as well as the personality of the leader himself.Finally, transformational leadership is suitable for challenging dynamic situations. At this time, the role of leader leadership is to inspire, inspire, and care for subordinates individually, so that subordinates are inspired, motivated, courageous to accept challenges, and create for organizational innovation.Servant leadership model is more suitable in static situation.At this time, leaders are more tolerant and modest, willing to spend time and energy for their subordinates, take the initiative to strengthen the sincere, close and lasting relationship with subordinates, actively provide services to build communities, show the authenticity of human nature, share leadership with subordinates, Servant leadership embodies the essence of people-oriented service better than transformational leadership

Contrast with Paternalistic Leadership. Paternalistic leadership refers to the leadership's adoption of strict discipline, fatherly kindness and caring leadership in a human governance environment[10].Both leadership styles emphasize the virtues of leaders. For example, servant leaders must demonstrate integrity, humility, integrity, show true self, be responsible, behave ethically, and treat employees equally.This is similar to the behavior of upright and responsible, non-profit, and selfless models emphasized by paternal leaders.In addition, the individual care, understanding and tolerance emphasized by the paternalistic leadership are also partially reflected in the characteristics of the subordinates of the servant leadership.

However, the altruism, stewardship, conceptual skills, empowerment, subordinate interests, and subordinate growth and success of servant leaders are not included in paternalistic leadership.Similarly, the acts of majesty, dictatorship, concealment, rigor, and instigation emphasized by paternalistic leaders are also contrary to servant leadership behavior.Leadership processes, dimensional components, and applicable conditions are different from transformational leadership and paternalistic leadership.

Contrast with Ethical Leadership. Ethical leadership is the normative behavior of leaders in their personal behaviors and relationships, and enhances the Behavioral of their subordinates through two-way communication, reinforcement, and decision-making[11].The similarity between servant leadership and ethical leadership is: First, the servant leadership dimension includes ethical such as honesty and integrity, and its motivation is egalitarianism, which is similar to the fairness and selflessness of ethical leadership; Second, the emphasis on the leader's virtue, the servant leader should show integrity, humility, integrity, show true self, responsibility, behavior in line with ethical standards, equal treatment of employees, etc., which is the integrity of the ethical leadership There is a certain similarity in behaviors such as not taking advantage of cheapness.

Both ethical leadership and servant leadership emphasize the interaction between leaders and subordinates, but the content of communication is different.Ethical leadership is the manager of morality in the organization. It aims to convey and manage the ethics of the organization through the demonstration of its own morality and communication with its subordinates. Unlike the servant leadership and subordinates, the relationship between respect and responsibility does not regard the ethics and morality in propaganda and management organizations as the core content of leadership behavior.At the same time, the stewardship, conceptual skills and empowerment emphasized by servant leaders are not included in ethical leadership.

Empirical analysis

Comparison Plan Selection. Select the content of the enterprise manager type and compare it with the horizontal comparison method to measure, find out the characteristics of different enterprise manager types and classify them, compare them according to different types, and set multiple options for system comparison. Define the scope and measure the specific content, select the same comparison object, and clarify the similarities and differences of the types of enterprise managers. On the premise of making full use of the multiple response cross table, the servant leadership is presented intuitively through effective cases and percentage of cases.

Model Setting and Variable Measure. The multiple dichotomy method is used to define the variable set of 18 enterprise managers'traits, frequency analysis and cross-analysis of variable data, and the collected servant leadership and transformational leadership, paternalistic leadership, and ethical leadership are classified by type.Let 1 be existence and 0 be nonexistence or unknown, the counting values in the binary variables are coded.In addition, the category is set

to multiple options, that is, the single option of variables can be the same as multiple options, and the label of response variables is added.Descriptive statistics can be found in Table 1:

Table 1 Descriptive Statistics

	Servant Leadership	Transformational Leadership	Paternalistic Leadership	Ethical Leadership
Respect and listen to subordinates	1	1	0	0
The moral character of altruism	1	1	0	1
Respect the followers' emotions	1	0	0	0
Employee interest	1	0	0	0
Organizational interest	0	1	1	1
Self-interest	0	0	1	0
Charm	0	1	0	1
Individual needs	1	0	0	0
Dynamic situation	0	1	0	0
Internal contradictory compatibility	1	0	1	1
Employee job satisfaction	1	0	0	0
Ethical ethics	0	0	0	1
Behavioral constraint	1	0	1	1
Subordinate interaction	0	0	0	0
Adaptability to challenges	0	1	0	0
Leadership	0	1	1	0
Impact on mission performance	0	1	1	0
Ethical dimension	1	0	0	1

Note: 1 means yes, 0 means no.

Variable Frequency Analysis. For the frequency of the output variables of the determined multiple response variable set and its ratio in the total frequency, the frequency analysis of the enterprise manager variables is performed. The ordinary frequency is not used here, because ordinary frequency can only reflect the single variable of enterprise managers, it is difficult to reflect its set.frequency statistics table can be found in Table 2:

Table 2 Variable Frequency Analysis Table

Response List			
	Number of Cases	Percentage	Percentage of Cases
Servant leadership	9	30.0%	52.9%
Transformational leadership	8	26.7%	47.1%
Paternalistic leadership	6	20.0%	35.3%
Ethical leadership	7	23.3%	41.2%
Total	30	100.0%	176.5%

It can be seen from the table that according to the perfection degree of different enterprise managers, public servant leadership ranks first, followed by transformational leadership and ethical leadership, while paternalistic leadership generally has insufficient coverage.In addition, due to the different industries and enterprises depending on different management styles, the frequency analysis results can not be generalized, and need to be further tested by multiple response cross tables.

Cross Model Test Results. After excluding the cases in dichotomy, it is easier to measure servant leadership, so the servant leadership is set as the source variable, the transformational leadership, ethical leadership and paternalistic

leadership are selected as the column variables in the output table, and their multiple response variable sets are defined.

In addition, the definition range of four variable models of public servant leadership, transformational leadership, ethical leadership and paternalistic leadership is set to 1-4. At the same time, the percentage of cells is allocated into columns, and the variables are matched in the response set for the next operational test.

Table 3   Multiple Response Crosstab

			Transformational Leadership		Paternalistic Leadership		Ethical Leadership	
			0	1	0	1	0	1
Servant leadership	0	Count	3	6	5	4	6	3
		Percentage of total	16.7%	33.3%	27.8%	22.2%	33.3%	16.7%
	1	Count	7	2	7	2	5	4
		Percentage of total	38.9%	11.1%	38.9%	11.1%	27.80%	22.2%
Total		Count	10	8	12	6	11	7
		Percentage of total	55.6%	44.4%	66.7%	33.3%	61.1%	38.9%

Among the 18 selected items of enterprise managers'characteristics, the proportion of public servant leaders is the most fitting. At the same time, the test results show that in the established management system, only 38.9% of the effective cases are public servant leaders, and there are very few missing cases. This shows that compared with other three types of enterprise managers, public servant leaders are relatively perfect and have certain leading advantages.

Enlightenment and Countermeasure

The style of the management subject plays an important role in the employee's work behavior and the development of the company. Through the comparison of the servant leadership and other leadership styles, this study draws several management enlightenments and countermeasures.

Firstly, when selecting managers, enterprises should also include service attitude in the content of the survey, and select managers with service awareness.And strengthen the cultivation of the sense of public servant leadership of current managers. Enterprises should regularly organize senior leaders to study the theory of public servant leadership, and strengthen the concept of "serving others" and "I am for everyone" in the organization.Leaders should pay attention to the management concept renewal and lead the cultivation of their own charm. Leaders no longer look down on employees with a condescending attitude, no longer blame employees in commanding tone, but care for employees and increase care between leaders and employees. .In the servant management mode, the leader needs self-sacrifice. As a leader, he always needs to understand that "Leadership is not based on power, but on authority, which is based on love, service and sacrifice." Leadership should implement the service concept from top to bottom, correct employees'working attitude, guide employees' behavior, and build a platform for employees to better realize their self-worth of life, so as to pave the way for the long-term performance of enterprises.Enterprises should strengthen leadership's learning about "servant-type leadership" through successful cases so that they can deeply understand the importance of Servant-Type leadership to the development of organizations and employees. The concept and management style of Servant-Type leadership can invisibly influence the behavior of leaders in enterprises, and the formation of Servant-Type leadership behavior and ideas can be strengthened in management practice.

Secondly, the design of participatory management system, to play the main role of employees, leaders should attach importance to the value of employees, so that they can participate in the business activities of enterprises.In this way, employees can gradually establish a sense of ownership, so as to give full play to their own value and better serve the enterprise.In the participatory management system, leaders should make employees have some management power, so that they can put forward different opinions and suggestions in enterprise decision-making, and actively contribute their opinions and suggestions.Leaders need to know how to let go of some power, so as to give more space to employees.Servant leadership pays attention to the value of people, and the value of employees in the enterprise comes not only from the display of personal ability, but also from the reflection of the value of individual participation in the development of the enterprise.

Thirdly, in order to shape the corporate culture of "I am for everyone" and cultivate public servant leadership, enterprises should start from the source of culture.Enterprise culture is a new theory of modern enterprise management. If an enterprise wants to enter the market and go out on a road of rapid development, better efficiency, high overall

quality and coordinated economic development, it is necessary to popularize and deepen the construction of enterprise culture.In the process of cultural construction, enterprises should fully consider the leadership style and style of enterprise leaders, and design the corporate culture to match them, so as to help form the broadest sense of organizational identity among employees and improve enterprise performance.Therefore, the corporate culture that matches the servant leadership style can effectively promote the enterprise to be in an enduring position in the industry.

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