

A STUDY OF THE RELATIONSHIP BETWEEN FACTORS OF SERVANT
LEADERSHIP AND JOB SATISFACTION IN MIDWESTERN HORTICULTURE
COMPANIES

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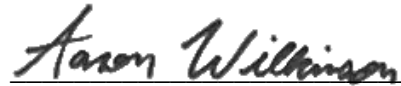
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Abstract

Job dissatisfaction is a problem hindering production in a variety of professional organizations, which includes the mid-western horticulture industry. Servant leadership competencies can be linked to positive employee satisfaction. Servant leaders are concerned with the personal development of followers (employees). This study examined the relationship between the seven factors of servant leadership and job satisfaction within Midwestern horticulture companies. The research methodology included a quantitative method and a correlational, cross-sectional design approach to the study which allowed the researcher to gather quantitative (numerical) data and conduct hypotheses tests to determine statistical significance. The 48-item survey was comprised of two surveys (i.e., Servant Leadership Survey, Minnesota Satisfaction Questionnaire) and demographic questions to gather numerical data on the seven factors of servant leadership and job satisfaction. The results from the Pearson correlation coefficient and Single linear regression tests showed the 7 hypotheses each had a positive significant correlation between the factors of servant leadership and job satisfaction. The results showed the factor, emotional healing, was the most significant factor of servant leadership.

Keywords: servant leadership, servant leadership competencies, employee turnover, horticulture companies

Dedication

I honor my Sensei, life coach, and best friend, Kaizad R. Irani, through the dedication of this study. It was through your studies in the classroom as an inspiring landscape designer, and Kaishindo Kokusai Renmei as an inspiring Samurai swordsman that enabled me to become the person I am today. The completion of my doctoral studies is evidencing your methodology of continuous improvement, through Bushido Warrior Code, can be successfully applied to conquer any challenge in life.

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Forever in your debt,

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CHAPTER 1: INTRODUCTION

The role of leadership had a significant impact on the behavior of employees within organizations. Studies revealed leaders conducting positive communication (i.e., compassion, joy, pride, gratitude) with employees fostered a positive emotional culture (Men & Yue, 2019). Therefore, the way organizational leadership is conducted can have an immediate effect on the personal wellbeing of the members of an organization. Servant leadership is a style of leadership that places an emphasis on the needs of the followers (Bolden, et al., 2016; Greenleaf, 1977), fostering positive employee engagement within organizations (Sihombing et al., 2018).

While placing a heavy emphasis on others' needs can improve relations among the members of an organization, a lack of empathy from leadership can result in turnover caused by job dissatisfaction (Donia et al, 2016). According to Holloway and Shaeffer (2014), "most of the businesses in the world are classified as small businesses" (p. 27). Furthermore, Holloway and Shaeffer (2014) opined 50% of all small business fail in the first five years causing a negative impact on local economies, which constitutes a need for a deeper understanding of leadership in small businesses. Similarly, horticulture companies are generally structured as small businesses and experience a tremendous amount of employee turnover. The nursery sector of the horticulture industry, where plants are mass produced for distribution, has the second highest turnover rate next to the food service industry (Mathers et al., 2010). An examination of the presence of the

factors of servant leadership among horticulture business leaders provided an insight into job satisfaction.

Nature of the Problem

The horticulture industry experiences issues with high employee turnover that causes leaders to constantly search for qualified employees to fill necessary positions (Mathers et al., 2010). Moreover, Mathers et al. (2010) explained organizations with high turnover rates are plagued with additional costs and lower levels of productivity, which warrants the need for further exploration. Turnover is a phenomenon defined as workers, generally employees, exiting their occupational positions at their organization (Cornog, 1958) and can be contributed to numerous factors, including job satisfaction.

Consequences from employee turnover can negatively affect an organization's bottom-line (Ahmed, 2016; Hinkin & Tracy, 2000). Organizational costs related to employee turnover have been characterized in areas such as separation costs, recruitment and attraction costs, selection costs, hiring costs, and lost productivity costs (Hinkin & Tracy, 2000; Zhang, 2016). Some of the competencies associated with servant leadership (e.g., empathy and compassion) can lead to more sustainable relationships between leaders and followers; thus, reducing turnover in organizations sustaining a healthier work force (Jit et al., 2017).

Turnover intention, a precursor to employee turnover, is the movement of employee turnover as it reflects upon the value and opportunity of alternative job choices and degree of satisfaction within their current position (March & Simon, 1958). Qureshi et al. (2013) posited turnover intention may potentially be the result of unstable, unsecured work environments that include job security, continuity, and procedural justice

that deviate the employees' level of satisfaction. A change in jobs can take place at an individual level (Equeter et al., 2018), which results in unexpected or frequent turnover. At the individual level, Houkes et al. (2003) wrote work-related factors (e.g., career advancements, salary) are important causes of turnover intention, causing challenges in all major organizations (Ahmed, 2016). However, Hinkin and Tracy (2000) stated turnover is caused more by job dissatisfaction than by new job opportunities.

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Problem Statement

The problem this study addressed was the effect factors of servant leadership have on employee job satisfaction within horticulture companies in the mid-western region. Prior research indicated the horticulture industry has the second highest turnover rate (Mathers et al., 2010). Thus, examining potential indicators (e.g., job satisfaction) of turnover revealed a correlation between factors of servant leadership and job satisfaction. The study specifically investigated the presence of servant leadership competencies within service-based horticulture companies and the extent of employee job satisfaction with the organization. Moreover, the positive attitudes associated with servant leadership have the capability of lowering turnover within organizations (Sumedha & Kharti, 2017).

Research Questions and Hypotheses

Research Question 1

What relationship exists between the servant leadership factor, emotional healing, as displayed by leaders, and the employee's perceived job satisfaction?

H₀₁. There is no relationship between the servant leadership factor, emotional healing, as displayed by leaders, and the employee's perceived job satisfaction.

H_{A1} There is a relationship between the servant leadership factor, emotional healing, as displayed by leaders, and the employee's perceived job satisfaction.

Research Question 2

What relationship exists between the servant leadership factor, conceptual skills, as displayed by leaders, and the employee's perceived job satisfaction?

H₀₂. There is no relationship between the servant leadership factor, conceptual skills, as displayed by leaders, and the employee's perceived job satisfaction.

H_{A2}. There is a relationship between the servant leadership factor, conceptual skills, as displayed by leaders, and the employee's perceived job satisfaction.

Research Question 3

What relationship exists between the servant leadership factor, creating value of the community, as displayed by leaders, and the employee's perceived job satisfaction?

H₀₃. There is no relationship between the servant leadership factor, creating value for the community, as displayed by leaders, and the employee's perceived job satisfaction.

H_{A3}. There is a relationship between the servant leadership factor, creating value for the community, as displayed by leaders, and the employee's perceived job satisfaction.

Research Question 4

What relationship exists between the servant leadership factor, empowering, as displayed by leaders, and the employee's perceived job satisfaction?

H_{O4}. There is no relationship between the servant leadership factor, empowering, as displayed by leaders, and the employee's perceived job satisfaction.

H_{A4}. There is a relationship between the servant leadership factor, empowering, as displayed by leaders, and the employee's perceived job satisfaction.

Research Question 5

What relationship exists between the servant leadership factor, helping subordinates grow and succeed, as displayed by leaders, and the employee's perceived job satisfaction?

H_{O5}. There is no relationship between the servant leadership factor, helping subordinates grow and succeed, as displayed by leaders, and the employee's perceived job satisfaction.

H_{A5}. There is a relationship between the servant leadership factor, helping subordinates grow and succeed, as displayed by leaders, and the employee's perceived job satisfaction.

Research Question 6

What relationship exists between the servant leadership factor, putting subordinates first, as displayed by leaders, and the employee's perceived job satisfaction?

H₀₆. There is no relationship between the servant leadership factor, putting subordinates first, as displayed by leaders, and the employee's perceived job satisfaction.

H_{A6}. There is a relationship between the servant leadership factor, putting subordinates first, as displayed by leaders, and the employee's perceived job satisfaction.

Research Question 7

What relationship exists between the servant leadership factor, behaving ethically, as displayed by leaders, and the employee's perceived job satisfaction.

H₀₇. There is no relationship between the servant leadership factor, behaving ethically, as displayed by leaders, and the employee's perceived job satisfaction.

H_{A7}. There is a relationship between the servant leadership factor, behaving ethically, as displayed by leaders, and the employee's perceived job satisfaction.

Purpose of the Study

The purpose of the study determined if the factors of servant leadership, as displayed by the leader, were related to the employee's perceived level of job satisfaction. Specifically, the study examined leaders and employees in the horticulture industry in Midwestern horticultural-based companies. The horticulture industry is ranked as the second highest industry in employee turnover (Mathers et al., 2010), which may relate to the employees' perceived level of job satisfaction. The researcher assumed exploration into the horticulture industry may provide context to the issue revolving around job satisfaction in small businesses. The exploration of the of servant leadership factors, such as emotional healing, conceptual skills, creating value for the community, empowering, helping subordinates grow and succeed, putting subordinates first, behaving

ethically (Liden et al., 2008) within horticulture companies revealed a positive relationship between factors of servant leadership and an employee's job satisfaction.

Definitions of Terms

Employer retention – Employees in an organization remaining in their occupational roles for extended periods of time is referred to as “employee retention” (Kossivi et al., 2016, p. 262).

Employee turnover – The act of an individual, usually an employee, moving in and then out of the workforce (Cornog, 1958).

Factors of Servant Leadership – Emotional healing, conceptual skills, creating value for the community, empowering, helping subordinates grow and succeed, putting subordinates first, behaving ethically (Liden et al., 2008).

Horticulture Company – A business created for the purpose of garden cultivation and management.

Horticulture Industry – Business industry focused on agriculture of plants for food, materials, and decoration.

Job Satisfaction – The feeling or emotional response that a person has towards all aspects of his/her job (Salhi et al., 2020).

Leadership – The act of influencing people to achieve a common goal (Huber, 2014).

Midwestern – One of four census regions in the United States that occupies the Northern Central section.

Servant Leadership – Type of leadership theory and practice that begins with placing others' needs first and places the act of serving above leading (Greenleaf, 1977).

Turnover intention – Precursor to employee turnover described as the movement of employee turnover as it reflects upon the value and opportunity of alternative job choices and degree of satisfaction within their current position (March & Simon, 1958).

Assumptions Guiding the Study

Several assumptions formulated the basis for this study. Employees of horticulture companies that participated in the study confidentially answered interview questions with respect to servant leadership and their current job satisfaction. The employees participating in the study were able to comprehend and fully answer the questions adequately.

Delimitations

Design restrictions pertaining to various entities (sampling, methods, measurements) are described as delimitations of the study. The Servant Leadership Survey (SL-28) (Liden et al., 2008) examined leadership practices and the Minnesota Satisfaction Questionnaire (MSQ) (Weiss, 1967) examined job satisfaction as the primary focus of the research questions and hypotheses. The study analyzed factors of servant leadership and employee job satisfaction of seven horticulture companies in the Midwestern region of the United States. One limitation of the study was a small group of horticulture companies to generalize results. The organizations had five to 50 part-time and full-time employees that were eligible to participate in the study. The study surveyed employee perceptions of leaders within their horticulture company. A brief review of the literature on the areas of servant leadership, servant leadership factors, and employee job satisfaction will be explored.

Brief Literature Review

Servant leadership, in its emerging stage, has captivated the attention of academic researchers on a global scale (Dutta & Khatri, 2017). According to Dutta and Khatri (2017), a servant leader adheres to ethical guidelines, uses power modestly, and develops relationships with followers based upon trust and authentic values. Furthermore, Dutta and Khatri (2017) servant leaders create a positive work environment and lay the foundation for a supportive working environment. A servant leader prioritizes people rather than processes and outcomes; thus, the people-oriented approach combined with a selfless element makes servant leadership a favorable leadership practice that creates positive behavior among employees (Dutta & Khatri, 2017).

Servant leaders must make the choice between self-interest and the interest of other people or followers (Zhou et al., 2020). Zhou et al. (2020) noted for servant leaders to fulfill their role; self-control must be practiced bypassing the pursuit of self-interest by consuming self-regulatory resources. Servant leaders play a mentoring role to motivate followers or employees to reach their full potential by spending more time, energy, and attention working with employees. Servant leaders must consider the interests of internal stakeholders (i.e., employees, shareholders) and external stakeholders (i.e., customers, communities, communities, government) in the decision-making process (Zhou et al., 2020).

Grella (2019) postulated servant leaders propose four domains in life, two internal and two externals, which include heart, head, hands, and habit. A leader's personal examination of motive is sought through reaching the heart benchmark. Servant leaders must determine if they are leading from self-interest or the interests of others

(Grella, 2019). Grella (2019) wrote leaders can examine their heart by asking the following: (a) How do I as a leader respond to feedback? (b) Am I more concerned with short-term or long-term viability? (c) How important is recognition? (d) How do I handle the recognition of others?

Servant leaders must be aware of the head benchmark by generating a mission (Grella, 2019). By having a mission, servant leaders can lead their people in a specific direction and create a plan for achieving their goals. Servant leaders are aware of their followers' dreams and the dreams of their organizations. The role of the servant leader is to define values within their organization and followers alike. Servant leaders should ask themselves the following questions: (a) Are the mission, vision, and values well-defined? (b) Are they self-conceived or a collective effort of the organization? (c) How well do you live up to the values and standards set by the organization and self? (d) Is there a plan to increase growth and development of followers? (Grella, 2019).

Servant leaders reach the hands benchmark by taking actions towards their organizational mission and personal values (Grella, 2019). According to Grella (2019) servant leaders must be committed to the professional development of followers. Servant leaders make short-term performance as important as individual uniqueness by providing members mentoring and coaching. Grella (2019) offered the following actions to consider as a servant leader: (a) Commit to the professional development of followers. (b) Provide members of the organization with coaching to achieve short-term and long-term organizational and individual missions.

Developing good habits is mentoring essential as people are naturally driven by their egos, which makes servant leadership difficult (Grella, 2019). Grella (2019) wrote

in the habits benchmark; servant leadership counteracts ego and places other needs' first. While servanthood is counter to one's ego, personal discipline is needed (Grella, 2019). Grella (2019) also noted that establishing individual habits are required to counteract ego. The following habits of being others-focused will help the servant leader maintain discipline: (a) Commit to a daily routine of personal time for leadership development and study focus. (b) Establish a relationship of accountability with a trusted coach or mentor to challenge your motives and actions. (c) Coach or mentor followers and seek 360-degree feedback through your relationship with followers.

Thacker et al. (2019) proclaimed servant leadership is a philosophy of leadership that is noted for managing and rewarding outstanding employees. Moreover, the heightened focus on followers and the servant mindset of the leader differentiates servant leadership from other forms of leadership (Thacker et al., 2019). Thacker et al. (2019) stated the traits of listening and empathy allow servant leadership to be distinctively different from other forms of leadership theory. The act of listening, with an openness and acceptance of empathy, is the key characteristic of effective management (Thacker et al., 2019).

Job Satisfaction

When employees are satisfied within their place of employment, their productivity is enhanced and their performances improve (Rodjam et al., 2020). The way employees feel about the good or bad working conditions of their organizations is referred to as job satisfaction (Rodjam et al., 2020). According to Rodjam (2020), the degree of happiness experienced by employees in their organizational roles also describes job satisfaction. When employees' needs and wants are met by their respected

organization's work environment, they are generally happier in their positions (Rodjam et al., 2020). Rodjam et al. (2020) opined job satisfaction can also aid the retention of older employees within organizations. The employees who achieve higher level positions gain a competitive advantage in their organizations. Thus, happy employees are high performing and gain a competitive edge within the organization (Rodjam et al., 2020).

Memarian et al. (2020) wrote people may perceive job satisfaction differently as it is a multi-dimensional and complicated concept. Furthermore, job satisfaction is considered an emotional response to various job aspects as well as other aspects (i.e., concepts, interpretations, feelings, positive attitudes about employee jobs) (Memarian et al., 2020). As stated by Memarian et al. (2020), job satisfaction is related to employee motivation but classified as an attitude. The positive feeling mode may contribute to the health of the staff both mentally and physically and affect the efficiency of an organization. A high level of job satisfaction within an organization creates an optimal atmosphere that leads to attracting employees. Employees not satisfied with their positions leave their organizations or resign (Memarian et al., 2020).

According to Memarian et al. (2020), the satisfaction of an employee's job affects the quality of services and efficient employees are less likely to be affected by the workload and job stress. Job satisfaction is affected by various factors that are both internal and external. Job satisfaction internal factors may include personal skills, physical status, attractiveness, meaningfulness, entertainment, and job variation. The external factors of job satisfaction include income, management skills, staff relations, structure of the organizational, occupation security, physical status of the job, age, gender, and talent (Memarian, 2020).

Yavuz et al. (2020) suggested employee satisfaction is a frequently studied phenomena in the employee-work-organizational relationship. One of the major issues that creates financial burdens in organizations is a reduction in job satisfaction as it reduces productivity with an organization. A recently conducted study revealed nonfinancial variables may affect job satisfaction more than financial variables (Yavuz et al., 2020). Furthermore, variables that include career development opportunities, flexible working hours, support of colleagues, safety at work, and work-family balance are indicators of job satisfaction (Yavuz et al., 2020).

Job satisfaction not only indicates an employee has a positive job attitude, but job satisfaction can also be cultivated through interventions referred to as “job crafting” (Zhang & Li, 2020, p. 2). Zhang and Li (2020) proclaimed employees can manipulate their work environment in favor of their personal preferences, skill sets, and values by engaging in job crafting. Employees can create a job more enjoyable and meaningful by asking for feedback from managers seeking social support from other organizational members (Zhang & Li, 2020). Herbert et al. (2020) posited job satisfaction can be associated with compensation concerns, relationships with other members of an organization, job security, relationships with co-workers and management, occupational stress, problems with clientele, leadership style, job location, advancement opportunity, lack of qualified personnel, and the paperwork required to successfully perform the job.

Employee Turnover

Thacker et. al (p. 68) reported in 2019, high turnover rate within organizations negatively impacted organizational productivity, efficiency, direct and indirect cost. As stated by Jenkins and Sherman (2018), “employee turnover can be a multifaceted and

costly problem for employers” (p. 559). In 2018, the Work Institute conducted a study that estimated turnover costs at \$600 billion (Jenkins & Sherman, 2018). Jenkins and Sherman (2018) wrote that within four years, turnover costs will likely rise to \$680 billion. A better understanding of employee disengagement factors associated with turnover could potentially mitigate some of the expenditures associated with this costly business issue (Jenkins & Sherman, 2018).

Thacker et al. (2019) stated the average cost of employee turnover, which includes losing and hiring a replacement employee, costs 20% and routinely exceeds 100% of yearly compensation for each vacant job in respects to loss of revenue and human capital. Employees generally receive two weeks of new employee training and eight to sixteen weeks to become fully trained in their roles (Thacker et al., 2019). Skelton et al. (2020) stated community tax collections, social programs and physical and mental health issues can be caused by high employee turnover. Therefore, understanding what contributes to higher employee turnover is essential for organizational leaders from “a corporate and societal standpoint” (Skelton et al., 2020).

In the humanitarian aid worker sector, turnover research reveals factors like gender, marital status, age, and accessibility to a variety of labor markets that depend on the type of occupation and nationality are indicator of job exit (Korff et al., 2015). Moreover, Korff et al. (2015) posited employees older in age show a stronger attachment to their place of employment while exhibiting a low rate of job mobility. Older employees have limited opportunities and are less focused on career advancement. On the contrary, younger employees are more driven to pursue a career and have greater access to employment opportunities (Korff et al., 2015). Salehi et al. (2020) posited one factor of

job satisfaction is its association with “Intention to leave the job” (p. 826). Furthermore, the intention to leave an organization is suggested to be a factor that is highly correlated to low job satisfaction (Salehi et al., 2020).

Relationship Between Servant Leadership and Job Satisfaction

Erdurmazh (2019) suggested that servant leadership was positively correlated with followers’ job satisfaction. According to Shaw and Newton (2014), a study revealed a positive correlation between job satisfaction with teachers’ perception of their principal’s level of servant leadership. To achieve success, servant leaders should practice the following in their organization: know the strengths and weaknesses of their employees, know how to optimally communicate with employees, think outside of the box or normal procedures, learn through teaching others, develop staff and leadership professionally, celebrate the success of employees, share new knowledge through the organization to facilitate growth, present information in a matter that it is understood by all members of the organization, and look for consistently honest feedback from members of the organization (Shaw & Newton, 2014). Researchers in a variety of academic fields have found employees with high perceptions of servant leadership within an organization also have higher job satisfaction with their organizational roles (Al-Mahdy et al., 2016). Al-Mahdy et al. (2016) reported educational settings contain significant positive relationships between servant leadership and job satisfaction.

Al-Mahdy et al. (2016) conducted a study using employee job satisfaction as an outcome variable for the predictive validity of five sub-scales of servant leadership. The results indicated that self-reported servant leadership sub-scales correlated positively with employee satisfaction (Al-Mahdy et al., 2016).

Research Methods and Procedures

A quantitative, questionnaire-based study was used to test the hypotheses. Using Statistical Package of Social Sciences software, SPSS, the researcher tested variables that provide numerical data to the study as well as charts and tables for a visual display. Leedy and Ormrod (2010) wrote quantitative studies are deductive and used to support theory. The correlation tests were used to test the relationship between two variables (Leedy & Ormrod, 2010). Regression tests were used to determine how effectively one or more variables predict the dependent variable's value for inferential statistical value (Leedy & Ormrod, 2010). Leedy and Ormrod (2010) proclaimed quantitative research is used to explain and predict; therefore, the hypotheses for the study used numerical data to explore servant leadership competencies and their relationship with job satisfaction.

Description of the Population

The population used for the study focused on a sample of employees selected from seven serviced-based horticulture companies in the Midwestern region of the US. To protect each organization's identity and keep their information confidential, the blanket title, "*Horticulture Company*", was used to describe each company. The population chosen for the study consisted of a variety of horticulture companies referred to as: Horticulture Company A, Horticulture Company B, Horticulture Company C, Horticulture Company D, Horticulture Company E, Horticulture Company F, and Horticulture Company G.

Horticulture Company A was a wholesale plant, tree, and shrub operation located in the Midwestern region. The company constituency had a wide spectrum of lower, middle, and upper-level employees. The organization also provides brick paver, stone,

gravel, and ornamental products to the contractors and public. The organization is a family-owned operation with four generations of nursery workers. The organization also offers landscape services. The organization provided 18 participants.

Horticulture Company B was a tree company located in the Midwestern region. The organization specializes in tree removal and maintenance. The organization also offers snow plowing and salting services in the winter months. The organization contributed 16 participants.

Horticulture Company C was a serviced-based landscaping company located in the Midwestern region. The organization excels in property management (e.g., lawn care, weed control, landscape maintenance, and exterior functionality). Furthermore, the organization services both residential and commercial clientele. The organization contributed seven participants.

Horticulture Company D was a wholesale supply and equipment distributor located in the Midwestern region. The organization specializes in lawn and garden machines (e.g., commercial mowers, tractors, and hand equipment). The organization is a sales and rental company and distributes to both the public and business contractors. The organization contributed 13 participants.

Horticulture Company E was a landscape supply company located in the Midwestern region. The organization is a wholesale company specializing in professional grade lawn and landscape materials (e.g., seed, fertilizer, irrigation materials, hand tools). The organization only distributes supplies to business contractors. The organization contributed 14 participants.

Horticulture Company F was a landscape design and construction firm located in the Midwestern region of the country. The firm conducts both interior and exterior construction projects. In addition to constructing projects from conceptual design, the company maintains its projects and provides an array of management services. The professionals surveyed hold a variety of relevant degrees in landscape design, sales, business administration, financial services, and certifications in the landscape design/horticulture industry. The organization contributed nine participants.

Horticulture Company G was a heavy equipment dealer located in the Midwestern region. The organization specializes in small, medium, and larger tractors and lawn mowers. The organization also distributes trailers and accessories. The organization contributed 10 participants.

Selection of Participants

The research study targeted seven midwestern horticulture companies with five to 50 employees each. The total population pool was estimated to be 140 employees. The researcher received 87 completed surveys. The selection process was non-random and purposive. The study's selection process began with directly conversing with employees from a variety of horticulture companies in the Midwestern region of the US. The participants included both general employees and middle managers currently employed in the horticulture industry.

The leaders of the companies selected for the research study were provided with continuous feedback and the researcher provided opportunities to schedule meeting times to discuss the scope of the study. The company leaders were interested in determining

which type of leadership competencies could be useful in the retention of their experienced personnel and which competencies could improve job satisfaction.

Data Collection Methods and Procedures

Subjective sampling was used to identify and select the organizations and their participants for use in the research study. The Institutional Review Board (IRB) at Indiana Wesleyan University approved the study before data collection began. Due to the accessibility of the employees, the paper and pencil method of data collection was selected. Many horticulture workers did not have access to a computer, which warranted a hard copy survey. The researcher obtained approval from each organization by submitting a written consent form and a letter pertaining to the scope of the research. To distribute the surveys, the researcher visited each of the participating companies. To protect each participant's privacy, the survey did not contain any personal identifiers and was submitted to a locked box upon completion. The completed surveys were stored in a locked filing cabinet in a locked office at a disclosed location.

Analysis of Data

SPSS was used to encode and analyze the data collected from the participants of the study. Statistical tests (e.g., linear regression, Pearson correlation, multiple regression, and hierarchical regression) were used to examine the relationship between job satisfaction and other specific variables pertaining to servant leadership competencies. Demographic questions regarding participants' age, gender, job title, education, and ethnicity were also included.

Contribution to the Field of Organizational Leadership

The extant body of knowledge of the factors of servant leadership effects on job satisfaction suggested a need for further exploration. While the purpose of this study was to examine the relationship between the factors of servant leadership and job satisfaction within Midwestern horticulture companies, the field of organizational leadership was enhanced by the study's contents.

The literature suggested employee turnover in organizations is costly (Sokoll, 2014) and perceived as a problem in organizations (Jang & Kandampully, 2016). From an organizational standpoint, the loss of qualified personnel is a topic worthy of intensive exploration. From a leadership perspective, the impact of servant leadership competencies (e.g., empathy, compassion, healing) that create healthier workforces (Jit et al., 2017) is worthy of investigation. Particularly, this study contributed to the field of organizational leadership by studying the current relationship between servant leadership competencies and job satisfaction in Midwestern horticulture companies by providing concise conclusions that allowed organizations to apply better leadership techniques in their daily practice and improve the organization's operating status.

CHAPTER 2: LITERATURE REVIEW

Organizational leaders must choose which type of leadership behaviors to implement in specific situations to arrive at the organization's optimal success.

Organizational leaders who choose to implement a servant leadership approach, choose to invest their time in their followers' (employees) needs and prioritize the organization's success above their own (Coetzer et al., 2017; Greenleaf, 1977). This study explored the relationship between the factors of servant leadership and job satisfaction in horticulture companies in the Midwestern region of the US. The purpose of the research was to determine the presence of servant leadership within organizations and its impact on employees' job satisfaction.

Preview of Literature Review

This chapter reviewed the foundational components of the study—servant leadership theory and employee job satisfaction. Exemplifying an existing body of knowledge on servant leadership competencies and the components of job satisfaction and supporting factors in a variety of industries will provide context to the study. To gain a keen insight on how servant leadership competencies impact employee turnover, this chapter delved deeper into the following components: leadership theory in practice, servant leadership theory, job satisfaction, job satisfaction and turnover, employee turnover and turnover intention, servant leadership's role in organization and employee turnover, employee turnover and job performance, horticulture industry, Illinois horticulture industry, and horticulture industry and job satisfaction.

Leadership Theory in Practice

The most well-known types of leadership theories have been developed by many empirical researchers over the last century and are comprised of the following: transformational, transactional, authentic, legacy, and servant leadership (Bryman, 2013). For this research study, servant leadership will be explored and used to test the hypotheses associated with the study. Bobbio and Manganelli (2015) described servant leadership as a leadership style that when compared to others, has a more genuine concern with serving others and placing followers' needs first. Servant leaders strive to serve people, focus on the goals of an organization, and "perceived as consistent, fair, credible, and true to their core values" (Bobbio & Manganelli, 2015, p. 1181).

Servant Leadership

Recently, theorists have noticed an urgency for ethical and values-based leadership (Baykal, 2020). Modern leaders must function in a digital era and through tremendous competition (Baykal, 2020). Baykal (2020) stated exposure from the combination of excessive competitive pressure and rivalry make it difficult for leaders to find the best way to allow their followers to succeed in their roles while satisfying their employees. An employee-friendly and decent leadership style was developed due to psychological pressures of employees holding lower bureaucratic roles combined with the burdens of the competitive environment (Baykal, 2020). According to Baykal (2020) "servant leadership style, explains one of those decent, moral and human focused leadership styles wherein the leader considers the good of his followers as a priority at work" (p. 275).

Many researchers have contributed to the discipline of servant leadership (Sendjaya & Sarros, 2002; Van Dierendonck, 2011). Servant leadership is a desire to serve others (Boa et al., 2007; Bryman et al., 2013). The foundational concept of servant leadership is grounded in service in the relationship between leaders and those they lead (followers) (Greenleaf, 1977; Hunter et al., 2013; Ilies et al., 2005; Stone & Russell, 2002). According to Jit et al. (2017), many empirical studies review a servant leadership's role on enhancing emotional health and well-being in the workplace. The servant leader's characteristics of empathy and compassion builds a mentally and emotionally safe workplace, which leads to sustainable relationships among followers (Jit et al., 2017; Jones, 2012a).

Structural Components of Servant Leadership: Robert Greenleaf

Originally, Greenleaf (1977) defined servant leadership with 14 key characteristics. First and foremost, servant leaders show other people the way and take initiative in their endeavors. Second, servant leaders establish trust with their followers with their moral values and high-level of competence (Greenleaf, 1977). Greenleaf (1977) stated the third characteristic of servant leaders is to strive to understand their followers. Greenleaf (1977) indicated servant leaders utilize a unique language that relates to their personal experience. Fifth, Greenleaf (1977) postulated servant leaders gain perspective by withdrawing from certain behaviors.

Greenleaf (1977) wrote the sixth characteristic of servant leaders is to be empathetic to others and accept people for who they are, which builds trust in followers. The seventh characteristic of servant leaders is intuition, or the ability to foresee the future (Greenleaf, 1977). Greenleaf (1977) stated servant leaders make their best future

projection by using foresight. Moreover, foresight is the rational process a leader processes information and the actions of consequences (Greenleaf, 1977).

Greenleaf's (1977) ninth characteristic of servant leaders is the passion to increase followers' awareness. Raising followers' awareness enables servant leaders to better understand the current situation and ability to better handle future situations (Greenleaf, 1977). The tenth servant leadership characteristics is to have the ability to influence others by persuading them (Greenleaf, 1977). Greenleaf (1977) stated the eleventh servant leadership characteristic is to only use one action at a time to pursue goals. Greenleaf (1977) wrote that the twelfth servant leader's characteristic is the ability to create solutions. Greenleaf's thirteenth servant leader characteristic is to seek healing for others and themselves (Greenleaf, 1977). Finally, the fourteenth servant leader's characteristic is to build one's community (Greenleaf, 1977).

Servant Leadership Characteristics. To clarify Greenleaf's servant leadership characteristics, Spears (2010) extracted 10 concise characteristics that built upon Greenleaf's works. Spears (2010) proposed servant leaders can be defined by the following key characteristics: listening (implies the leader's effort to carefully listen to the followers' needs and concerns), empathy (implies the leader's effort to understand the needs of their followers), healing (implies the leader's effort to alleviate needs of followers), awareness (implies the leader's overall situation assessment and understanding of surroundings), persuasion (implies the leader's ability to persuade followers), conceptualization (implies the leader's ability to nurture follower's abilities), foresight, (implies the leader's ability to foresee potential obstacles), stewardship (implies the leader's ability of entrusting and nurturing others' possessions), commitment to the

growth of people (implies the leader's need to foster follower's growth), and building community (implies the leader's efforts to improve the needs of the organization as a whole).

Successful servant leaders combine listening with empathy (Spears, 1995). Spears (2010) stated listeners who are empathetic will accept others' imperfections and look for the good in people, even in times of poor performance and doubt (Spears, 1995). According to Spears (2010), relationship healing is a powerful force for the transformation process and integration to occur. The potential to heal oneself as well as one's interpersonal relationship with other people is considered a great strength of servant leadership (Spears, 2010). Spears (2010) proclaimed servant leaders are strengthened by acquiring an overall awareness, especially self-awareness. Awareness aids in understanding sensitive issues including "ethics, power, and values" (Spears, 2010, p. 27). Awareness allows leaders to view situations as an integrated and holistic position (Spears, 2010).

The reliance on persuasion instead of using positional authority in the decision-making process is a characteristic of servant leaders (Spears, 2010). The use of persuasion rather than force is a clear distinction between the traditional model of authoritarian leadership and servant leadership (Spears, 2010). As written by Spears (2010), conceptualization is an ability to seek to nurture one's own abilities to have great dreams. Thinking beyond day-to-day reality is foundational for a servant leader to cultivate a conceptualizing perspective (Spears, 2010).

Spears (2010) stated foresight is deeply rooted within the intuitive mind and defined it as a characteristic that enables servant leaders the ability to understand past

lessons, present reality, and the future's likely consequences. Spears (2010) opined servant leaders act as stewards as they are entrusted to hold something in trust for others. Moreover, like stewardship, servant leadership is committed to serving the needs of others and uses openness and persuasion on followers—rather than control methods to achieve results (Spears, 2010).

Spears (2010) explained being committed to the growth of people is an important characteristic of servant leaders. Servant leaders see the intrinsic value in people as they are dedicated to aiding the growth process of everyone within their organizations (Spears, 2010). Finally, Spears (2010) wrote servant leaders are interested in building community. Servant leaders understand a shift from local communities to large institutions has created a void and their awareness of the phenomena will help identify ways to build community with any institution (Spears, 2010).

Focht and Ponton (2015) posited there are 12 servant leadership characteristics consisting of valuing people, humility, listening, trust, caring, integrity, service, empowering, serve others' needs first, collaboration, love/unconditional love, and learning. Valuing people play an integral role as servant leaders not only value people for what they give to the organization, they truly value people for who they are as individuals. By valuing people, servant leaders are first and foremost committed to their followers (Focht & Ponton, 2015). Laub (1999) also conducted a Delphi study and listed valuing people as the first of six characteristics of servant leadership. Furthermore, valuing people requires believing in followers, serving others' needs first, and listening (Laub, 1999).

Focht and Ponton (2015) stated humility is a primary characteristic of servant leadership. Thus, servant leaders strive to promote others and do not promote themselves (Focht & Ponton, 2015). Focht and Ponton wrote servant leaders are humble and understand things happen through others and leaders cannot complete everything alone. Similarly, researchers agree humility is a foundational component to servant leadership (Coetzer et al., 2017; Irving & Longbotham, 2007; Sandage & Wiens, 2001; Sendjaya, 2008). Coetzer et al. (2017) postulated humility “as being stable and modest with a high self-awareness of one’s strengths and development areas, having a humble attitude, being open to new learning opportunities, and perceiving one’s talent and achievements in the right perspective” (p. 6). Humility is a characteristic that focuses on others rather than existing as a self-depreciated attribute and is the opposite of egocentric characteristics (Coetzer et al., 2017). Coetzer et al. (2017) stated leaders who are humble also value and activate the talent of followers, receive joy from helping other people succeed, and freely give credit to others when warranted.

Focht and Ponton (2015) wrote servant leaders listen to their followers receptively without judgment. Listening is vital for servant leaders because they truly want to learn from others. According to Barbuto and Wheeler (2006), listening helps all styles of effective leadership. To understand follower/associates, servant leaders must listen deeply to their followers’ needs and prioritize accordingly (Focht & Ponton, 2015). Focht and Ponton (2015) posited servant leaders must first seek to understand as discernment allows leaders to know if service is warranted.

Focht and Ponton (2015) stated servant leaders must give trust to other people. Furthermore, servant leaders are willing to take risks to serve others well. Authenticity

and dependability are crucial for servant leaders as they instill trust in their followers (Focht & Ponton, 2015). From the literature, scholars agree trust is essential to all forms of leadership (Covey, 1991; Martin, 1998; Maxwell, 1998; Melrose, 1995) and especially to servant leadership (Farling et al., 1999; Greenleaf, 1977; Russell, 2000; Russell & Stone, 2002; Story, 2002). Patterson (2003) defined trust for servant leaders as belief in the followers' unseen potential and the belief they can accomplish their goals.

Focht and Ponton (2015) posited caring to be an important characteristic. Servant leaders act with kindness and concern toward other people (Focht & Ponton, 2015). Focht and Ponton (2015) wrote servant leaders are present to serve and not to be served by others; therefore, servant leaders care more for the people in the organization than for the organization itself. Servant leaders should show a genuine interest in the lives of team members, care for their team members as people, and make team members feel important.

Focht and Ponton (2015) stated integrity is an important characteristic for servant leaders. Servant leaders can be trusted, are credible, and tell the truth (Focht & Ponton, 2015). According to Focht and Ponton (2015), integrity is understanding your values, sharing values with the people you serve, and remaining true to the people you serve with your values which drives commitment while providing clarity. Servant leaders avoid cutting corners as the make way for dependability and trust (Focht & Ponton, 2015). Russell and Stone (2002) opined integrity is referred as an integral part of good leadership and considered to be one of the best qualities. Similarly, Hennessy et al. (1995) called integrity the underlining principle of servant leadership.

Focht and Ponton (2015) wrote service is the characteristic that places the need for the servant leader to be a servant first. Other researchers have observed that for the servant leader, serving comes first (De Pree, 1997; Farling et al., 1999; Greenleaf, 1977; Patterson, 2003; Russell & Stone, 2002; Sendjaya, 2003); however, few attempts have been made to explain or define the characteristic (Focht & Ponton, 2015). Focht and Ponton (2015) stated the characteristics of service need to be defined to differentiate it from the more global construct of service represented by all 12 characteristics of servant leadership.

Focht and Ponton (2015) postulated servant leaders empower others while expecting accountability. Empowerment has been referred to as the most important characteristic of servant leadership (Patterson, 2003). As stated by Patterson (2003) “empowering people, with the best interest of those served in mind, is at the heart of servant leadership” (p. 23). Servant leaders who are empowering are effective at listening to followers, making others feel significant, placing an emphasis on teamwork, valuing love and equality, entrusting workers with responsibility and authority, and promoting creativity without fear (Russell, 2000; Russell & Stone, 2002; Sendjaya, 2003).

Collaboration is an important characteristic of servant leaders (Focht & Ponton, 2015). Focht and Ponton (2015) stated servant leaders are not interested in competition and pitting people against each other as they believe in unity by bringing people together. Servant leadership pertains to the pursuit of a higher purpose for the good of the group and leadership is expressed as a collaborative process, skilled collaboration is an essential characteristic of a servant leader (Focht & Ponton, 2015). Focht and Ponton (2015) wrote

categories of accountability, awareness, community building, courage in relationships, empathy, and listening are essential to skilled collaboration.

Unconditional love or acceptance/appreciation is a powerful starting point for servant leadership as it takes on the role as the “primary motivator for the way you treat other people” (Focht & Ponton, 2015, p. 1554). Focht (2015) wrote by beginning with a position of unconditional love a belief that all people are as worthy and as valuable as yourself and accepting commitment to dealing with the in a loving manner in all situations), it transforms how you treat them and how you understand your higher purpose.

Learning is an essential characteristic of a servant leader (Focht & Ponton, 2015). Focht and Ponton (2015) proclaimed servant leaders are learners as they learn from those with lower rank within the organization. Acquiring new knowledge is the master skill that leads to several positive factors including growth, personally, relationally, organizationally, and in broader society. Servant leaders are comfortable with ambiguity, intellectual energy, and curiosity (Focht & Ponton, 2015). Focht and Ponton (2015) posited successful constantly persist in learning about trends and opportunities of the future, the perspectives of their stakeholders, new creative ideas and technologies, and the art and science of what it means to lead others.

Burton et al. (2017) proclaimed servant leaders have been found to demonstrate several characteristics which make them effective in leading teams. Servant leaders believe in the value of each follower and acknowledge individuals’ abilities and what people can learn. Servant leaders possess characteristics of stewardship, authenticity, humility, interpersonal and acceptance (Burton et al., 2017). Burton et al. (2017)

discussed that stewardship characteristics displayed by servant leaders allow them to take on the role of stewards within the organization and place the interest of followers along with the organization ahead of personal self-interest. According to Chekwa et al. (2018) stewardship is a type of leadership that is centered on an organization's employees and/or followers with the intent of empowering them to make self-directed decisions and have control over their own tasks to achieve the goals set forth by their organizations. Entrusting time, talent, and treasure to a leader and the need to continuously multiply the time, talent, treasures for the benefit of other people.

A steward's effectiveness is characterized by a strong, unified teamwork, noncentral decision and power brokering, and equality and reward concepts (Chekwa et al., 2018). Chekwa et al. (2018) posited leaders who generate and accomplish their common goals, methodologies, and policies to accomplish their organization's goals are demonstrating "strong, unified teamwork" (p. 2225). Burton et al. (2017) explained that teamwork, social responsibility, and loyalty are characteristics of stewardship related to servant leadership. Servant leaders serve as role models which sets an example for followers and inspires others to act in manner that keeps the health of the organizations first and foremost (Burton et al., 2017).

Burton et al. (2017) opined servant leaders exhibit authenticity. Celik (2018) posited authenticity is seen as a leader's inner-self and inner thoughts of the leader's inner thoughts and feelings should be consistent. Servant leaders practice being true to themselves in public and private settings (Burton et al., 2017). Burton et al. (2017) opined expressing one's feelings and thoughts are the foundation for authenticity. Therefore, a

servant leader's authenticity is expressed by over-delivering on promises, being transparent, and leading with integrity (Burton et al., 2017).

Servant leaders provide a direction for their followers through accountability (Coetzer et al., 2017). By providing clear direction to followers, servant leaders demonstrate what is expected from them (Burton et al., 2017). Burton et al. (2017) postulated leaders provide the appropriate accountability for followers within the context of servant leadership. Moreover, leaders modify their directions based upon the abilities, needs, and inputs from their followers (Burton et al., 2017). Coetzer et al. (2017) opined accountability is described as responsibility, ensuring transparency, holding others accountable for their responsibilities, monitoring followers' performance, and setting clear goals with a direction in accordance the followers' capabilities.

Burton et al. (2017) postulated servant leaders understand how they can benefit from other peoples' expertise and experiences by seeking out the contributions of followers. Servant leaders place their personal talents and accomplishments in perspective. By demonstrating humility, a servant leader puts the needs of followers ahead of their own, providing support to followers, and supporting follower performance (Burton et al., 2017). Burton et al. (2017) stated servant leaders show humility by letting others take credit instead of taking sole credit for successfully completing tasks.

Burton et al. (2017) suggested interpersonal acceptance is demonstrated by servant leaders by creating environments where followers feel safe. Servant leaders demonstrate compassion, empathy, and forgiveness—even when confronted with arguments, personal offences, or mistakes (Burton et al., 2017). Servant leaders create trusting relationships with followers that enable them to make mistakes and feel they are

still accepted. Servant leaders strive to fully understand other peoples' perspectives and can "walk in another's shoes." (Burton et al., 2017, p. 231). Coezter et al. (2017) proclaimed compassion consists of having empathy, caring for others, being kind, forgiving others for mistakes, accepting, and appreciating others for who they are, and showing unconditional love towards other individuals.

Servant Leadership Behaviors Servant leaders exhibit the following behaviors: place followers' needs first (satisfying the needs of the followers comes first by manifesting through actions and words); establish value for the community (through exhibiting an authentic concern for aiding the community that is as associated with an organization); emotional healing (attending to the emotional needs of followers or employees; empowering—providing organizational members (followers or employees) with the ability to identify and alleviate problems); enable followers to grow and succeed (exhibit genuine concern for followers' career growth by being a mentor and support) ethical behavior (being open, honest, and fair with other members in the organization); conceptual skills (knowledge of the organization and its tasks) (Panaccio et al., 2015). Panaccio et al. (2015) defined servant leadership "as a serving-others orientation in leadership, manifested through these seven behaviors and attributes" (p. 658).

Servant leadership allows followers, exposed to selfless behaviors of their leaders, feel empowered and value themselves (Baykal, 2020). Baykal (2020) stated servant leaders place a heavy emphasis on personal integrity and are highly concerned for the authenticity between their words and actions and their core beliefs and ideals. Servant leaders believe their organizations' obligations pertaining to their followers or employees should go beyond the goals of the organization and aim to reach the whole society.

Servant leaders strive to bring all their stakeholders, especially followers, full potential out (Liden et al., 2015).

Servant leadership plays a role in creating skillsets in followers, omitting obstacles, renovation applause, and creative reinforcement of problems (Sepahvand et al., 2015). The style of leadership exhibited through servant leadership encourages the sharing of information with followers as well as making self-directed decisions (Burton et al., 2017). Sepahvand et al. (2015) posited as servant leadership involves serving before leading, the most anxiety of the servant leader stems from supplying the most essential needs for followers. Servant leaders view their followers as humans with reason, sensation and needs rather than merely tools needed to complete their goals. Moreover, servant leaders exhibit their love and kindness through guiding their followers, and their presence is both physical and spiritual (Sepahvand et al., 2015)

Servant Leadership Dimensional Model

According to Liden et al. (2008), previous research of servant leadership literature offered a set of dimensions that were inconsistent with the construct of servant leadership. Based upon the research (Barbuto & Wheeler, 2006; Page & Wong, 2000; Spears & Lawrence, 2002), and taxonomies of servant leadership, Liden et al. (2008) developed an initial nine-dimensional model. The first dimension of Liden's servant leadership model referred to emotional healing (Liden et al., 2008). Liden et al. (2008) posited emotional healing is the act of showing sensitivity to other people's personal concerns. The second dimension of servant leadership referred to creating value for the community (Liden et al., 2008). Liden et al. (2008) stated creating value for the

community requires leaders to uphold a conscious genuine concern for helping the community.

Liden et al. (2008) posited the third dimension of the servant leadership model referred to conceptual skills. Servant leaders who possess conceptual skills, possess the knowledge of the organization and tasks at hand to be able to effectively support and assist others, especially immediate followers (Liden et al., 2008). Liden et al. (2008) wrote the fourth dimension of servant leadership model referred to empowering. Servant leaders both encourage and facilitate others, especially followers, in identifying and solving problems. Moreover, servant leaders assist followers when determining when and how to complete work tasks (Liden et al., 2008).

Liden et al. (2008) proclaimed the fifth dimension of servant leadership referred to helping subordinates grow and succeed. Servant leaders demonstrate genuine concern for others' career growth and development by providing support and mentoring (Liden et al., 2008). Liden et al. (2008) stated the sixth dimension of servant leadership referred to putting subordinates first. Servant leaders use actions and words to make it clear to others, especially immediate followers, that satisfying their work needs is a priority (Liden et al., 2008).

Liden et al. (2008) proclaimed the seventh dimension to the servant leadership model referred to behaving ethically. Servant leaders interact openly, fairly, and honestly with others (Liden et al., 2008). Liden et al. (2008) posited the eighth dimension to the servant leadership model is relationships. Servant leaders make genuine effort to know, understand, and support others in the organization with an emphasis on building long-term relationships with immediate followers (Liden et al., 2008). Liden et al. (2008)

stated the ninth dimension to the servant leadership model is servanthood. Servanthood is a servant leader's way of being marked by one's self-categorization and desire to be characterized by others as someone who serves others first, even when self-sacrifice is required (Liden et al., 2008).

Job Satisfaction

Recently, a topic of active scientific inquiry is job satisfaction (Niska et al., 2020). Job satisfaction can be defined as “the affective orientation of individuals towards their roles in the job they do, and their feelings and attitudes towards their jobs” (Kasalak & Dagyar, 2020, p. 17). As stated by Kasalak and Dagyar (2020), over the course of their careers, individuals experience a lot of positive and negative situations in the workplace, but when the gains and expectations of an employee are aligned, job satisfaction occurs. Additionally, the attitudes of co-worker's impact on job satisfaction (Kasalak & Dagyar, 2020).

Niska et al. (2020) stated job satisfaction is positively predicated by work-related resources and job control. Work status and work engagement also play pivotal roles in worker's job satisfaction in various job sectors (Niska et al., 2020). On the contrary, Niska et al. (2020) proclaimed phenomena such as perceived poor health, increase in number of sick leave days, organizational injustice, and irregular working hours hold the potential to decrease job satisfaction. Employee age, tenure, length of time working, professional level in the organization's hierarchy, and poor quality of working environment can lower job satisfaction and cause employees to exit their labor market (Niska et al., 2020).

A'la et al. (2019) opined job satisfaction is related to the job condition of the employee and is a feeling that pushes an individual. Job satisfaction is also a reflection of the creativity, preferences, and the intention of an employee (A'la, et al., 2019). Positive behavior based upon the results of evaluations of expectations as well as the reality of salary compensation can describe job satisfaction (A'la, et al., 2019). A'la, et al. (2019) wrote job satisfaction is highest when employees' needs are satisfied, the relationships with other employees are stable, and salary is distributed based on the work performed by the individual.

Sepahvand et al. (2015) stated job satisfaction is both an emotional and enjoyable mood originating from a personal attitude, emotional reaction, and evaluation toward their job. Job satisfaction is multidimensional as it is comprised of several key components including satisfaction from wage, promotion chances, and job security/challenge. Furthermore, job satisfaction has been referred to as "job joy, better job performance, sensation and happiness for work and getting proper reward for a person's attempts" (Sepahvand et al., 2015, p. 47). Servant leaders' relationship with people is based on emotions and happiness, and it affects follower's happiness and overall satisfaction.

Job Satisfaction and Employee Turnover

The era of globalization has identified turnover as a problem that hinders productivity in most types of organizations at all levels (Sumedha & Kharti, 2017). Salem (2017) posited employee turnover is a serious issue in today's organizations for employers to remain competitive and sustainability. The job satisfaction of the employees plays a pivotal role reducing the turnover intention among organizational members

(Salem, 2017). Salem (2017) wrote a collection of views about job satisfaction containing the following characteristics: job satisfaction is an employee's subjective impression about their position, which is observable through an employee's behavior. Satisfaction in a position solely depends on the expectation of the job, which is perceived as a reward for conducting the job responsibly and successfully. The job itself, remuneration, environment, and other facilities create job satisfaction (Salem, 2017).

According to Salem (2017) there are several models pertaining to the employee turnover process. The research models indicated the turnover process is an inverse relationship between employee turnover and increased employee satisfaction (Salem, 2017). Salem (2017) proclaimed that some research claims the relationship between job satisfaction and actual turnover practice are moderated by the intention to quit. Conceptual frameworks for the model of the turnover process have been developed by scholars. The researchers predicted job satisfaction could be measured and used as an indicator for employee turnover. For example, an increase in an employee's job satisfaction leads to a decrease in employee turnover (Salem, 2017).

The retention of qualified and experienced employees is positively associated with job satisfaction (Marmo & Berkman, 2018). Marmo and Berkman (2018) proclaimed high turnover is related to a decrease in job satisfaction among workers, which can compromise quality care for health-care employees. A reduction in the costs of training employees, improving patient satisfaction, and better treatments can be associated with a higher sense of job satisfaction (Marmo & Berkman, 2018).

As stated by Arekar et al. (2016), the impact of both structural and individual determinants on job satisfaction are worthy of exploration. Moreover, in the framework

of employee turnover, the difference in requirement and expectation of individuals is different and has a tremendous impact on an individual's decision to exit an organization, employee turnover (Arekar et al., 2016). Arekar et al. (2016) posited individual determinants related to job satisfaction are significantly important as it directly related to the person associated with an issue. However, researchers have not found a solution directly addressing the issue associated with individual determinants (Arekar et al., 2016).

On the contrary, structural determinants have more to do with the individual's environment, which is the work setting and the place where the work is conducted (Arekar et al., 2016). Arekar et al. (2016) stated issues associated with structural determinants can be addressed by organizations and plans to alleviate the problems can be incorporated to create improvements. The most important aspect of turnover research is to determine out how individual and structural determinants impact employee job satisfaction, as job satisfaction is a considerably important determinant for understanding employee turnover (Arekar et al., 2016).

Arekar et al. (2016) postulated the theoretical framework for the individual and structural determinates of job satisfaction based on Kim et al. (1996) model include the following components: job motivation, employees expectation met, autonomy or self-government, disruptive justice, job stress, promotional, routinization, and social support. According to Adeoye et al. (2016), individual or personal determinants are loyalty of individuals, experience, education, age, gender, race and religious affiliation. Structural or organizational determinates consist of organizational leadership, organizational change, technological innovation, continuous professional development, recruitment,

rotation and retention, work environment, communication and commitment, salary, and stress level (Arekar et al., 2016).

Job Satisfaction's Relationship with Turnover

Job satisfaction is an affective reaction to work and indicates that the employee has a positive job attitude (Zang & Li, 2020). According to Zang and Li (2020), the findings from studies of turnover models were tested and it was found that job satisfaction is a noticeable precursor of an employee's intent to leave their organization. For example, when employees are unsatisfied or experience low satisfaction with their occupations, their behaviors that indicate intention of leaving their organization will be amplified (Zang & Li, 2020). Job satisfaction, disengagement, exhaustion, and turnover intention are all significantly inter-related (Scanlan et al., 2020).

To foster an environment that lessens turnover, organizations must develop and maintain an encouraging culture as it promotes commitment, job satisfaction, and negatively affects turnover intentions (Hashmi et al., 2020). According to Hashmi et al. (2020), an organizational culture that is more flexible will provide its employees with an environment in which a positive attitude and behavior can be cultivated. Lower turnover intentions can be achieved when there is an alignment between employees and corporate values, which stimulates a positive attitude towards their job outcome (Hashmi et al., 2020).

Employee Turnover and Turnover Dynamics. Employee turnover is the act of individuals entering and exiting a work environment (Cornog, 1958). Turnover intention is the precursor to employee turnover described as the movement of employee turnover as it reflects upon the value and opportunity of alternative job choices and degree of

satisfaction within their current position (March & Simon, 1958). Empirical research reveals turnover intention is positively correlated with actual turnover (Byrne, 2005) and can cause actual turnover behavior within organizations (Muliawan et al., 2009). Mobley (1982) suggested voluntary employee turnover can result in losses and repercussions for organizations on a grand scale.

Many researchers are concerned with the relationship between leadership theory (i.e., transformational, ethical, authentic) and turnover within organizations (Demirtas & Akdogan, 2015). Empirical findings revealed a positive correlation between transformational leadership and turnover intention (Gyensare et al., 2016); while other types of leadership theory (e.g., entrepreneurial leadership) showed a negative relationship with employee turnover in start-up ventures (Yang et al., 2019).

One major challenge is employee turnover (Al-Mahdy et al., 2016). Turnover among employees is one of the top concerns of management in companies as well as hiring and training new staff members (e.g., time, money, knowledge) (Liu et al., 2019). Literature suggests salary and career advancement opportunities are important causes of turnover in companies (Houkes et al., 2003). Employees may have unmet career expectations due to their positions in companies that do not provide advancement opportunities. Unmet career expectations lead employees to withdraw periods to provide relief from frustrations (Houke et al., 2003). The individual employee may view turnover to an alternative career with better advancement opportunities as a suitable solution (as cited in Iverson & Roy, 1994).

An employee's intention to withdraw from company because they no longer identify with the work describes turnover intention (Liu et al., 2019). There are four

major steps to an employee's intention to leave their organizational position (Saridakis & Cooper, 2016). Employees assess the current job, evaluate the level of satisfaction with the organization and their current position, evaluate the consequences and costs associated with leaving the organization, and assess the alternative jobs available and weigh the pros and cons of leaving their position for another organization (Saridakis & Cooper, 2016). Higher turnover intention suggests that employees possess the following characteristics: dissatisfied with current role in their organization, unengaged in their daily work schedule, experiencing distractions, or unproductive in their roles (Shipp et al., 2014).

Employee Retention

Employees in an organization remaining in their occupational roles for extended periods of time is referred to as "employee retention" (Kossivi et al., 2016, p. 262). The retention of employees is critical to organizations because employees leaving a company take away all information of the organization with him about its customers, growth strategies, clients, projects, etc. (Haider et al, 2015). Kossivi et al. (2016) stated management practice, encouraging environment, social support, development opportunities, independence, salary, workload, and work-life balance as factors of employee retention. Furthermore, advancement and growth are deciding factors of retention and the opportunity for career advancement and will increase an employee's commitment to remain with their organization (Kossivi et al., 2016). Kossivi et al. (2016) found a correlation between career development and an employee's decision to leave the organization. Research has also demonstrated salary satisfaction as strongly correlated with an employee's decision to remain with an organization (Kossivi et al., 2016).

Gani et al. (2020) found employability attributes of career self-management behavior, as an important aspect to retaining employees. Critical attributes include career self-management (e.g. ability to sustain employability through continuous learning, career planning, and self-management), cultural competence (e.g. ability to understand, interact, and interface with people from different cultural environments), self-efficacy (e.g. individual's self-evaluation of their ability to cope, perform, and thrive), career resilience (e.g. adaptability to changing circumstances), sociability (e.g. be open to, establish, and maintain social contacts), entrepreneurial orientation (e.g. individual's inclination to creativity and risk taking, the individual's need for achievement), proactivity (e.g. individual's ability to actively engage in a direction that leads to future oriented and self-initiated action in order to adapt to changing situations), and emotional literacy (e.g. ability to read, understand and, manage their own and others' emotions) (Coetzer et al., 2016).

Haider et al. (2015) found increased competition in the market caused challenges with employee retention in organizations. That is, organizations must hire employees who can complete their jobs to gain competitive advantage in their market. However, retaining qualified employees is more important than hiring new employees (Haider et al., 2015). Haider et al. (2015) stated organizations scout for new talent while spending time and money on the future for employees. Specific factors such as employee turnover, economic growth, and lack of skilled workforce place a demand of policing to increase employee retention. Measuring the cost of turnover is difficult as departing employees take the company's information about the company, customers, clientele, projects, and competition (Haider et al., 2015).

Employee Turnover and Job Performance

Employee turnover and job performance are often linked in organizations.

Van der Voordt (2004) proclaimed organizations are concerned with raising performance at a lower cost; therefore, reducing employee turnover is critical to an organization's performance due to its financial burden on an organization. Prior research demonstrated servant leadership is directly connected to the outcomes of followers and includes the following: job performance, organizational citizenship behavior (OCB), and job attitudes (Liden et al., 2014). Hence, improving job attitudes through servant leadership reduces the turnover rate within organizations.

The turnover rate within sales-based organizations is also impacted by servant leadership. Jaramillo et al. (2009) posited turnover rates are related to the quality of the relationships between a salesperson and their supervisor. Thus, employee turnover is reduced if there is a quality relationship between the salespeople and their supervisors, as stated by the research (Jaramillo et al., 2009). Servant leadership can also reduce turnover within an organization by reducing burnout among an organization's members (Babakus et al., 2010). The effects of servant leadership empower employees, which can directly reduce burnout rate in employees (Jones, 2012b).

Relationship Between Servant Leadership, Job Satisfaction, and Turnover

Liden et al. (2008) wrote "servant leadership stresses personal integrity and serving others, including employees, customers, and communities" (p. 161). Employee turnover can be described as individuals moving in and out of the workforce (Cornog, 1958) and can be accredited to numerous organizational and individual factors stemming from the style of leadership, fatigue, commitment, company culture, and motivational

factors (Underdahl, et al., 2018). Job dissatisfaction is often viewed as a precursor to turnover in organizations (Hon & Kinicki, 1991; Lee et al., 2017). On the contrary, Mobley (1977) posited “the relationship between job satisfaction and turnover is significant and consistent, but not particularly strong” (p. 237).

Whenever leaders are more concerned with the well-being of their followers (Grisaffe et al., 2016), followers typically experience greater job satisfaction and reduced turnover within an organization (Donia et al., 2016). Furthermore, managing human resources appropriately is considered a requirement to improve employee performance within a company (Sihombing et al., 2018). The servant leader’s role is to develop the environment and includes enhancing employee engagement (Sihombing et al., 2018).

As a result of the servant leader’s involvement in employee engagement, previous studies depict a positive correlation between employee work engagement with life and job satisfaction (Khattak et al., 2017). Yavas et al. (2015) stated turnovers are expensive and a focus on managing employees at a greater capacity is a vital component to success. Similarly, Sokoll (2014) stated that turnover is a costly expense to organizations and servant leader characteristics have a significant positive effect on employees’ commitments to managers, which reduces the turnover rates.

Job Satisfaction and Individual Job Performance

Scholars suggested there is a highly significant positive relationship between job satisfaction and job performance (Dinc, 2017). As stated by Dinc (2017), job performance can be described as a term that examines the quality of work put forth by an employee. Moreover, the job performance of an employee is directly related to the performance of the organization in the manufacturing industry. Organizations that are

aware of the relationship between an employees' job performance and organizational performance have focused on finding the forces which enhance the performance of its workers (Dinc, 2017). Job satisfaction is among the factors pertaining to job performance. Valae and Jiroudi (2016) suggested job satisfaction has an impact on a multitude of organizational components including turnover, change, strategy, ethics, and team. Consequently, an organization's performance hinges upon these components (Valae & Jiroudi, 2016).

According to Koo et al. (2020), organizations are positively affected by job satisfaction in terms of commitment, job performance, love, attachment, self-efficacy. Highly satisfied employees have been found to have high job performance, high affection for work, and low intent to leave (Suttikun et al., 2018). Koo et al. (2020) postulated the factors affecting job satisfaction directly can be categorized by two sectors: the relationship between an organization and its employees, such as opportunities, salary, management, and environment, and factors among its employees, such as the relationship between colleagues and managers. Therefore, job satisfaction can maintain an amicable relationship with an organization that is based upon the employees' positive attitudes towards the various factors associated with the workplace (Koo et al., 2020).

Job Satisfaction and Organizational Performance

As stated by Bakotić (2016), only minimal research has been conducted between job satisfaction and organizational performance; and an unambiguous answer to the true nature between job satisfaction and organizational performance has yet to be discovered. However, some researchers have found there is a positive correlation between job satisfaction and organizational performance. Employees possessing high levels of job

satisfaction love their jobs, typically (Bakotić, 2016). Furthermore, Bakotić (2016), managers seek employees who are satisfied, feel good in their occupational positions, and prefer working with individuals who view their job from a positive perspective. Employees noted that positive job features include good salary, pleasant co-workers, variety, challenge, independence, etc. Workers who are happy in their jobs will devote more private time to their work activities and companies will be more successful due to their elevated levels of job satisfaction (Bakotić, 2016). The success of an organization is substantially measured by its employee job satisfaction (EJS) (Onyebu & Omotayo, 2017).

Onyebu and Omotayo (2017) postulated employee job satisfaction is a key concept across the globe for the hotel business environment. A study was conducted using a convenience sampling method targeting 150 participants in a Nigerian hotel. Out of the 150 surveys cast, only 92 were found to be valid for statistical analysis (Onyebu & Omotayo, 2017). Onyebu and Omotayo (2017) wrote a validated and structured 31-item questionnaire and 21-item structured interview question guide were administered in the study. The Statistical Package for the Social Sciences (SPSS) was used to examine simple percentages, frequency counts, and regression analysis (Onyebu & Omotayo, 2017).

According to Onyebu and Omotayo (2017), the results indicated organizational performance was positively influenced by employee job satisfaction in the hotel industry. The salary administration in the hotel industry dictates job satisfaction according to the results (Onyebu & Omotayo, 2017). Onyebu and Omotayo (2017) stated the results attained from the study revealed psychological factors (i.e., job satisfaction, social

support, and emotional intelligence) have an influence on employees' turnover intention in the hotel industry.

The relationship between the various dimensions of employee job satisfaction revealed that organizational performance hinges on the behaviors and attitudes of employees (Onyebu & Omotayo, 2017). Therefore, motivational systems are known to play an integral role in organizational success. Motivational factors include the following components: pay and compensation, promotion, recognition and rewards system, job security, co-worker support, conducive environment, working conditions, awarding outstanding performance, and must be adequately implemented (Onyebu & Omotayo, 2017). Onyebu and Omotayo (2017) wrote implementing motivational systems will enhance job satisfaction.

Servant Leadership's Effects on Job Satisfaction in Recent Quantitative Research

Akdol and Arikboga (2017) posited a people-oriented leadership style that puts the interests of the employees and ethical concerns above securing short-term success and corporate profits is an increasingly growing need. Furthermore, servant leadership theory provides an insight into a leadership paradigm that increases an emphasis on serving others, constructing a sense of organizational community, sharing power, and collaborative decision-making (Akdol & Arikboga, 2017). According to Akdol and Arikboga (2017), servant leaders can influence job satisfaction by focusing on the followers' needs, developing the potential of followers, and by empowering followers.

In the world of private healthcare practices, servant leadership has been found to influence job satisfaction in various ways (Farrington & Lilah, 2019). Farrington and Lilah (2019) stated there was a positive relationship between job satisfaction and servant

leadership behavior. As stated by Farrington and Lilah (2019), the results indicated private healthcare workers displayed the study's investigated dimensions of servant leadership. Furthermore, the findings indicated there was a significant positive relationship between job satisfaction and developing others for both participating sample groups (Farrington & Lilah, 2019).

Farrington and Lilah (2019) also found a significant positive relationship between caring for others and job satisfaction for the employee sample group. Finally, servanthood by practitioners and acts of humility did not have an influence on job satisfaction (Farrington & Lilah, 2019).

According to Al-Asadi et al. (2019), job satisfaction plays a pivotal role in the emotional construct within the workplace as it affects the behavioral aspects of individual performances significantly. Moreover, cumulative experience describes the way people feel towards their occupational position and its diversity. As a result of job satisfaction, the organization benefits as satisfied workers are more likely to stay with the organization, perform at higher levels, realize burnouts less, and are generally more punctual (Al-Asadi et al., 2019). Al-Asadi et al. (2019) stated employees with higher levels of job satisfaction may reduce the organization's costs while increasing the commitment of its employees. Job satisfaction is important for employees as it improves their life satisfaction and overall well-being significantly (Al-Asadi et al., 2019).

From this perspective, several intrinsic factors (e.g., self-esteem, personal growth, accomplishment, employee-readiness) may affect employee job satisfaction (Matthews et al., 2018). Dobrow et al. (2018) posited intrinsic job satisfaction primarily originates from the individual's experiences (e.g., internal meaning, significance, and personal

characteristics) and are associated with employees' motivational needs. On the contrary, extrinsic factors (e.g., fair treatment, amount of supervision received, and related contextual factors such as age and tenure that shape individual experiences) affect job satisfaction (Dobrow et al., 2018).

Extrinsic job satisfaction is a critical component of the relationship between an employee and (Graen & Uhl-Bien, 1995). In a recent study on retail sector employees, Kotni and Karumuri (2018) found hygiene factors were a prominent driver of job satisfaction. However, from a relational theory perspective, working is inherently a relational act and emphasizes relationships as the main motivation for work (Blustein, 2011). Additionally, the relational component of work is the leader-follower relationship as it allows for both cognitive and physical resources to advance their work (Al-Asadi et al., 2019).

In another study conducted on servant leadership and job satisfaction, Tischler et al. (2016) investigated the relationship between servant leadership and core self-evaluation and job satisfaction. The findings revealed servant leadership impacts job satisfaction both directly and through core self-evaluation and servant leadership is expected to affect the followers' intrinsic and extrinsic job satisfaction positively being inherently an altruistic disposition of the leader (Tischler et al., 2016).

A study was conducted to examine the extent to which perceived servant leadership of managers impacts job satisfaction (i.e., intrinsic, and extrinsic) of the followers (Al-Asadi et al., 2019). As stated by Al-Asadi et al. (2019) servant leadership factor structure was assessed using Liden et al.'s (2008) measure and used the second-order model to test its relationship with intrinsic and extrinsic job satisfaction.

Confirmatory factor analysis and structural equation modeling were used to test data from 205 individuals working in service-sector organizations in Kuwait (Al-Asadi et al., 2019). Al-Asadi et al. (2019) reported the seven-factor structure proposed was valid in this sample, thus providing greater validity for this measure to be used in similar contexts. The results also indicated that second-order factor of servant leadership positively affects both intrinsic and extrinsic job satisfaction (Al-Asadi et al., 2019). Al-Asadi et al. (2019) opined this research proves beneficial in highlighting the significance of embracing a more altruistic leadership approach in enhancing job satisfaction.

To determine job satisfaction among teachers, a study was conducted using servant leadership and ethical leadership (Güngör, 2016). Güngör (2016) posited the study was aimed to identify servant leadership and ethical behaviors of the administrators. Furthermore, the study explored servant leadership and ethical leadership's prediction power of these behaviors on teacher's job satisfaction (Güngör, 2016). To analysis the data, Güngör (2016) applied Pearson's product moment correlation and multiple regression analysis.

Contrary to other study's examined throughout this chapter, according to the correlation analyses, servant leadership is in negative direction with ethical leadership and job satisfaction (Güngör, 2016). Güngör (2016) wrote "a negative relation existed between all dimensions of servant leadership and job satisfaction" (p. 1180). According to Güngör (2016), ethical leadership had a positive correlation with all of job satisfaction's dimensions. The regression analyses revealed job satisfaction decreases when servant leadership increases, and job satisfaction increases when ethical leadership increases (Güngör, 2016).

Servant Leadership's Effects on Job Satisfaction in Recent Qualitative Research

Qualitative research typically serves one or more of the following: exploration (gain initial insights into little-studied topics), multi-faceted description (show complex, multilayered relationships, situations), verification (allows researchers to test the validity of certain assumptions), theory development (enable researchers to develop new theoretical perspectives or concepts), problem identification (uncover important problems), and/or evaluation (judge the effectiveness) (Leedy & Ormrod, 2016).

Leedy and Ormrod (2016) mentioned qualitative studies do not reveal a “cause and effect relationship” (p. 253). Therefore, exploration into qualitative research conducted on servant leadership and job satisfaction may be beneficial to this study.

The positive relationship between servant leadership and job satisfaction has been highlighted in recent servant leadership literature (McNeff & Irving, 2017). A case study or idiographic research project examined a period of time (Leedy & Ormrod, 2016) that focused on servant leadership practices of the McNeff family. By conducting several personal interviews with the owners and survey data collected from organizational employees, the investigators used a theoretical coding to identify servant leadership practice in the McNeff companies (McNeff & Irving, 2017).

McNeff and Irving (2017) posited due to an elevated number of quantitative analyses of the research topic, a qualitative perspective was used to evaluate servant leadership and job satisfaction. The study focused on the McNeff family's network of family-owned firms located in Anoka, Minnesota. A keen focus on interviews with the owners and survey results from employees that used the six servant leadership themes (McNeff & Irving, 2017). According to McNeff and Irving (2017), the investigators

revealed the owners' servant leadership practices contributed to the employees' job satisfaction. The investigators discovered evidence to suggest that the theme of valuing people may have an excessively strong effect on the culture of a business or organization (McNeff & Irving, 2017). McNeff and Irving (2017) posited valuing employees serves as the foundation for other servant leadership behaviors to take place within the organization.

To further examine servant leadership and job satisfaction, the systematic review of published research on servant leadership and employee job satisfaction, an empirical study was conducted (Wase & Arif, 2020). Wase and Arif (2020) stated the 10 published works used to comprise the study were conducted between 2014 and 2019. The articles were selected from the following databases: Science-Direct, Scopus, Web of Science and Google scholar, with the search terms "servant leadership", "job satisfaction", "employee job satisfaction" and servant leadership & job satisfaction" (Wase & Arif, 2020).

According to Wase and Arif (2020), several studies have been conducted to examine the potential relationship between servant leadership and job satisfaction. The results from the studies reveal findings that are similar as well as indicate a strong relationship between servant leadership and job satisfaction. The studies used were conducted by Jing (2019), Farrington and Lillah (2019) Lee et al. (2018), Al-Mahdy et al. (2016), Lobago and Abraham (2016), Tischler et al., (2016), Jordan (2015) and McCann et al. (2014) (Wase & Arif, 2020).

According to Wase and Arif (2020), the culmination of the 10 studies provided concrete evidence on the existence of a relationship between servant leadership behavior and employee job performance. Quantitative and qualitative findings indicated by the

data analyses revealed servant leadership style is practiced well within the organizations. Thus, an elevated level of employee job satisfaction in the organizations was noted. Findings showed there was a positive relationship between the five dimensions of servant leadership and job satisfaction (Wase & Arif, 2020).

Wase and Arif (2020) posited servant leadership affects team leaders' behaviors and an increase in employees' autonomy is related directly to a high level of servant leadership. Also, the study showed servant leadership behavior had a significant effect on employees' innovative performance, which moderated the strength of servant leadership (Wase & Arif, 2020). Wase and Arif (2020) wrote performance control has benefited from the inherit positive effects of servant leadership as it played various roles within performance control. Wase and Arif (2020) concluded the extensive available literature supports the statement that servant leadership is significantly and positively linked to job satisfaction, as revealed by the culmination of the 10 studies investigated for the present research study.

Horticulture Industry

The horticulture industry is a billion-dollar industry with an array of specialized sectors. The horticulture industry offers numerous opportunities for both skilled and unskilled workers and employs people with disabilities (Davis & De Riso, 1992). Davis and De Riso (1992) proclaimed the horticulture industry's service sector has been the fastest growing sector of the agribusiness industry in the past few decades.

According to the United States Census Bureau, some aspects of horticulture industry are reporting a 10% increase in annual growth in the residential lawn maintenance (Davis & De Riso, 1992). Davis and De Riso (1992) stated the landscaping

service sector is expected to realize an annual increase of 12% in unison with the growth of the lawn care industry, which has been the industry's top earner.

The skilled and unskilled job opportunities in the vast and ever-growing horticulture industry include the following specialty areas: retail nurseries, florists, interior and exterior landscapes and maintenance operations, growers (e.g., sod producers, orchards, Christmas tree farms). The various types of jobs include laborer, equipment repair, delivery, grower, propagator, sales, job foreman, secretary, accountant, supervisor, and company owners (Davis & De Riso, 1992). Newcomer turnover within the landscape architecture sector is 54.5%, which is 1.6 times hiring than other fields (Do-Gyun & II, 2015). The significant factors in turnover in the landscape architecture were the workload, job suitability, and personal relationships. Great improvement efforts are needed in landscape architecture to as turnover leads to losses in human resources, time, economy, and psychological health among employees (Do-Guan & II, 2015).

Illinois Horticulture Industry

The state of Illinois is geographically located in the Midwestern portion of the United States and is a major contributor to Horticulture industry. As a productive contributor to the national horticulture industry, the state of Illinois provides fruit, berries, ornamental horticulture, and landscape products that include apples, peaches, cut flowers, potted flowering plants, foliage (Waliczek et al., 2002). Horticulture crops in the state of Illinois are a multimillion-dollar industry that provides both employment opportunity and strengthens the local financial economy. According to Waliczek et al. (2002), Americans spend approximately \$350 per person on horticulture products on an annual basis.

However, the plant propagation or nursery sector of the horticulture industry has the second highest turnover rate next to the food service industry (Mathers et al., 2010).

Job Satisfaction in the Horticulture Industry

Within the industry, job satisfaction is a primary goal and an important factor in both motivating and retaining staff members. Job satisfaction and motivated employees is critical in horticulture production and businesses cannot be sustainable without both factors working in unison (Bitsch, 2006). To explore job satisfaction in the field of horticulture, a qualitative study using 14 horticulture companies (four greenhouses, six nurseries, and four landscape contractors) was conducted using case studies that focused on labor management practices (Bitsch, 2006). The results indicated that achievement and recognition were key components of job satisfaction. Other factors that contributed to job satisfaction included: job security, technical components of management, and interpersonal relationships (Bitsch, 2006). While business organization, policies, and procedures were acceptable, the work involved and working conditions contributed to both satisfaction and dissatisfaction. Compensation was an area that led to dissatisfaction among managers. Managers were also less satisfied with their working conditions than general employees (Bitsch, 2006).

As stated by Meyerding (2015), in the field of horticulture in Germany, personnel costs account for 40% of all organizational expenses. Job satisfaction can be viewed as a social sustainability indicator and measuring this supports companies by providing valuable information to cope with changes in their business environment. A survey was distributed to employees of various German horticulture companies to examine the relationship between different job attributes and job satisfaction (Meyerding, 2015).

Meyerding (2015) stated the survey was comprised of German horticultural companies, however, the design could also be used in other industries and in other nations around the world. Warr's vitamin model was the theoretical background of the present study which uses two different types of utility functions when it comes to job features (Meyerding, 2015).

In another study conducted, job satisfaction and its relationship to 28 job aspects, representing the 12 vitamins of Warr's model, were analyzed, and investigated (Meyerding, 2015). Meyerding (2015) posited covariance structure modeling (CSM) was used to test the model while performing with full-information maximum likelihood estimation. According to Comrey and Lee (2013), the loadings of the 28 job aspects were above the .63 mark. To examine the true nature of the relationship between the job aspects and job satisfaction, comparisons between linear and nonlinear regressions results were undertaken (Meyerding, 2015).

Meyerding (2015) stated good prospects (excluding job tenure), held the highest significant correlation with job satisfaction, which was an indicator of the importance of informing and communicating employees of future strategic planning and align the company and its employees' goals. Furthermore, a significant influence on job satisfaction was due to possessing the feeling that one is making progress toward a better future (Meyerding, 2015). Meyerding (2015) posited there was a significant correlation between job satisfaction and the organization's morality in society, which presents a connection between job satisfaction and sustainability. Job satisfaction may be higher when employees believe their organizations are sustainable (Meyerding, 2015).

A study was conducted in the field of landscape architecture using a conduct survey aimed at understanding the impact of work environment on job satisfaction among the landscape architecture workers through conduct survey (Do-Gyun, 2018). Do-Gyun (2018) stated results revealed the affecting factors of environment in landscape architecture workers were job compensation, personal relationship, work environment, and job satisfaction, but were not affected between job satisfaction and workload, ($p < 0.05$). Consequently, the personal relationship in job environment factors was a crucial factor to decide the levels of job satisfaction (β value 0.233) across those working in landscape architecture (Do-Gyun, 2018). Do-Gyun (2018) proclaimed workload among the job satisfaction depends on whether the task is passively recognized or positive recognized according to the situation of the job recognition. The results revealed the fact that the affecting factors of the workload among the job satisfaction of landscape architecture workers are not statistically significant (Do-Gyun, 2018).

A study on job satisfaction in the agri-food production aspect of the horticulture industry was conducted due to an increase in high-value exports (i.e., vegetables, fresh fruits, flowers) in developing countries in the past two decades (Krumbiegel et al., 2018). Furthermore, Krumbiegel et al. (2018) stated consumers have grown concerned for the employment conditions and worker welfare in the global south's agri-food-producing and processing sectors. Fairtrade, a sustainability standard, plays an integral role within the agri-food markets of horticulture produce and has the potential to serve as a tool to confronting consumers concerns (Krumbiegel et al., 2018).

Krumbiegel et al. (2018) wrote when examining the relationship between workers' hourly wages and worker's level of job satisfaction with primary survey data

from 325 randomly sampled workers from eight different export-oriented pineapple companies in Ghana, a linear, linear mixed model, and instrumental variable approach were applied to consider the multilevel characteristics of the data and possible bias, based upon selection. The findings revealed that both job satisfaction and hourly wages were higher on plantations considered to be “Fairtrade-certified plantations” (Krumbiegel et al., 2018, p. 195). Krumbiegel et al. (2018) posited higher employee wages, permanent employment contracts, opportunities for advanced training, company services such as medical care and paid leave as well as established labor unions on Fairtrade-certified plantations are all factors that will likely increase job satisfaction in employees.

A study was conducted examining the relationship between cyberloafing in horticultural service companies and job satisfaction (Uysal, 2020). Uysal (2020) posited cyberloafing can be defined as employees using information technologies (e.g., email and internet) for non-work related by employees during work hours. Job satisfaction can be defined as the attitudes and feelings one feels about their occupational positions (Uysal, 2020). Furthermore, Uysal (2020) stated job satisfaction and cyberloafing both directly affect productivity in the workplace. The combination of cyberloafing at high capacity and employees experiencing low job satisfaction in the workplace can result in issues including slowdowns, lower profitability, and idleness (Uysal, 2020).

Uysal (2020) posited the primary focus of the study was to determine the levels of cyberloafing and job satisfaction among 175 technical personnel in horticultural services. The results showed there were low levels of cyberloafing among the technical personnel surveyed and satisfied with their job for the most part (Uysal, 2020). Uysal (2020) wrote there were no significant differences in the level of cyberloafing and job satisfaction

based upon demographics (i.e., gender, age, marital status, length of employment and place of employment), however, level of education was a significant finding (p. 201). Uysal (2020) stated cyberloafing increased with the level of education as it shown signs of increasing. The results also indicated people with lower education (i.e., high school graduates) were more satisfied with their jobs than people with advanced degrees (Uysal, 2020).

Employee job satisfaction has a significant impact on the sustainability of horticulture companies both socially and economically (Meyerding, 2019). Meyerding (2019) stated the study examines the relationship between job characteristics and job satisfaction for the possibility of nonlinear relationships. An online survey combined with a pencil and paper questionnaire was used for the study. Both vocational and master craftsman scholars ($N=205$) and students of horticulture science ($n = 204$) participated in the survey (Meyerding, 2019).

Meyerding (2019) stated the relationships between job satisfaction, life satisfaction, and characteristic values were analyzed, and the results were compared to another recent study of horticulture service company employees. The results showed job satisfaction for vocational and master craftsman scholars for the job features emotional dissonance and considerate leadership had strongest relationships with job satisfaction (Meyerding, 2019). Meyerding (2019) proclaimed the data between job characteristic values and satisfaction indeed supports the postulation of nonlinear relationships. The study indicates a change in the preference structure of employees, who in the future would prefer a good work-life balance as well as other soft factors (Meyerding, 2019).

Harris et al. (2016) conducted a quantitative study utilizing dimensions of servant leadership practices to forecast employee intention to stay with an organization and job satisfaction (employee's happiness at work). The six dimensions of servant leadership practice consist of values people, displays authenticity, develops people, provides leaderships, builds community, and shared leadership (Harris et al., 2016). Harris et al. (2016) stated 59 respondents participated from faith-based higher education institutions and the participants were given a questionnaire survey consisting of 84-items. Using a correlation and a structural equation model (SEM), researchers found all the variables significantly correlated with job satisfaction (Harris et al., 2016). According to Harris et al. (2016) employee's intention to stay played a diplomatic role between job satisfaction and the servant leadership variables. Intention to Stay predicted 33% of the variance of job satisfaction while 54% of the variance of Intention to Stay was predicted by the dimensions of servant leadership practices (Harris et al., 2016).

Summary

The recent review of the literature on servant leadership and job satisfaction resulted in a conceptual framework for a research study that will investigate the following research question: What is the relationship between servant leadership factors, as displayed by the leader, to the job satisfaction of the employees in Midwestern Horticulture companies? According to the literature pertaining to job satisfaction, some components of servant leadership may influence an employees' determination to remain with or exit an organization as determined by their level of satisfaction. While prior studies have shown a mix of positive and negative associations between specific servant leadership competencies and job satisfaction, the review warranted the support for testing

a series of hypotheses that further examined the relationship between a leader's display of factors of servant leadership and job satisfaction.

CHAPTER 3: RESEARCH METHODS

The foundational concept of servant leadership is placing others' needs first (Akdol & Arikboga, 2017). While dissatisfied employees are viewed as possessing potential to turnover within the organization (Hon & Kinicki, 1991; Lee et al., 2017), leadership behavior can influence employee turnover (Underdahl, et al., 2018). The basis for the study will be to explore the relationship between servant leadership characteristics and job satisfaction. The results derived from a review of several studies indicated that there is a positive correlation between factors of servant leadership and job satisfaction (Al-Asadi et al., 2019; Farrington & Lilah, 2019); however, some results indicated a negative correlation, or no relationship was found (Güngör, 2016).

The previous chapter provided a review of the literature relevant to servant leadership and job satisfaction. Based upon the evidence found within the literature review, a study that explored the relationship between factors of servant leadership and job satisfaction was warranted. The literature showed theoretical components of servant leadership may influence job satisfaction (Tischler et al., 2016). The review outlined seven specific factors of servant leadership: (1) emotional healing, (2) conceptual skills, (3) creating value for the community, (4) empowering, (5) helping subordinates grow and succeed, (6) putting subordinates first, and (7) behaving ethically (Liden et al, 2008). Using Liden et al.'s (2008) factors of servant leadership, the researcher developed corresponding research questions and hypotheses.

Research Questions and Statement of the Hypotheses

The research questions for this study are:

1. What relationship exists between the servant leadership factor, emotional healing, as displayed by leaders, and the employee's perceived job satisfaction?
2. What relationship exists between the servant leadership characteristic, conceptual skills, as displayed by leaders, and the employee's perceived job satisfaction?
3. What relationship exists between the servant leadership factor, creating value of the community, as displayed by leaders, and the employee's perceived job satisfaction?
4. What relationship exists between the servant leadership factor, empowering, as displayed by leaders, and the employee's perceived job satisfaction?
5. What relationship exists between the servant leadership factor, helping subordinates grow and succeed, as displayed by leaders, and the employee's level of perceived job satisfaction?
6. What relationship exists between the servant leadership factor, putting subordinates first, as displayed by leaders, and the employee's perceived job satisfaction?
7. What relationship exists between the servant leadership factor, behaving ethically, as displayed by leaders, and the employee's perceived job satisfaction?

Research Question 1

What relationship exists between the servant leadership factor, emotional healing, as displayed by leaders, and the employee's perceived job satisfaction?

H₀₁. There is no relationship between the servant leadership factor, emotional healing, as displayed by leaders, and the employee's perceived job satisfaction.

H_{A1}. There is a relationship between the servant leadership factor, emotional healing, as displayed by leaders, and the employee's perceived job satisfaction.

Research Question 2

What relationship exists between the servant leadership factor, conceptual skills, as displayed by leaders, and the employee's perceived job satisfaction?

H₀₂. There is no relationship between the servant leadership factor, conceptual skills, as displayed by leaders, and the employee's perceived job satisfaction.

H_{A2}. There is a relationship between the servant leadership factor, conceptual skills, as displayed by leaders, and the employee's perceived job satisfaction.

Research Question 3

What relationship exists between the servant leadership factor, creating value of the community, as displayed by leaders, and the employee's perceived job satisfaction?

H₀₃. There is no relationship between the servant leadership factor, creating value for the community, as displayed by leaders, and the employee's perceived job satisfaction.

H_{A3}. There is a relationship between the servant leadership factor, creating value for the community, as displayed by leaders, and the employee's perceived job satisfaction.

Research Question 4

What relationship exists between the servant leadership factor, empowering, as displayed by leaders, and the employee's perceived job satisfaction?

H₀₄. There is no relationship between the servant leadership factor, empowering, as displayed by leaders, and the employee's perceived job satisfaction.

H_{A4}. There is a relationship between the servant leadership factor, empowering, as displayed by leaders, and the employee's perceived job satisfaction.

Research Question 5

What relationship exists between the servant leadership factor, helping subordinates grow and succeed, as displayed by leaders, and the employee's perceived job satisfaction?

H₀₅. There is no relationship between the servant leadership factor, helping subordinates grow and succeed, as displayed by leaders, and the employee's perceived job satisfaction.

H_{A5}. There is a relationship between the servant leadership factor, helping subordinates grow and succeed, as displayed by leaders, and the employee's perceived job satisfaction.

Research Question 6

What relationship exists between the servant leadership factor, putting subordinates first, as displayed by leaders, and the employee's perceived job satisfaction?

H₀₆. There is no relationship between the servant leadership factor, putting subordinates first, as displayed by leaders, and the employee's perceived job satisfaction.

H_{A6}. There is a relationship between the servant leadership factor, putting subordinates first, as displayed by leaders, and the employee's perceived job satisfaction.

Research Question 7

What relationship exists between the servant leadership factor, behaving ethically, as displayed by leaders, and the employee's perceived job satisfaction.

H₀₇. There is no relationship between the servant leadership factor, behaving ethically, as displayed by leaders, and the employee's perceived job satisfaction.

H_{A7}. There is a relationship between the servant leadership factor, behaving ethically, as displayed by leaders, and the employee's perceived job satisfaction.

Research Method

A research design encompasses the framework needed for collecting and analyzing data (Bryman, 2016). Bryman (2016) provided the following steps to quantitative research: theory, hypothesis, research design, devise measures of concepts, select research participant(s), select research subjects/ respondents, administer research instruments/ collect data, process data, analysis data, finding/conclusions, write up findings/conclusions. The unique relationship between servant leadership and job satisfaction will determine the theoretical framework for the present study.

The literature on job satisfaction has provided examples of how servant leadership characteristics may affect employees and their level of satisfaction in the workplace (Al-Asadi et al., 2019; Farrington & Lilah, 2019). Thus, the literature suggested a theoretical framework exists between servant leadership characteristics and job satisfaction. Using a deductive approach, the following research design components will be utilized in the

present study: quantitative method, correlational research, survey research, variables, and cross-sectional research.

Quantitative Method

According to Bryman (2016), quantitative research is considered a distinctive research strategy that entails the collection of numerical data, deductive view of the relationship between theory and research, natural science approach, and an objectivist view of social reality. Furthermore, the selection of a quantitative approach is most appropriate if the research has led to hypotheses for testing theories and numerical data can be used to test the underlying variables (Leedy & Ormrod, 2013). The literature review resulted in several research questions and development of testable hypotheses pertaining to the relationship between servant leadership and job satisfaction.

Correlational Testing Correlational research is a foundational component of the study. Leedy and Ormrod (2013) posited that examining whether differences in a variable or characteristic are related to another variable or characteristic's differences defines correlational research. Correlations exist when a variable increases and the other variable either increases or decreases in a predictable manner (Leedy & Ormrod, 2013). A Pearson correlation coefficient test was run using the dependent variable and each independent variable to determine the statistical significance of each correlation and the results are reported in Chapter 4. The following demographic questions will be asked: age, gender, job title, ethnicity, and education. The rationale for selecting these demographic questions is to explore how the relationship between factors of servant leadership and job satisfaction differs among various groups.

Survey

The self-administered questionnaire has been one of the most used tools among quantitative strategies over the last 100 years (Avolio et al., 2009). The study used surveys to gather information on servant leadership characteristics and job satisfaction. Leedy and Ormrod (2013) stated researchers can learn about large populations by surveying samples of any population using surveys. Survey designs provide a plan for quantitative (numeric) analysis of the trends, opinions, and attitudes of a population by closely examining a small sample of that population (Creswell, 2014). According to Bryman (2016), the self-administered survey enables respondents to answer questions by completing the questionnaire themselves. Self-administered surveys are available in various forms.

Cross-Sectional

The study incorporated a cross-sectional design approach. Cross-sectional design is used when there are multiple cases, the data is collected at a specific time, and the researchers' intent is to identify patterns between one or more variables (Bryman, 2016). Gathering data from more than one organization will provide the researcher with more accurate information to determine if a relationship exists between servant leadership and job satisfaction. Moreover, gathering information at one point in time and looking for patterns that are related to the variables warrants the need for a cross-sectional research design.

Rationale and Review of Literature for Proposed Methodology

The study investigated the relationship between servant leadership characteristics and job satisfaction. The study's primary objective is to investigate the variables of servant leadership characteristics (independent variable) and job satisfaction (dependent

variable). The underlying assumption of the study is the usage of specific servant leadership characteristics by leaders has an effect job satisfaction among employees. Job dissatisfaction is a precursor to turnover within an organization (Hon & Kinicki, 1991; Lee et al., 2017). Followers typically experience greater job satisfaction and reduced turnover within an organization (Donia et al., 2016) when leaders are caring and concerned for their well-being (Grisaffe et al., 2016). Thus, servant leadership characteristics as administered by leaders may influence job satisfaction among Midwestern horticulture companies.

As organizational leaders are influential in their position with their respected organizations, the methods they use to lead their employees must be of a constructive nature. Therefore, a study focused on observing servant leadership characteristics and job satisfaction in a variety of companies is needed to observe how employees respond to the application of servant leadership characteristics applied by leadership in their organizations. Chapter 2 exhibited evidence servant leadership characteristics may be linked to higher job satisfaction in organizations.

Rationale for Selection of Population of Participants

The selection process for this study is non-random (i.e., conveniently selected) (Creswell, 2014). The representative subsets of the populations selected for the study were the employees of multiple horticulture companies in the Midwestern region of the US. In the horticulture industry, the role of leadership is to balance customer and employee needs (i.e., job satisfaction). Thus, horticulture company employees will be used as the target population for the study. Horticulture employees at all levels experience leadership interaction. Horticulture companies consist of typical bureaucratic

ranks of leadership including President/ CEO, upper management, middle management, general employees.

Description of the Sampling Technique for Selecting Research Participants

A non-random sample, convenience sample, of the participants was selected for this study. Researchers use convenience samples due to their accessibility, and convenience samples are more prominent in organizational studies than probability samples (Bryman, 2016). Bryman (2016) added “social research is also frequently based on convenience sampling” (p. 187).

The researcher provided each company with the survey packages necessary to participate in the study. The participants were asked to complete the survey in its entirety and submit it to a locked box to ensure privacy and confidentiality are upheld. The population for the study was 140 horticulture employees in the Midwestern region of the US. According to the Sample Size Precision Level Chart, for a population size of 125 to reach a confidence level of .95, 96 surveys would have to be completed (Singh & Masuku, 2014). Applying this methodology to the current study, which only received 87 surveys from a population pool of 140, the study achieved a confidence level of .90 (Singh & Masuku, 2014). Thus, the researcher can be 90% confident in the study's accuracy. Participants were required to have a direct report to their leader for a minimum of six months. Six months was selected due to a nine-month operating season.

Strategies of Inquiry

A cross-sectional survey design was used for this study. A self-administered 53-item survey was disbursed to each participating company. Approximately 140 horticulture employees were invited to participate in the study. Confidentiality of the participants was ensured by keeping names and other personal information off the survey

to guarantee personal information cannot be linked to the responses or collected for unauthorized use. The researcher ensured participants that their data will be stored in a locked file cabinet in a locked office.

Instrumentation

Survey instruments are used frequently in cross-sectional design. The decision to use the paper and pencil method for the self-administered survey instrument was made to reach more participants. Employees working in the horticulture industry often work outside with little or no access to computers which prompted the researcher to employ the paper and pencil method for data collection. The validated instruments used to gather the quantifiable data on factors of servant leadership and job satisfaction were the SL-28 others (see Appendix A) and MSQ short form (see Appendix B).

Servant Leadership Survey (SLS)

Developed by Robert Liden, the Servant Leadership Survey was designed to define and validate dimensions that constitute servant leadership as a construct (Liden et al., 2008). The Servant Leadership Survey was created to develop a servant leadership measure that had relevance in the workplace (Liden et al., 2008). The SLS is a 28-item, seven-dimensional, others- and self-rater, survey that measures the individual leader for servant leadership characteristics in relation to the follower's ratings of their leaders' servant leadership. (Liden et al., 2008,). Respondents answered the questions using the following seven-point Likert scale: (a) Strongly Disagree, (b) Disagree, (c) Slightly Disagree, (d) Neutral, (e) Slightly Agree, (f) Agree, and (g) Strongly Agree (Liden et al., 2008). According to Liden et al. (2008), example questions included:

- I would seek help from my manager if I had a personal problem (emotional healing)?
- My manager can tell if something work related is going wrong (conceptual skills)?
- My manager emphasizes the importance of giving back to the community (creating value for the community)?
- My manager encourages me to handle important work decisions on my own (empowering)?
- My manager is interested in making sure that I achieve my career goals (helping subordinates grow)?
- My manager seems to care about my success more than his or her own?
- My manager is always honest (behaving ethically)?
- I am encouraged by my manager to volunteer in the community?

Development of the SL-28

The seven dimensions of servant leadership were developed in two phases (Liden et al., 2008). Liden et al. (2008) wrote in the first phase, a review of the literature on servant leadership guided the creation of servant leadership items. Using the widely accepted scale development methods (i.e., Rahim & Magner, 1995), the servant leadership items were pooled together, subjected to rigorous content validation, and pilot-tested with a diverse group of students. Liden et al. (2008) conducted an exploratory factor analysis (EFA) of the pilot study which resulted in the emergence of seven distinguishable dimensions of servant leadership. A 28-item scale of servant leadership

(SL-28) was generated using the four highest-loading items on each dimension of servant leadership (Liden et al., 2008).

According to Liden et al. (2008), two samples provide the data for the study. In the initial phase of the research, an 85-item version was evaluated by 298 undergraduate students from a Midwestern university (Liden et al., 2008). Liden et al. (2008) proclaimed the second phase consisted of data collected at a production and distribution company with 182 employees.

The data were used to validate the results from the initial study to assess the predictive validity of servant leadership dimensions (Liden et al., 2008). Liden et al. (2008) stated in the second phase, the SL-28 was validated using a confirmatory factor analysis (CFA) with an organizational sample. A Pearson correlation between the 28-item (SL-28) and downsized version (SL-7) revealed a validity level of .95 (Liden et al., 2015). Moreover, Liden et al. (2015) wrote the results across three independent studies with six samples revealed correlations between the SL-7 and SL-28 scales from .78 to .97, internal consistency reliabilities over .80 in all the samples, and significant criterion-related validities for the SL-7 that parallel the SL-28. While the SL-7 is reliable assessing servant leadership, the SL-28 is more sufficient to address the seven dimensions individually.

Minnesota Satisfaction Questionnaire (MSQ)

To measure job satisfaction within the horticulture companies, the researcher will use the MSQ (Abugre, 2014). Developed by Weiss et al. (1967), the MSQ has been extensively tested globally in both private and public organizational studies. The MSQ short form was used to measure job satisfaction for public sector employees due to its

ease of completion and general acceptance as a research instrument (Abugre, 2014).

Abugre (2014) posited that the MSQ was modified to include biographical data consisting of categorical items like gender, education, and job position.

Abugre (2014) stated the original version was the long form of the MSQ and consisted of 100 items, 5 items per facet. As an alternative, the short form was created from the long form for research purposes and consists of 20 items (1 item per facet), which are also divided into intrinsic and extrinsic job context items. Each item is measured by a Likert-type scale from 1 (very dissatisfied) to 5 (very satisfied) (Likert, 1932). General satisfaction of employees is determined by measuring all 20 items, and scores for each respondent's intrinsic, extrinsic, and general satisfaction are calculated by adding the scores for the related questions (Abugre, 2014).

Martins and Proença (2012) used the MSQ short version, developed by Weiss (1967), in a study with Portuguese hospital workers. The study showed the MSQ is a well-known instrument used over time with previous research yielding excellent coefficient alpha values (ranging from .85 to .91); with 20 items (Martins & Proença, 2012). As stated by Martins and Proença (2012), the MSQ short form reliability estimated through Cronbach's alpha presented good results: global scale $\alpha = 0.91$; extrinsic satisfaction $\alpha = 0.88$ and intrinsic satisfaction $\alpha = 0.86$.

Reliability and Validity

The researcher can ensure the measure is reliable by exploring specific concepts from previous studies (i.e., Liden et al. 2008). Reliability is the consistency of a measure of a concept and outlined by three prominent factors including: stability, internal reliability, inter-rater reliability (Bryman, 2016). Bryman (2016) noted stability is

sometimes referred to as test-retest reliability and demonstrates whether a measure will be stable over-time to ensure confidence in the results relating to that measure of a sample will not fluctuate. Internal reliability refers to the indicators that make up the scale are probably congruent (i.e., scores on any indicator tend to be related to their scores on the other indicators). Inter-rater reliability refers to one or more “rater” having a lack of consistency (Bryman, 2016).

Creswell (2014) wrote “to use an existing instrument, describe the established validity of scores obtained from past use of the instrument” (p. 160). Thus, revealing the finds of previous authors will establish validity in quantitative research. Validity in research is described as whether one can draw useful and meaningful extrapolations from the scores of their instruments (Creswell, 2014). As stated by Creswell (2014), there are three traditional forms of validity: content validity (do the items measure the content they are supposed to?), predictive or concurrent validity (do scores predict a criterion measure?), and construct validity (do items measure hypothetical concepts of constructs?).

Studies Using the SL-28 and MSQ

According to Bambale et al. (2012), the SL-28 was successfully used to test the seven factors of servant leadership with organizational citizenship behaviors (OCBs) in a North-western public utilities company. The seven factors of servant leadership were the study’s independent variable while the OCBs were the study’s dependent variable (Bambale et al., 2012). Winston and Fields (2015) stated the SL-28 was used on students and faculty at a private university in the mid-Atlantic. Using the SL-28, the respondents were asked to describe a leader they worked with in the past five years and included

specific job role of the respondent and leader (Winston & Fields, 2015). Abugre (2014) conducted a study on African public sector organizations using the MSQ, which highlighted the roles of employees and organizational weak spots of human resource management (HRM) practices. The results from the study determined 83% of the participants were dissatisfied with their jobs (Abugre, 2014).

Data Collection

The quantitative research study proposal sought to explore the relationship between servant leadership characteristics and job satisfaction among employees in East central Illinois horticulture companies using the SL-28 and MSQ to collect data. IRB approval was acquired from Indiana Wesleyan University, the researcher's academic institution (See Appendix). IRB review is designed to protect subjects, researchers, and institutions. To protect the participants' privacy, the researcher provided the participating organizations blank surveys and a locked box to return the surveys after completion. The researcher collected the box containing the surveys to ensure each participant's privacy was upheld.

Analysis of Data

The employees completed two surveys: (a) the Servant Leadership Survey (others-rater) which enables them to rate their leadership's demonstration of servant leadership, and (b) Minnesota Satisfaction Questionnaire (short form) to demonstrate their level of current job satisfaction. Using SPSS to evaluate the questionnaires, the researcher will utilize the Pearson correlation coefficient to test the dependent variable (MSQ) and each independent variable (SL-28) to determine the statistical significance of each correlation to seek an answer to each research question.

Summary

A quantitative study was designed to discover if there was a relationship between factors of servant leadership and job satisfaction among employees in Midwestern horticulture companies. To better understand the extent to which a relationship exists, if any, between servant leadership factors and job satisfaction, this study will analyze data collected from the SL-28 and MSQ. The objective of this research was to collect and analyze the data from employees of horticulture companies located in the Midwestern region. Reliable and valuable instruments were used to conduct this research project. Chapter 4 will discuss the statistical findings gathered from the SL-28 and MSQ.

CHAPTER 4: RESULTS

A quantitative study was conducted to explore the relationship between servant leadership factors (as exhibited by the leader), and job satisfaction (as reported by the employee). The amount of servant leadership characteristics exhibited by leaders was explored, and whether employees were satisfied with employment in the horticulture industry in the Midwestern region. Current research studies suggested an empirical link between the constructs of servant leadership and job satisfaction (Al-Asadi et al., 2019; Farrington & Lilah, 2019).

Chapter 4 reviews the results of employees from horticulture companies participating in the study. Data collection included results from SL-28 derived from Liden et al. (2008) and the MSQ, developed by Weiss et al. (1967). Response rates, descriptive statistics to analyze the demographic variables, and the analyses related to the research questions and hypotheses. Employee responses to SL-28 and MSQ were scaled from 1 (Strongly Disagree) to 7 (Strongly Agree). The chapter concludes with a summary of the research findings. The sample population consisted of 140 employees with a direct supervisor. A larger sample size would have yielded better results; however, due to a shortage in staff, many companies lacked qualified employees to participate in the study.

Demographic Description of the Sample

The sample framework consisted of seven horticulture companies located in the Midwestern region. As the researcher's organization was one of the horticulture companies participating in the study, a potential bias to respond positively may have

skewed the results. The researcher's staff submitted their surveys to locked box to remain anonymous. At no time did the researcher have access to the locked box while the company's employees filled out and submitted the survey. Employees submitted written surveys to a locked box collected by the researcher. The pool of horticulture employees consisted of 140 participants.

Data Collection Process

Approval for employee participation in the study was obtained from the head supervisor, CEO, or owner of each horticulture company. A professional letter was submitted to each company's highest executive for approval. Leadership from each company agreed to the terms and conditions for employee participation in the study. Indiana Wesleyan University's Internal Review Board (IRB) approved the study prior to releasing the surveys to the participating horticulture companies. Each of the participating company's leaders was issued a written letter explaining the study.

The letter provided specific information about the proposed study, the anticipated length of time needed to complete the survey, required information for informed consent, and information about printing the certificate of completion (see Appendix C). The researcher began visiting the horticulture companies in the Spring of 2022. Data collection concluded in Summer 2022.

Demographic Descriptive Statistics

Both a visual and descriptive investigation of the data were collected. Leedy and Ormrod (2016) defined descriptive statistics as summarizing the nature of a certain set of numerical data (i.e., means, standard deviations, and correlation coefficients). Employees completed demographic questions located at the end of the provided survey (see

Appendix D). Demographic data was collected included: a) gender, b) level of education, c) age, d) ethnicity, e) job title, and f) number of years reporting to supervisor. As presented in Tables 1 through 6, the responses were provided by horticulture employees. The term *horticulture employee* refers to participants employed at one of the seven participating companies.

Demographic Variables

Table 1

Gender by Horticulture Employee

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	45	51.7	51.7	51.7
	Female	30	34.5	34.5	86.2
	Prefer not to say	12	13.8	13.8	100.0
	Total	87	100.0	100.0	

Table 2

Education by Horticulture Employee

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Jr. High School Diploma	3	3.4	3.4	3.4
	High School Diploma or GED	26	29.9	29.9	33.3
	Some College	34	39.1	39.1	72.4
	College Degree	24	27.6	27.6	100.0
	Total	87	100.0	100.0	

Table 3*Age (years) by Horticulture Employee*

	Frequency	Percent	Valid Percent	Cumulative Percent
18.00	1	1.1	1.1	1.1
19.00	2	2.3	2.3	3.4
21.00	3	3.4	3.4	6.9
22.00	2	2.3	2.3	9.2
24.00	3	3.4	3.4	12.6
25.00	5	5.7	5.7	18.4
26.00	3	3.4	3.4	21.8
27.00	1	1.1	1.1	23.0
28.00	3	3.4	3.4	26.4
29.00	1	1.1	1.1	27.6
30.00	17	19.5	19.5	47.1
31.00	8	9.2	9.2	56.3
32.00	5	5.7	5.7	62.1
33.00	5	5.7	5.7	67.8
34.00	6	6.9	6.9	74.7
35.00	1	1.1	1.1	75.9
36.00	3	3.4	3.4	79.3
37.00	2	2.3	2.3	81.6
38.00	1	1.1	1.1	82.8
39.00	2	2.3	2.3	85.1
40.00	1	1.1	1.1	86.2
41.00	1	1.1	1.1	87.4
42.00	2	2.3	2.3	89.7
45.00	3	3.4	3.4	93.1
46.00	1	1.1	1.1	94.3
50.00	2	2.3	2.3	96.6
54.00	1	1.1	1.1	97.7
55.00	1	1.1	1.1	98.9
62.00	1	1.1	1.1	100.0
Total	87	100.0	100.0	

Table 4*Ethnicity by Horticulture Employee*

	Frequency	Percent	Valid Percent	Cumulative Percent
White	52	59.8	59.8	59.8
Hispanic or Latino	18	20.7	20.7	80.5
Black or African American	12	13.8	13.8	94.3
Native American or American Indian	1	1.1	1.1	95.4
Other	1	1.1	1.1	96.6
Asian/Pacific Islander	3	3.4	3.4	100.0
Total	87	100.0	100.0	

Table 5*Job Title by Horticulture Employee*

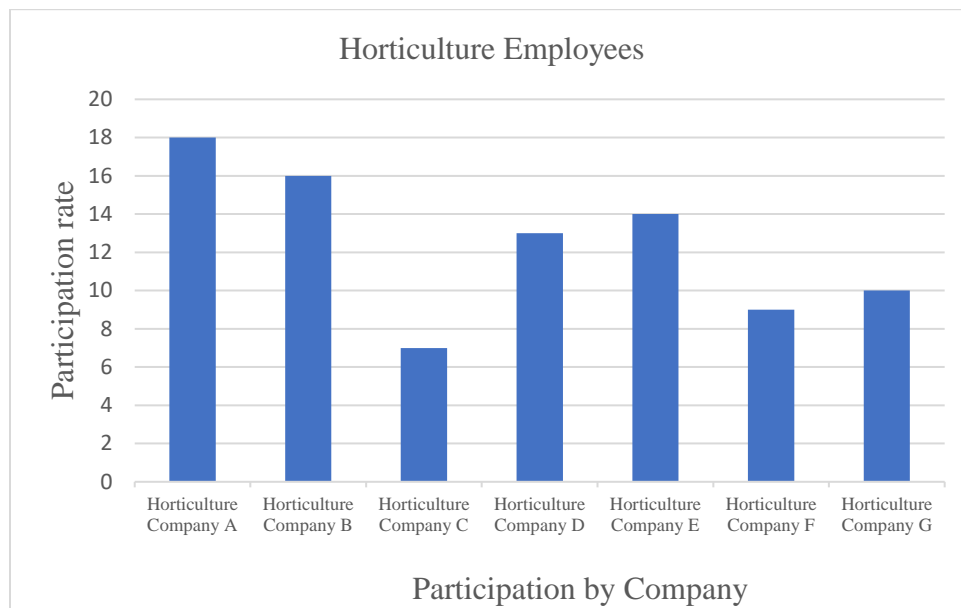
	Frequency	Percent	Valid Percent	Cumulative Percent
Landscape designer/ Sales associate	14	16.1	16.1	16.1
Landscape architect/Sales associate	7	8.0	8.0	24.1
Interior/exterior retail employee	26	29.9	29.9	54.0
Construction/maintenance employee	30	34.5	34.5	88.5
Horticulture nursery employee	10	11.5	11.5	100.0
Total	87	100.0	100.0	

Table 6*Number of Years Reporting to Supervisor*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	6 months to 1 year	15	17.2	17.2
	1 to 3 years	28	32.2	49.4
	3 to 5 years	27	31.0	80.5
	5 years or above	17	19.5	100.0
	Total	87	100.0	100.0

Participation by Horticulture Companies

The overall response rate from the seven horticulture companies was 62%, which totaled 87 participants of 140 horticulture employees (see Figure 1). Horticulture company A provided 18 of 87 (15.66%) employees, Horticulture company B provided 16 of 87 (13.92%) employees. Horticulture company C provided 7 of 87 participants (6.09%) employees, Horticulture company D provided 13 of 87 (11.31%) employees, Horticulture company E provided 14 of 87 (12.18%) employees, Horticulture company F provided 9 of 87 (7.83%) employees, and Horticulture company G provided 10 of 87 (8.7%) employees.

Figure 1*Place of Employment*

Note. The figure demonstrates the employee participation rate for each of the seven Horticulture companies.

All participating companies had moderate to high response rates. Horticulture company A had a response rate of 18 of 33 (54%) employees, Horticulture company B had a response rate of 16 of 27 (59 %) employees, Horticulture company C had a response rate of 7 of 8 (86%) employees, Horticulture company D had a response rate of 13 of 23 (57%) employees, Horticulture company E had a response rate of 14 of 17 (82%) employees, Horticulture company F had a response rate of 9 of 15 (60%) employees, and Horticulture company G had a response rate of 10 of 17 (59%) employees.

Test of Assumptions

Pearson correlations and single linear regression tests were used. According to Cronk (2012), the Pearson correlation coefficient (r) determines the strength of linear

relationships between two variables. Both variables are measured as intervals, ratio scales, and dichotomous nominal variables (Cronk, 2012). Cronk (2012) stated Pearson correlations (r) are computed using z-scores and both variables should be linear or normally distributed. To test for normality, the researcher used a scatterplot to determine if the variables were linear for each of the seven research questions.

Table 7

Tests of Normality for Emotional Healing

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Emotional Healing	.188	87	<.001	.852	87	<.001

Note. ^a Lilliefors Significance Correction.

Figure 2

Normal Q-Q Plot of Emotional Healing



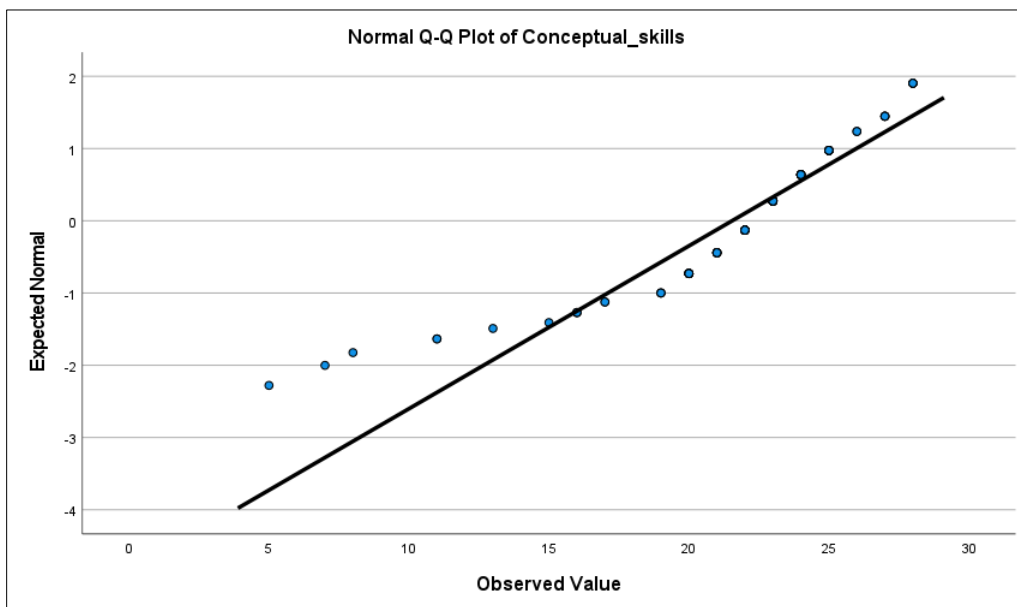
Note. The figure demonstrates the data are normally distributed for the variable, Emotional Healing.

Table 8*Normality Test for Conceptual Skills*

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Conceptual Skills	.192	87	<.001	.861	87	<.001

Note. ^a Lilliefors Significance Correction.

Figure 3*Normal Q-Q Plot for Conceptual Skills*

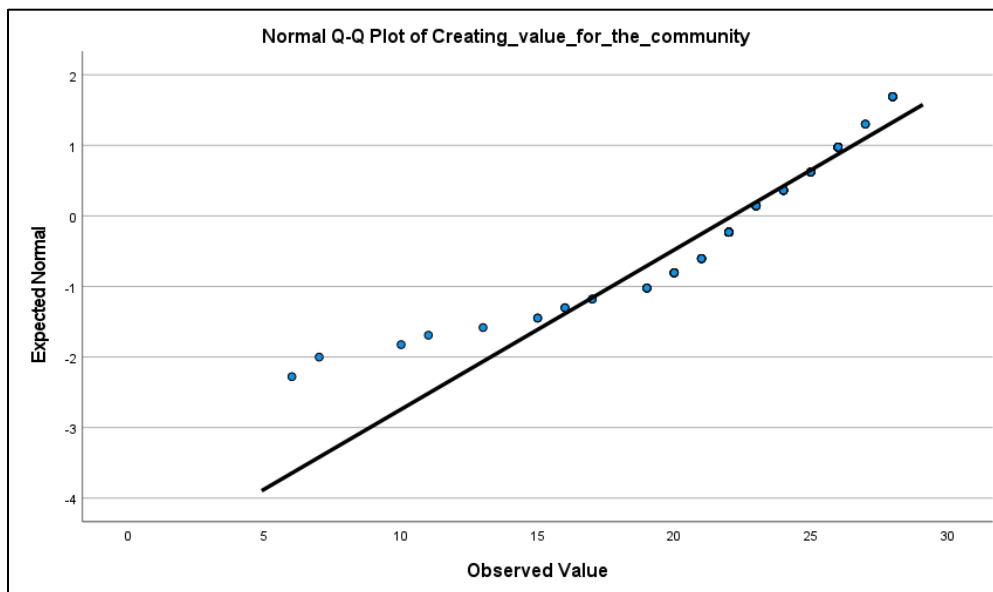
Note. The figure demonstrates the data are normally distributed for the variable.

Table 9*Normality Test for Creating Value for the Community*

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	ig.
Creating Value for the Community	.190	87	<.001	.877	87	<.001

Note. ^a Lilliefors Significance Correction.

Figure 4*Normal Q-Q Plot for Creating Value for the Community*

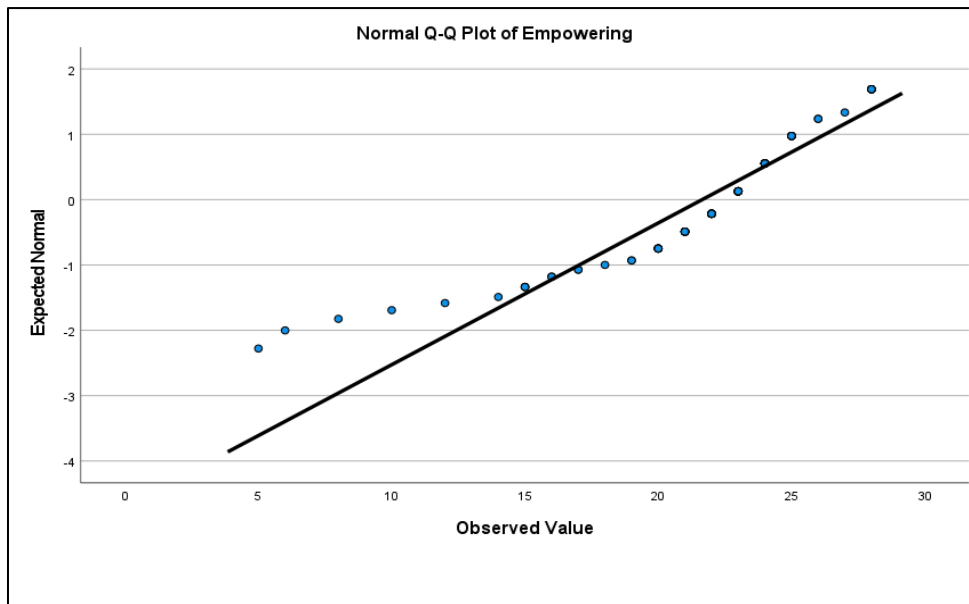
Note. The figure demonstrates the data are normally distributed for the variable, Creating Value for the Community.

Table 10*Normality Test for Empowering*

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Empowering	.180	87	<.001	.860	87	<.001

Note: ^a Lilliefors Significance Correction.

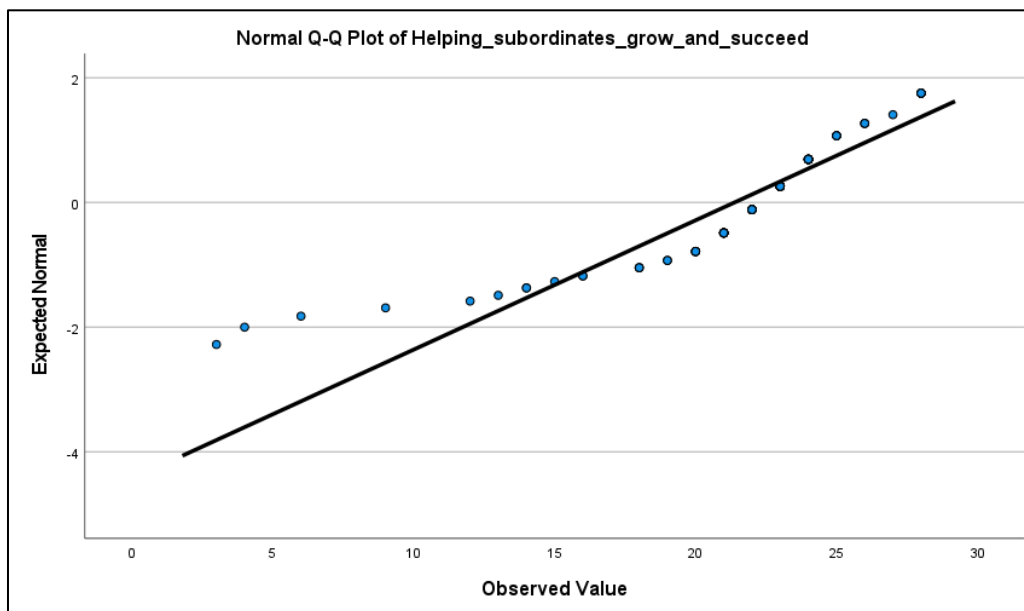
Figure 5*Normal Q-Q Plot for Empowering*

Note. The figure demonstrates the data are normally distributed for the variable, Empowering.

Table 11*Normality Test for Helping Subordinates Grow and Succeed*

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Helping Subordinates Grow and Succeed	.227	87	<.001	.824	87	<.001

Note. ^a Lilliefors Significance Correction.

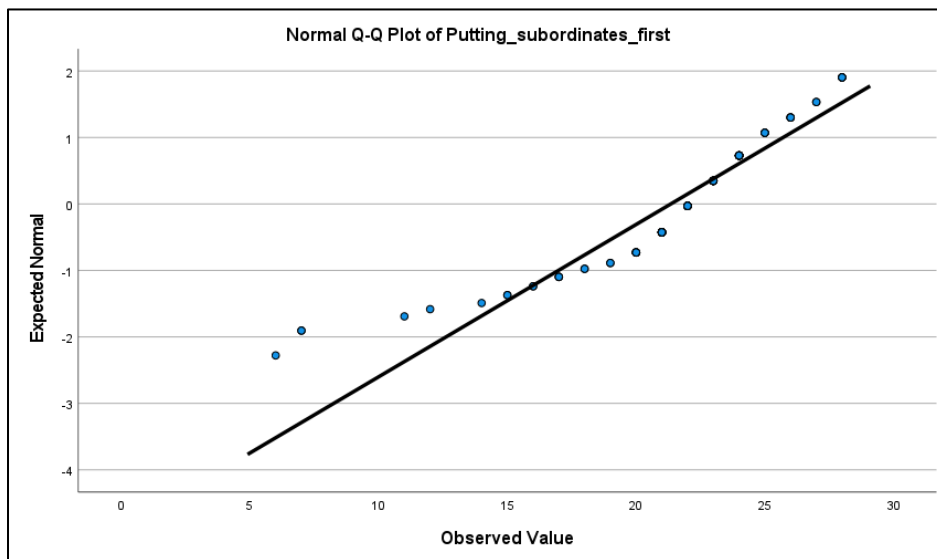
Figure 6*Normal Q-Q Plot Helping Subordinates Grow and Succeed*

Note. The figure demonstrates the data are normally distributed for the variable, Helping Subordinates Grow and Succeed.

Table 12*Normality Test for Putting Subordinates First*

Tests of Normality	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Putting Subordinates First	.204	87	<.001	.868	87	<.001

Note. ^a Lilliefors Significance Correction.

Figure 7*Normal Q-Q Plot for Putting Subordinates First*

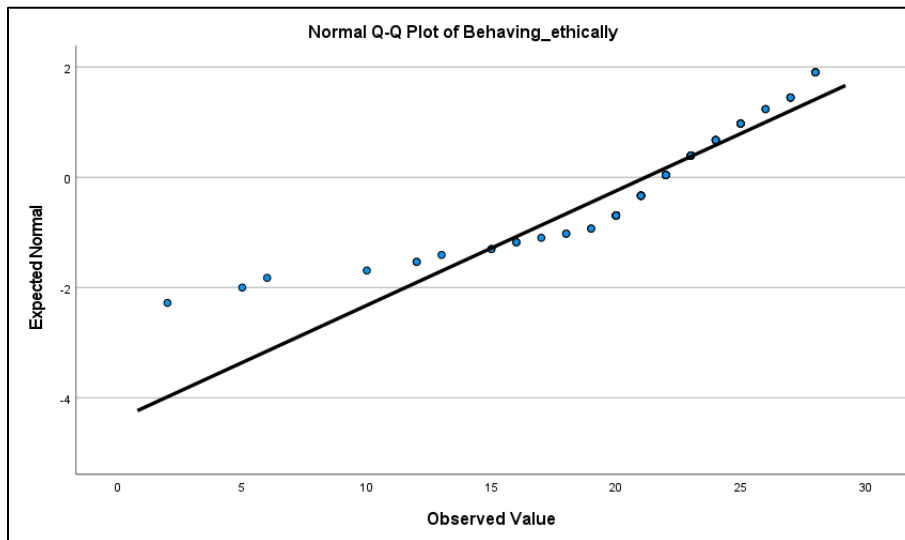
Note. The figure demonstrates the data are normally distributed for the variable, Putting Subordinates First.

Table 13*Normality Test for Behaving Ethically*

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Putting Subordinates First	.204	87	<.001	.868	87	<.001

Note. ^a Lilliefors Significance Correction.

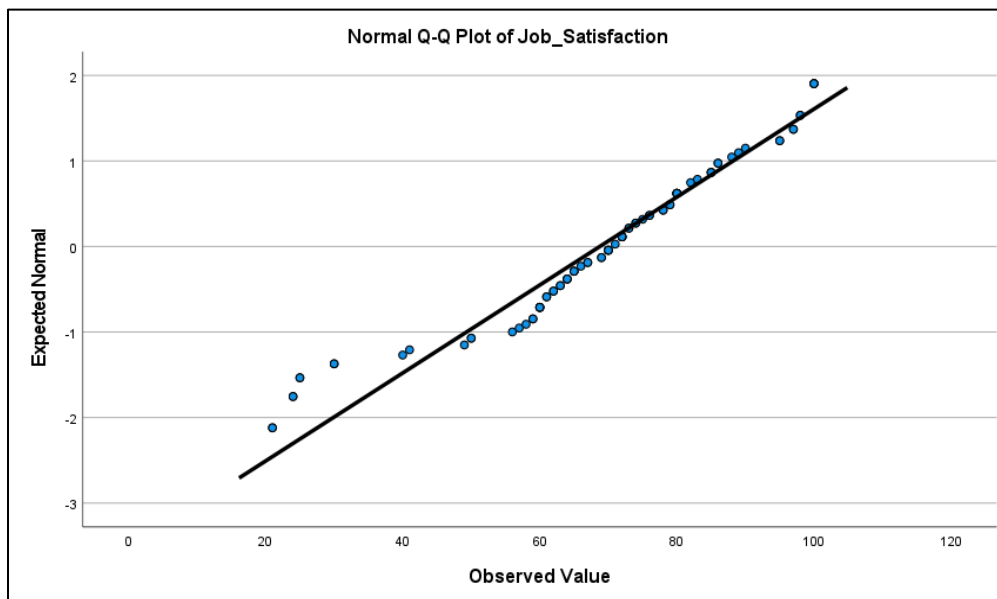
Figure 8*Normal Q-Q Plot for Behaving Ethically*

Note. The figure demonstrates the data are normally distributed for the variable, Behaving Ethically.

Table 14*Normality Test for Job Satisfaction*

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Job Satisfaction	.124	87	.002	.937	87	<.001

Note. ^a Lilliefors Significance Correction.

Figure 9*Normal Q-Q Plot for Job Satisfaction*

Note. The figure demonstrates the data are normally distributed for the variable, Job Satisfaction.

Research Questions and Analysis of Hypotheses Results

The SL-28 was scored using Liden et al.'s (2008) score guide. After adding items on the survey for each factor of servant leadership, the researcher used the interpretation scale to determine the significance of each domain. Interpretation scales indicated: (a) 0-7

not inclined to exhibit behavior at all (b) 8-13 exhibited below average or expected level (c) 14-22 exhibited behavior as average or expected (d) 23-28 exhibited strong behavior. The researcher encoded the raw data gathered from the SL- 28, which ranged from 0 to 28, into SPSS. The MSQ was totaled using Weiss et al.'s (1967) Manual, which ranged from 0 to 100, into SPSS.

Research Question 1

What relationship exists between the servant leadership factor, emotional healing, as displayed by leaders, and the employee's perceived job satisfaction?

H₀₁. There is no relationship between the servant leadership factor, emotional healing, as displayed by leaders, and the employee's perceived job satisfaction.

H_{A1}. There is a relationship between the servant leadership factor, emotional healing, as displayed by leaders, and the employee's perceived job satisfaction.

Table 15

Correlation for Emotional Healing and Job Satisfaction

		Emotional Healing	Job Satisfaction
Emotional Healing	Pearson Correlation	1	.707**
	Sig. (2-tailed)		<.001
	<i>n</i>	87	87
Job Satisfaction	Pearson Correlation	.707**	1
	Sig. (2-tailed)	<.001	
	<i>n</i>	87	87

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

According to the results displayed on Table 15, emotional healing was significantly correlated with job satisfaction. A Pearson correlation coefficient (*r*) calculated the relationship between emotional healing and job satisfaction. A strong

positive relationship correlation was found ($r(85) = .707, p < .001$), thus rejecting the null hypothesis (H_0). The alternative hypothesis (H_A) stands showing the factor of servant leadership, emotional healing, as a positive relationship on an employee's perceived job satisfaction.

Table 16

Single Linear Regression for Emotional Healing and Job Satisfaction

Model Summary									
Model	<i>R</i>	<i>R</i> ²	Adjusted <i>R</i> ²	<i>SE</i>	Change Statistics				
					<i>R</i> ² Change	<i>F</i> Change	<i>df</i> 1	<i>df</i> 2	Sig. <i>F</i> Change
1	.707 ^a	.499	.493	13.838	.499	84.757	1	85	<.001

Note. ^a Predictors: (Constant), Emotional healing.

Results from Table 16 indicated servant leadership and emotional healing strongly predicted employee job satisfaction. A single linear regression calculated employee level of job satisfaction based on the emotional healing of their leaders. A significant regression equation was found ($F(1,85) = 84.757, p < .001$), with a *R* Square value of .499, thus, rejecting the null hypothesis (H_0). The alternative hypothesis (H_A) stands showing the factor of servant leadership, emotional healing, as a positive relationship on an employee's perceived job satisfaction.

Research Question 2

What relationship exists between the servant leadership factor, conceptual skills, as displayed by leaders, and the employee's perceived job satisfaction?

H₀₂. There is no relationship between the servant leadership factor, conceptual skills, as displayed by leaders, and the employee's perceived job satisfaction.

H_{A2}. There is a relationship between the servant leadership factor, conceptual skills, as displayed by leaders, and the employee's perceived job satisfaction.

Table 17

Correlation for Conceptual Skills and Job Satisfaction

		Job Satisfaction	Conceptual Skills
Job Satisfaction	Pearson Correlation	1	.685**
	Sig. (2-tailed)		<.001
	<i>n</i>	87	87
Conceptual Skills	Pearson Correlation	.685**	1
	Sig. (2-tailed)	<.001	
	<i>n</i>	87	87

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

According to the results displayed on Table 17, conceptual skills was significantly correlated with job satisfaction. A Pearson correlation coefficient (r) was calculated for the relationship between conceptual skills and job satisfaction. A strong positive relationship correlation was found ($r(85) = .685, p < .001$), thus rejecting the null hypothesis (H_0). The alternative hypothesis (H_A) stands showing the factor of servant leadership, conceptual skills, as a positive relationship on an employee's perceived job satisfaction.

Table 18

Single Linear Regression for Conceptual Skills and Job Satisfaction

Model Summary

Model	<i>R</i>	<i>R</i> ²	Adjusted <i>R</i> ²	<i>SE</i>	Change Statistics				
					<i>R</i> ² Change	<i>F</i> Change	<i>df</i> 1	<i>df</i> 2	Sig. <i>F</i> Change
1	.685 ^a	.469	.462	14.256	.469	74.939	1	85	<.001

Note. ^a Predictors: (Constant), Conceptual skills.

The results from Table 18 revealed the factor of servant leadership, conceptual skills, strongly predicted employees job satisfaction. A single linear regression was calculated to predict participants' level of job satisfaction based on the conceptual skills by their leaders. A significant regression equation was found ($F(1,85) = 74.939$, $p < .001$), with a R Square value of .469, thus rejecting the null hypothesis (H_0). The alternative hypothesis (H_A) stands showing the factor of servant leadership, conceptual skills, as a positive relationship on an employee's perceived job satisfaction.

Research Question 3

What relationship exists between the servant leadership factor, creating value of the community, as displayed by leaders, and the employee's perceived job satisfaction?

H_{03} . There is no relationship between the servant leadership factor, creating value for the community, as displayed by leaders, and the employee's perceived job satisfaction.

H_{A3} . There is a relationship between the servant leadership factor, creating value for the community, as displayed by leaders, and the employee's perceived job satisfaction.

Table 19*Correlation for Creating Value for the Community and Job Satisfaction*

		Job Satisfaction	Creating Value for the Community
Job Satisfaction	Pearson	1	.685**
	Correlation		
	Sig. (2-tailed)		<.001
	n	87	87
Creating Value for the Community	Pearson	.685**	1
	Correlation		
	Sig. (2-tailed)	<.001	
	n	87	87

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

According to the results displayed on Table 19, creating value for the community was significantly correlated with job satisfaction. A Pearson correlation coefficient (r) was calculated for the relationship between creating value for the community and job satisfaction. A strong positive relationship correlation was found ($r(85) = .685$, $p < .001$), thus rejecting the null hypothesis (H_0). The alternative hypothesis (H_A) stands showing the factor of servant leadership, creating value for the community, as a positive relationship on an employee's perceived job satisfaction.

Table 20*Single Linear Regression for Creating Value for the Community and Job Satisfaction**Model Summary*

Model	R	R^2	Adjusted R^2	SE	Change Statistics				
					R^2 Change	F Change	$df1$	$df2$	Sig. F Change
1	.685 ^a	.469	.463	14.249	.469	75.102	1	85	<.001

Note. ^a Predictors: (Constant), Creating value for the community.

The results from Table 20 revealed the factor of servant leadership, creating value for the community was strongly predicted employees job satisfaction. A single linear regression was calculated to predict participants' level of job satisfaction based on creating value for the community by their leaders. A significant regression equation was found ($F(1,85) = 75.102$, $p < .001$), with a R Square value of .469, thus rejecting the null hypothesis (H_0). The alternative hypothesis (H_A) stands showing the factor of servant leadership, creating value for the community, as a positive relationship on an employee's perceived job satisfaction.

Research Question 4

What relationship exists between the servant leadership factor, empowering, as displayed by leaders, and the employee's perceived job satisfaction?

H₀₄. There is no relationship between the servant leadership factor, empowering, as displayed by leaders, and the employee's perceived job satisfaction.

H_{A4}. There is a relationship between the servant leadership factor, empowering, as displayed by leaders, and the employee's perceived job satisfaction.

Table 21

Correlation for Empowering and Job Satisfaction

		Job Satisfaction	Empowering
Job Satisfaction	Pearson Correlation	1	.667**
	Sig. (2-tailed)		<.001
	n	87	87
Empowering	Pearson Correlation	.667**	1
	Sig. (2-tailed)	<.001	
	n	87	87

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

According to the results displayed on Table 21, empowering was significantly correlated with job satisfaction. A Pearson correlation coefficient (r) was calculated for the relationship between empowering and job satisfaction. A strong positive relationship correlation was found ($r(85) = .667, p < .001$), thus rejecting the null hypothesis (H_0). The alternative hypothesis (H_A) stands showing the factor of servant leadership, empowering, as a positive relationship on an employee's perceived job satisfaction.

Table 22

Model Summary

Model	M	R	R^2	Adjusted R^2	SE	Change Statistics				Sig. F Change
						R^2 Change	F Change	$f1$	$f2$	
1		.667 ^a	.445	.438	14.569	.445	68.152		5	<.001

Note. ^a Predictors: (Constant), Empowering.

The results from Table 22 revealed the factor of servant leadership, empowering, strongly predicted employees job satisfaction. A single linear regression was calculated to predict participants' level of job satisfaction based on the servant leadership factor, empowering. A significant regression equation was found ($F(1,85) = 62.152, p < .001$), with a R Square value of .445, thus rejecting the null hypothesis (H_0). The alternative hypothesis (H_A) stands showing the factor of servant leadership, empowering, as a positive relationship on an employee's perceived job satisfaction.

Research Question 5

What relationship exists between the servant leadership factor, helping subordinates grow and succeed, as displayed by leaders, and the employee's perceived job satisfaction?

H₀₅. There is no relationship between the servant leadership factor, helping subordinates grow and succeed, as displayed by leaders, and the employee's perceived job satisfaction.

H_{A5}. There is a relationship between the servant leadership factor, helping subordinates grow and succeed, as displayed by leaders, and the employee's perceived job satisfaction.

Table 23

Correlation for Helping Subordinates Grow and Succeed

		Job Satisfaction	Helping Subordinates Grow and Succeed
Job Satisfaction	Pearson Correlation	1	.737**
	Sig. (2-tailed)		<.001
	<i>n</i>	87	87
Helping Subordinates Grow & Succeed	Pearson Correlation	.737**	1
	Sig. (2-tailed)	<.001	
	<i>n</i>	87	87

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

The results displayed on Table 23, helping subordinates grow and success were correlated with job satisfaction. A Pearson correlation coefficient (r) was calculated for the relationship between helping subordinates grow and succeed and job satisfaction. A strong positive relationship correlation was found ($r(85) = .737$ $p < .001$), thus rejecting

the null hypothesis (H_0). The alternative hypothesis (H_A) stands showing the factor of servant leadership, helping subordinates grow and succeed, as a positive relationship on an employee's perceived job satisfaction.

Table 24

Single Linear Regression for Helping Subordinates Grow and Succeed and Job Satisfaction

Model Summary

Model	R	R ²	Adjusted R ²	SE	Change Statistics				
					R ² Change	F Change	df1	df2	Sig. F Change
1	.737 ^a	.542	.537	13.228	.542	100.776	1	85	<.001

Note. ^a Predictors: (Constant), Helping subordinates grow and succeed.

The results from Table 24 revealed the factor of servant leadership, helping subordinates grow and succeed, strongly predicted employees job satisfaction. A single linear regression was calculated to predict participants' level of job satisfaction based on helping subordinates grow and succeed. A significant regression equation was found ($F(1,85) = 100.776$, $p < .001$), with a R Square value of .542, thus rejecting the null hypothesis (H_0). The alternative hypothesis (H_A) stands showing the factor of servant leadership, helping subordinates grow and succeed, as a positive relationship on an employee's perceived job satisfaction.

Research Question 6

What relationship exists between the servant leadership factor, putting subordinates first, as displayed by leaders, and the employee's perceived job satisfaction?

H_{06} . There is no relationship between the servant leadership factor, putting subordinates first, as displayed by leaders, and the employee's perceived job satisfaction.

H_{A6}. There is a relationship between the servant leadership factor, putting subordinates first, as displayed by leaders, and the employee's perceived job satisfaction.

Table 25

Correlation for Putting Subordinates First and Job Satisfaction

		Job Satisfaction	Putting Subordinates First
Job Satisfaction	Pearson Correlation	1	.721**
	Sig. (2-tailed)		<.001
	<i>n</i>	87	87
Putting Subordinates First	Pearson Correlation	.721**	1
	Sig. (2-tailed)	<.001	
	<i>n</i>	87	87

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

The results displayed on Table 25 revealed the factor of servant leadership, putting subordinates first, was significantly correlated with job satisfaction. A Pearson correlation coefficient (r) was calculated for the relationship between putting subordinates first and job satisfaction. A strong positive relationship correlation was found ($r(85) = .721, p < .001$), thus rejecting the null hypothesis (H_0). The alternative hypothesis (H_A) stands showing the factor of servant leadership, putting subordinates first, as a positive relationship on an employee's perceived job satisfaction.

Table 26

Single Linear Regression for Putting Subordinates First and Job Satisfaction

Model	<i>R</i>	<i>R</i> ²	Adjusted <i>R</i> ²	<i>SE</i>	Change Statistics				
					<i>R</i> ² Change	<i>F</i> Change	<i>df</i> 1	<i>df</i> 2	Sig. <i>F</i> Change
1	.721 ^a	.519	.514	13.559	.519	91.809	1	85	<.001

Note. ^a Predictors: (Constant), Putting subordinates first.

The results from Table 24 revealed the factor of servant leadership, putting subordinates first, strongly predicted employees' job satisfaction. A single linear regression was calculated to predict participants' level of job satisfaction based on putting subordinates first by their leaders. A significant regression equation was found ($F(1,85) = 91.809, p < .001$), with a R Square value of .519, thus rejecting the null hypothesis (H_0). The alternative hypothesis (H_A) stands showing the factor of servant leadership, putting subordinates first, as a positive relationship on an employee's perceived job satisfaction.

Research Question 7

What relationship exists between the servant leadership factor, behaving ethically, as displayed by leaders, and the employee's perceived job satisfaction.

H₀₇. There is no relationship between the servant leadership factor, behaving ethically, as displayed by leaders, and the employee's perceived job satisfaction.

H_{A7}. There is a relationship between the servant leadership factor, behaving ethically, as displayed by leaders, and the employee's perceived job satisfaction.

Table 27

Correlation for Behaving Ethically and Job Satisfaction

		Job Satisfaction	Behaving Ethically
Job Satisfaction	Pearson Correlation	1	.656**
	Sig. (2-tailed)		<.001
	<i>n</i>	87	87
Behaving Ethically	Pearson Correlation	.656**	1
	Sig. (2-tailed)	<.001	
	<i>n</i>	87	87

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

The results displayed on Table 27 revealed behaving ethically was significantly correlated with job satisfaction. A Pearson correlation coefficient (r) was calculated for

the relationship between behaving ethically and job satisfaction. A strong positive relationship correlation was found ($r(85) = .656, p < .001$), thus rejecting the null hypothesis (H_0). The alternative hypothesis (H_A) stands showing the factor of servant leadership, behaving ethically, as a positive relationship on an employee's perceived job satisfaction.

Table 28

Single Linear Regression for Behaving Ethically and Job Satisfaction

Model	<i>R</i>	<i>R</i> ²	Adjusted <i>R</i> ²	<i>SE</i>	<i>R</i> ² Change	Change Statistics		
						<i>F</i> Change	<i>df</i> 1	<i>df</i> 2 Change
1	.656 ^a	.431	.424	14.757	.431	64.263	1	85

Note. ^a Predictors: (Constant), Behaving ethically

The results from Table 28 revealed the factor of servant leadership, behaving ethically, strongly predicted employees job satisfaction. A single linear regression was calculated to predict participants' level of job satisfaction based on behaving ethically. A significant regression equation was found ($F(1,85) = 64.263, p < .001$), with a R Square value of .431, thus rejecting the null hypothesis (H_0). The alternative hypothesis (H_A) stands showing the factor of servant leadership, behaving ethically, as a positive relationship on an employee's perceived job satisfaction.

Multiple Regression

A multiple regression using the following the independent variables (a) emotional healing (b) conceptual skills, (c) creating value for the community (d) empowering (e) helping subordinates grow and succeed, (f) putting subordinates first (g) behaving ethically and dependent variable job satisfaction. The model summary, displayed in Table 21, indicated that 55% of the Adjusted R Square variance of job satisfaction score could

explained by the variable, behaving ethically, with the model displaying a p-value of .001 or $p < .001$, which was statistically significant.

Table 29

Multiple Regression

Model Summary					Change Statistics				
Model	<i>R</i>	<i>R</i> ²	Adjusted <i>R</i> ²	<i>SE</i>	<i>R</i> ² Change	<i>F</i> Change	<i>df</i> 1	<i>df</i> 2	Sig <i>F</i> Change
1	.766 ^a	0.587	0.55	13.037	0.587	16.035	7	79	<.001

Note: ^a Predictors: (Constant), Behaving ethically, Emotional healing, Creating value for the community, Empowering, Putting subordinates first, Conceptual skills, Helping subordinates grow and succeed.

A multiple regression was calculated to predict the participants' job satisfaction based on the seven factors of servant leadership. A significant regression was found ($F(7,79) = 16.035$, $p < .001$) with an R Square value of .587. Behaving ethically was a significant predictor of job satisfaction.

Hierarchical Regression

Table 30

Hierarchical Regression for the 7 Factors of Servant Leadership and Job

Satisfaction

<i>Model Summary</i>									
Model	<i>R</i>	<i>R</i> ²	Adjusted <i>R</i> ²	<i>SE</i>	<i>R</i> ² Change	Change Statistics			
						<i>F</i> Change	<i>df1</i>	<i>df2</i>	Sig. <i>F</i> Change
1	.707 ^a	0.499	0.493	13.838	0.499	84.757	1	85	<.001
2	.721 ^b	0.52	0.508	13.631	0.021	3.605	1	84	0.061
3	.727 ^c	0.529	0.512	13.582	0.009	1.597	1	83	0.21
4	.727 ^d	0.529	0.506	13.661	0	0.05	1	82	0.824
5	.759 ^e	0.577	0.551	13.034	0.047	9.079	1	81	0.003
6	.760 ^f	0.578	0.546	13.095	0.001	0.244	1	80	0.623
7	.766 ^g	0.587	0.55	13.037	0.009	1.711	1	79	0.195

Note. a Predictors: (Constant), Emotional healing

b Predictors: (Constant), Emotional healing, Creating value for the community

c Predictors: (Constant), Emotional healing, Creating value for the community, Conceptual skills

d Predictors: (Constant), Emotional healing, Creating value for the community, Conceptual skills, Empowering

e Predictors: (Constant), Emotional healing, Creating value for the community, Conceptual skills, Empowering, Helping subordinates grow and succeed

f Predictors: (Constant), Emotional healing, Creating value for the community, Conceptual skills, Empowering, Helping subordinates grow and succeed, Putting subordinates first

g Predictors: (Constant), Emotional healing, Creating value for the community, Conceptual skills, Empowering, Helping subordinates grow and succeed, Putting subordinates first, Behaving ethically

A hierarchical regression was calculated using the seven factors of servant leadership as the independent variables and job satisfaction as the dependent variable. Emotional healing was the strongest predictor of job satisfaction, followed by creating value for the community. The results from the Pearson correlation and Single linear regression resound like that of the hierarchical regression.

Summary

Chapter 4 both reported and explained the findings of the research and discussed the quantitative results of the data process. The data analyses conducted attempted to determine if there was a relationship between job satisfaction as indicated in the MSQ scorer and the seven factors of servant leadership and job satisfaction: (a) emotional healing, (b) conceptual skills (c) creating value for the community (d) empowering (e) helping subordinates grow and succeed (f) putting subordinates first (g) behaving ethically. According to the statistical analysis (i.e., Pearson correlation, simple linear regression), all seven null hypotheses can be rejected, and all seven alternative hypotheses can be accepted.

CHAPTER 5: DISCUSSION

The purpose of this study was to explore the relationship between leaders in the horticulture industry who exhibit factors of servant leadership and their employees' perceived level of job satisfaction. According to Do-Gyun & II (2015), the turnover for landscape architecture was 54.5%, which is 1.6 times higher than other professions. Personal relationships, job suitability, and workload were among the most significant factors (Do-Gyun & II, 2015).

The review of the literature revealed there is a strong connection between turnover and job satisfaction (Erdurmazh, 2019; Shaw & Newton, 2014), which links to the possibility of factors of servant leadership being connect to employee retention among the horticulture companies. Chapter 5 provides a review of the sampled population and reveals the research finds, which includes the testing of hypotheses. Chapter 5 provides a deeper insight into the results. The study's strengths, limitations, implications, recommendations, and future studies were explored in Chapter 5.

Research Hypotheses

The hypotheses in the study were designed to explore the relationship between horticultural leaders who display specific factors of servant leadership and their employees' (followers) perceived satisfaction with their occupation. The higher scores on the SL-28 indicate leadership employed factors of servant leadership while high MSQ scores indicated a higher level of job satisfaction.

Table 31*Hypotheses to Test Relationship Between Servant Leadership and Job Satisfaction*

Research Hypotheses

Ho1. There is no relationship between the servant leadership factor, emotional healing, as displayed by leaders, and the employee's perceived job satisfaction.

HA1. There is a relationship between the servant leadership factor, emotional healing, as displayed by leaders, and the employee's perceived job satisfaction.

Ho2. There is no relationship between the servant leadership factor, conceptual skills, as displayed by leaders, and the employee's perceived job satisfaction.

HA2. There is a relationship between the servant leadership factor, conceptual skills, as displayed by leaders, and the employee's perceived job satisfaction.

Ho3. There is no relationship between the servant leadership factor, creating value for the community, as displayed by leaders, and the employee's perceived job satisfaction.

HA3. There is a relationship between the servant leadership factor, creating value for the community, as displayed by leaders, and the employee's perceived job satisfaction.

Ho4. There is no relationship between the servant leadership factor, empowering, as displayed by leaders, and the employee's perceived job satisfaction.

HA4. There is a relationship between the servant leadership factor, empowering, as displayed by leaders, and the employee's perceived job satisfaction.

Ho5. There is no relationship between the servant leadership factor, help subordinates grow and succeed, as displayed by leaders, and the employee's perceived job satisfaction.

HA5. There is a relationship between the servant leadership factor, help subordinates grow and succeed, as displayed by leaders, and the employee's perceived job satisfaction.

Ho6. There is no relationship between the servant leadership factor, putting subordinates first, as displayed by leaders, and the employee's perceived job satisfaction.

HA6. There is a relationship between the servant leadership factor, putting subordinates first, as displayed by leaders, and the employee's perceived job satisfaction.

Ho7. There is no relationship between the servant leadership factor, behaving ethically, as displayed by leaders, and the employee's perceived job satisfaction.

HA7. There is a relationship between servant leadership factor, behaving ethically, as displayed by leaders, and the employee's perceived job satisfaction.

Overview of the Research Results

The premise that guided this study was horticulture leaders who practice the factors of servant leadership within their workplace can reduce turnover because their employees are satisfied with their jobs. Employees with servant leaders are more likely to

remain in their organizations because they experience a greater amount of job satisfaction (Liden et al., 2008, p. 3).

The research questions for this study were: (a) what relationship exists between the servant leadership factor, empowering, as displayed by leaders, and the employee's perceived job satisfaction? (b) what relationship exists between the servant leadership characteristic, conceptual skills, as displayed by leaders, and the employee's perceived job satisfaction? (c) what relationship exists between the servant leadership factor, creating value of the community, as displayed by leaders, and the employee's perceived job satisfaction? (d) what relationship exists between the servant leadership factor, empowering, as displayed by leaders, and the employee's perceived job satisfaction? (e) what relationship exists between the servant leadership factor, helping subordinates grow and succeed, as displayed by leader, and the employee's level of perceived job satisfaction? (f) what relationship exists between the servant leadership factor, putting subordinates first, as displayed by leaders, and the employee's perceived job satisfaction? (g) hat relationship exists between the servant leadership factor, behaving ethically, as displayed by leaders, and the employee's perceived job satisfaction?

According to the results of the research questions, a statistical significance to either accept or reject the null hypotheses was revealed in the research findings. The results from the research questions produced relationships of statistical significance to either accept or reject the null hypotheses required to address the questions. According to the results pertaining to Hypotheses 1, a Pearson correlation indicated a significant correlation between emotional healing and job satisfaction ($r(85) = .707, p < .001$). To test predictability, a single linear regression test indicated there was a strong relationship

between emotional healing and job satisfaction ($F(1,85) = 84.757, p < .001$), with a *R* Square value of .499.

The results from Hypotheses 2, a Pearson correlation, indicated a significant correlation between conceptual skill and job satisfaction ($r(85) = .685, p < .001$). A single linear regression was performed to test predictability and a strong relationship was found between conceptual skills and job satisfaction ($F(1,85) = 74.939, p < .001$), with a *R* Square value of .469.

To explore the results pertaining to Hypotheses 3, a Pearson correlation indicated a strong relationship between creating value for the community and job satisfaction ($r(85) = .685, p < .001$). A single linear regression was performed to test predictability and a strong relationship was found between creating value for the community and job satisfaction and strong relationship was found ($F(1,85) = 75.102, p < .001$), with a *R* Square value of .469.

The results pertaining to Hypotheses 4, a Pearson correlation revealed a strong relationship between empowering and job satisfaction ($r(85) = .667, p < .001$). A single linear regression was performed to test predictability and a strong relationship was found between empowering and job satisfaction ($F(1,85) = 62.152, p < .001$), with a *R* Square value of .445.

To examine the results pertaining to Hypotheses 5, a Pearson correlation revealed a strong relationship between helping subordinates grow and succeed ($r(85) = .723, p < .001$). A single linear regression test was performed to test predictability between helping subordinates grow and succeed and job satisfaction and a strong relationship was found ($F(1,85) = 100.776, p < .001$), with a *R* Square value of .542.

To explore the results pertaining to Hypotheses 6, a Pearson correlation indicated a strong relationship between putting subordinates first and job satisfaction ($r(85) = .721$, $p < .001$). A single linear regression was performed to test the predictability and a strong relationship between putting subordinates first and job satisfaction was found ($F(1,85) = 91.809$, $p < .001$), with a R Square value of .519. The results pertaining to Hypothesis 7, a Pearson correlation indicated a strong relationship between behaving ethically and job satisfaction ($r(85) = .656$, $p < .001$). A single linear regression was performed to test predictability and a strong relationship between behaving ethically and job satisfaction ($F(1,85) = 64.263$, $p < .001$), with a R Square value of .431.

Table 32

Pearson Correlation for Each Hypotheses

SL Factor	Pearson Correlation (r)
Emotional Healing	$(r(85) = .707, p < .001)$
Conceptual Skills	$(r(85) = .685, p < .001)$
Creating Value for the Community	$(r(85) = .685, p < .001)$
Empowering	$(r(85) = .667, p < .001)$
Helping Subordinates Grow and Succeed	$(r(85) = .737, p < .001)$
Putting Subordinates First	$(r(85) = .721, p < .001)$
Behaving Ethically	$(r(85) = .656, p < .001)$

Table 33*Single Linear Regression for Each Hypotheses*

SL Factor	Single Linear Regression (<i>F</i>)
Emotional Healing	(<i>F</i> (1,85) = 84.757, <i>p</i> <.001)
Conceptual Skills	(<i>F</i> (1,85) = 74.939, <i>p</i> <.001)
Creating Value for the Community	(<i>F</i> (1,85) = 75.102, <i>p</i> <.001)
Empowering	(<i>F</i> (1,85) = 62.152, <i>p</i> <.001)
Helping Subordinates Grow and Succeed	(<i>F</i> (1,85) = 100.776, <i>p</i> <.001)
Putting Subordinates First	(<i>F</i> (1,85) = 91.809, <i>p</i> <.001)
Behaving Ethically	(<i>F</i> (1,85) = 64.263, <i>p</i> <.001)

A comparison of the results of the Pearson Correlations for the seven factors of servant leadership and job satisfaction indicated emotional healing had the strongest statistical relationship of the seven factors of servant leadership. All seven factors of servant leadership had strong correlations of .6 or higher. Similarly, a comparison of the single linear regression results between the seven factors of servant leadership and job satisfaction indicated emotional healing had the strongest predictability.

Relationship of Results to Theory and Previous Research

This study explored the research question: What relationship exists between the factors of servant leadership (i.e., emotional healing, conceptual skills, creating value for the community, empowering, helping subordinates grow and succeed, putting subordinates first, behaving ethically, and job satisfaction). The results indicated that there was a positive correlation between each of the seven factors of servant leadership and job

satisfaction which is aligned with many previous studies (Barbuto & Wheeler, 2006; Liden et al., 2008; Spears, 2010; Van Dierendock, 2011).

Emotional Healing

The data results indicated there was a positive correlation between the factors of servant leadership, emotional healing, and job satisfaction. Liden et al (2008) stated emotional healing is “the act of showing sensitivity to others’ personal concerns” (p. 162). Furthermore, the results indicated emotional healing was found to be a predictor of job satisfaction. Similarly, components of emotional healing have been validated in research by various scholars (Barbuto & Wheeler, 2006). Several scholars believe healing is the most powerful skill required to be an effective leader (Dacher, 1999; Sturnick, 1998). According to Weymes (2003), the ability to influence emotions and feelings to create the emotional heart of an organization is the fundamental purpose of leadership. Thus, servant leaders in the horticulture industry who display components of emotional healing can increase the satisfaction of their employees.

Conceptual Skills

The data results indicated there was a significant correlation between the factor of servant leadership, conceptual skills, and job satisfaction. Similarly, conceptual skills were determined to be a predictor of job satisfaction. As stated by Liden et al. (2008), conceptual skills are “possessing the knowledge of the organization and tasks at hand so as to be in a position to effectively support and assist others, especially immediate followers” (p. 162).

Conceptualization is operationalized as cultivating an atmosphere that utilizes mental models and fosters lateral thinking (Barbuto & Wheeler, 2006). When leaders can

conceptualize processes, colleagues can use mental models to expand upon the creativity processes (Spears, 2010). Servant leaders who utilize conceptual skills within the horticulture industry will foster an environment of growth through continuous sharing of knowledge.

Creating Value for the Community

Creating value for the community is “a conscious, genuine concern for helping the community” (Liden et al., 2008, p. 162). The data analysis results indicated there was a positive relationship between the factor of servant leadership, creating value for the community, and job satisfaction. Additionally, creating value for the community was found to be a predictor of job satisfaction.

Previous studies demonstrate community building promotes follower commitment and organizational identity. Building community is the ability to instill a sense of community spirit in an organization’s members (Barbuto & Wheeler, 2006). As stated by Peck (1998), when people are committed to one another, an organization possesses the potential to stand as a community. Goffee and Jones (2001) posited strong communities are foundational for followers to commit themselves to their leaders (p. 148). Within the horticulture industry, leaders demonstrating creating value for the community are increasing the commitment to their followers which increases overall job satisfaction.

Empowering

The data analysis results indicated there was a positive relationship between the factor of servant leadership, empowering, and job satisfaction. Empowering was also found to be a predictor of job satisfaction. Liden et al. (2008) stated empowering is “encouraging and facilitating others, especially immediate followers, in identifying and

solving problems, as well as determining when and how to complete work tasks” (p. 162).

Van Dierendock (2011) wrote servant leaders empower and develop people. Furthermore, empowering leadership behavior includes the encouragement of self-guided decision making (Konsczak et al., 2000). Leaders in the horticulture industry who empower followers to be self-directed will also increase the employee’s overall job satisfaction.

Helping Subordinates Grow and Succeed

The data analysis results indicated there was a positive relationship between the factor of servant leadership, helping subordinates grow and succeed, and job satisfaction. Helping subordinates grow and succeed was also found to be a predictor of job satisfaction. Liden et al. (2008) wrote helping subordinates grow and succeed is “demonstrating genuine concern for others’ career growth and development by providing support and mentoring” (p. 162).

Previous theorists have added to the concept of helping others grow and succeed as it is rooted in listening (Barbuto & Wheeler, 2006). There is a strong positive relationship between listening skills and leadership effectiveness (Bechler & Johnson, 1995; Johnson & Bechler, 1998). Therefore, listening is vital to help subordinates grow and succeed because it allows the leader to provide support and mentor by accepting the followers’ convictions.

Putting Subordinates First

The data analysis results indicated there was a positive relationship between the factor of servant leadership, putting subordinates first, and job satisfaction. Putting

subordinates first was also found to be a predictor of job satisfaction. According to Liden et al. (2008), putting subordinates first is “using actions and words to make it clear to others (especially immediate followers) that satisfying their work needs is a priority (supervisors who practice this principle will often break from their own work to assist subordinates with problems they are facing with their assigned duties)” (p. 162).

Previous research highlights the importance of placing the needs of others first (Greenleaf, 1977; Spears, 2010). Leaders in the horticulture industry who place the needs of their employees before their own foster an environment that promotes job satisfaction.

Behaving Ethically

The data analysis results indicated there was a positive relationship between the factor of servant leadership, behaving ethically, and job satisfaction. Behaving ethically was also found to be a predictor of job satisfaction. Liden et al. (2008) posited behaving ethically is “interacting openly, fairly, and honestly with others” (p. 162). Previous researchers view integrity as a key characteristic to leadership (Foet & Ponton, 2015; Russel & Stone, 2002).

A recent study shows how servant leadership, a form leadership considered ethically conscious, may resolve the fundamental tension between leaders and all their stakeholders and is not limited to followers’ needs (Giolito et al., 2021). According to Giolito et al. (2021), “servant leadership relates positively to business-unit performance measured by profit growth—a key indicator for shareholders—through the mediation of employee flourishing and revenue growth” (p. 501).

Therefore, leaders in the horticulture industry who incorporate the factors of servant leadership can improve bottom line profits within their organizations in addition to fostering a nurturing environment for employees.

Implications

The results of this study had positive implications for organizational leaders working in the horticulture industry. Horticulture companies benefited from the results as the findings for the study suggested servant leadership factors may have a positive effect on job satisfaction. After observing the relationship between the study's variables, the researcher determined the research to be beneficial as it introduced the relevance of study's variables to the Midwestern horticulture industry.

Furthermore, the findings were significant due to the positive relationship found between all seven of the factors of servant leadership and job satisfaction. This study did not include formal servant leadership training with the company leaders. If the participating companies choose to use servant leadership as an approach, further training will be required.

Spirituality and Emotional Healing

The results from the Pearson correlation and prediction testing indicated emotional healing was highly correlated with job satisfaction in Midwestern horticulture companies. While the participants in this study rated emotional healing as their leaderships' top predictor of job satisfaction, prior research affirms emotional healing has a profound relationship with servant leadership (Khan et al., 2015).

According to Khan et al. (2015), "servant leadership has its origin from religion; servant leaders stood no different to their followers, rather leaders served them back with

emotional healing and empowering the followers to newer heights” (p. 111). The study showed that servant leadership had a significant relationship with workplace spirituality (Khan et al., 2015), which may be due to the nature of the horticulture industry and natural components of spirituality associated with gardening.

Harvey et al. (2015) proclaimed gardening promotes healing, hope, and coping with grief, which are components of spirituality. Other recent studies using Liden et al.’s (2008) SL-28 showed empowering was among the top predictors of job satisfaction (Wilkinson, 2019); however, emotional healing prevailed as the leading factor in this study—which may suggest the environment or type of industry can influence the specific factor of servant leadership followers believe is most important.

Strengths, Weaknesses, and Limitations of the Study

Strengths

Several strengths were demonstrated in this study. The data were collected from a wide range of horticultural-based companies (i.e., landscaping, tree care, wholesale supplier, equipment supplier) located in the Midwestern region. The study was revolutionary for the participating companies.

All the companies reported the study as a first-time opportunity to gain meaningful results. As each of the seven factors of servant leadership (i.e., emotional healing, conceptual skills, creating value for the community, empowering, helping subordinates grow and succeed, putting subordinates first, and behaving ethically) was significantly correlated to job satisfaction, each realm can be targeted and improved upon by each of the horticulture companies.

Additionally, the findings may have a positive effect on other horticulture business employees' job satisfaction if leaders are willing to adapt and implement characteristics of servant leadership.

Weaknesses

Several weaknesses were demonstrated in this study. First, each of the horticulture business's participating members were not linked to the specific business, which makes it difficult to address specific correlations within each organization. Second, a larger sample size would have yielded better results. Due to a labor shortage, many companies lacked qualified employees to participate in the study.

Thus, several employees of the horticulture businesses were working under their supervisor for less than six months, which disqualified their participation in the study. Third, the supervisor chosen by each employee may not have had enough time to fully impact the individual's work environment due to the six-month requirement.

Limitations

Despite the study's potential strengths, the findings in the current research study are considering the following limitations:

- This study was confined to seven horticultural companies within East-central, Illinois which limits the generalizability of the results to the local horticultural industry.
- The time period the data was collected was inconvenient for both the researcher and the horticulture businesses. The data was collected during the horticulture industry's spring rush, which made it difficult for the researcher to get multiple participants at each visit which resulted in multiple visits and additional expenses.

However, the timing provided an opportunity for the researcher to test the hypothesis during the busiest quarter of the season, which may provide a more accurate assessment of leadership due to the heightened level of stress.

- The study was confined to the region of the country, Zone 5. All seven of the horticulture companies depend on the same weather conditions associated with Zone 5.
- Due to the timing of the data collection, which occurred at the busiest time of the respondents' season, it was difficult to gather surveys.
- According to Leedy and Ormrod (2013), response bias is the tendency for respondents to make statements that are incorrect in interviews or questionnaires (p. 371). Furthermore, social desirability bias occurs when the respondents hesitate to express their true judgement (de Leeuw et al., 2008, p. 19). The respondents may have selected to evaluate their leaders with higher scores due to fear of potential backlash from their participation. The makeup and scoring of the instruments could also affect the results.

Suggestions for Further Research

This study provided significant findings that future researchers may consider investigating the relationship between servant leadership and job satisfaction. This quantitative study sought to determine if a statistical relationship existed between servant leadership and job satisfaction. The Pearson correlation and simple linear regression test both indicated a positive relationship between servant leadership and job satisfaction. Although a positive relationship was found between all seven factors of servant leadership and job satisfaction, a mixed-methods study would allow the researcher to

interview leaders and employee's one on one to gather information (Leedy & Ormrod, 2016). Leedy and Ormrod (2016) posited qualitative researchers realize the issue they are studying has multiple dimensions and layers. Therefore, a series of interviews will allow further researchers to explore other phenomena that may affect an employee's perceived job satisfaction.

Incorporating demographic variables is suggested to enhance future research. To conduct further research on the relationship between servant leadership and job satisfaction, the employee's demographics (i.e., age, gender, job title) can be integrated in the testing. Furthermore, future research can explore the frequency of each of the demographic variables with servant leadership behaviors as well as job satisfaction. A larger sample size would provide the study with more sufficient data. A future study may use a sample size of 250. A sample size of 250 would have required a total of 152 returned surveys to reach the .95 confidence level (Singh & Masuku, 2014) and presented more accurate and diversified data. Similar results among tests may be a result of a small sample size.

Future research may be conducted on horticulture companies located in different parts of the country. Each part of the country has a different geographic environment, which offers unique job opportunities within horticulture companies and different variables for potential studies. For example, northern states are burdened with heavy amounts of snowfall and extended winters, requiring horticulture companies to apply different skills and types of working conditions. A study focused on job satisfaction in northern and southern horticulture companies may provide an insight on an area's weather as potentially impacting the satisfaction of employees.

Summary

This study sought to explore the relationship between servant leadership and job satisfaction by initiating an extensive literature review, developing hypotheses, and testing the hypotheses using SPSS statistical software. The study found a significant relationship between the seven factors of servant leadership (i.e., emotional healing, conceptual skills, creating value for the community, empowering, helping subordinates grow and succeed, putting subordinates first, and behaving ethically) and job satisfaction.

The study indicated the strongest statistical relationship existed between the factor of servant leadership, emotional healing, and job satisfaction. Therefore, leaders who demonstrate emotional healing are most likely to foster an environment that promotes job satisfaction.

The study adds to the existing evidence and contributes to the field of organizational leadership by answering the research questions: (a) What relationship exists between the servant leadership characteristic, emotional healing, as displayed by leadership, and the employee's perceived job satisfaction? (b) What relationship exists between the servant leadership factor, commitment to the growth of people as displayed by leadership, and the employee's perceived job satisfaction? (c) What relationship exists between the servant leadership factor, creating value of the community, as displayed by leadership and the employee's perceived job satisfaction? (d) What relationship exists between the servant leadership factor, empowering, as displayed by leadership, and the employee's perceived job satisfaction? (e) What relationship exists between the servant leadership factor, help subordinates grow and succeed, as displayed by leadership, and the employee's perceived job satisfaction? (f) What relationship exists between the

servant leadership factor, putting subordinate's first, as displayed by leadership, and the employee's perceived job satisfaction? (g) What relationship exists between the servant leadership factor, behaving ethically, as displayed by leadership, and the employee's perceived job satisfaction.

Based upon the findings in the literature review, the two validated scales used to measure the variables were the SL-28 and MSQ. The researcher extended the work of both Liden et al. (2008) and Weiss (1967) by conducting a study using both scales and found servant leadership had a positive effect on job satisfaction which extended the empirical works of Robert Liden's Servant Leadership Survey and Dawis Weiss's Minnesota Satisfaction Questionnaire.

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Appendix A: The Servant Leadership Questionnaire (SL-28)

The Servant Leadership Questionnaire (SLQ) by (Liden, et al., 2008) is a 28-item scale that measures seven major dimensions of servant leadership: conceptualizing, emotional healing, putting followers first, helping followers grow and succeed, behaving ethically, empowering, and creating value for the community. Using exploratory and confirmatory factor analysis, Liden et al. established the multiple dimensions of this scale and described how it is uniquely different from other leadership measures. By completing the SLQ you will gain an understanding of how servant leadership is measured and explore where you stand on the different dimensions of servant leadership. Servant leadership is a complex process, and taking the SLQ is one way to discover the dynamics of how it works.

Instructions: Select two people who know you in a leadership capacity such as a coworker, fellow group member, or follower. Make two copies of this questionnaire and give a copy to each individual you have chosen or email it to them. Using the following 7-point scale, ask them to indicate the extent to which they agree or disagree with the following statements as they pertain to your leadership. “He/She” is referring to you in a leadership capacity.

Key: 1 = Strongly disagree 2 = Disagree somewhat 3 = Disagree 4 = Undecided

5 = Agree somewhat 6 = Agree 7 = Strongly agree

1. Others would seek help from him/her if they had a personal problem.	1	2	3	4	5	6	7
2. He/She emphasizes the importance of giving back to the community.	1	2	3	4	5	6	7
3. He/She can tell if something works related is going wrong.	1	2	3	4	5	6	7
4. He/She gives others the responsibility.	1	2	3	4	5	6	7
5. He/She makes others' career development a priority.	1	2	3	4	5	6	7
6. He/She cares more about others' success than his/her own.	1	2	3	4	5	6	7
7. He/She holds high ethical standards.	1	2	3	4	5	6	7

8. He/She cares about others' personal well-being.	1	2	3	4	5	6	7
9. He/She is always interested in helping people in the community.	1	2	3	4	5	6	7
10. He/She is able to think through complex problems	1	2	3	4	5	6	7
11. He/She encourages others to handle important decisions on their own.	1	2	3	4	5	6	7
12. He/She is interested in making sure others reach their career goals.	1	2	3	4	5	6	7
13. He/She puts others' best interests above his/her own.	1	2	3	4	5	6	7
14. He/She is always honest.	1	2	3	4	5	6	7

15. He/She takes time to talk to others on a personal level.	1	2	3	4	5	6	7
16. He/She is involved in community activities.	1	2	3	4	5	6	7
17. He/She has a thorough understanding of the organization and its goals.	1	2	3	4	5	6	7
18. He/She gives others the freedom to handle difficult situations in the way they feel is best.	1	2	3	4	5	6	7
19. He/She provides others with work experiences that enables them to develop new skills.	1	2	3	4	5	6	7

20. He/She sacrifices his/her own interests to meet others' needs.	1	2	3	4	5	6	7
21. He/She would not compromise ethical principles in order to meet success.	1	2	3	4	5	6	7
22. He/She can recognize when others are feeling down without asking them.	1	2	3	4	5	6	7
23. He/She encourages others to volunteer in the community.	1	2	3	4	5	6	7
24. He/She can solve work problems with new or creative ideas.	1	2	3	4	5	6	7

25. If others need to make important decisions at work, they do not need to consult him/her.	1	2	3	4	5	6	7
26. He/She wants to know about others' career goals.	1	2	3	4	5	6	7
27. He/She does what he/she can to make others' jobs easier.	1	2	3	4	5	6	7
28. He/She values honesty more than profits.	1	2	3	4	5	6	7

Scoring

Using the questionnaires on which others assessed you leadership, take the separate scores for each item, add them together, and divide that sum by two. This will give you the average score for that item. For example, if Person A assessed you at 4 for Item 2, and Person B marked you as a 6, you score for Item 2 would be 5. Once you have averaged each item's scores, use the following steps to complete the scoring of the questionnaire.

1. Add up the scores on 1, 8, 15, and 22. This is your score for emotional healing.
2. Add up the scores for 2, 9, 16, and 23. This is your score for creating value for the community.
3. Add up the scores for 3, 10, 17, and 24. This is your score for conceptual skills.
4. Add up the scores for 4, 11, 18, and 25. This is your score for empowering.
5. Add up the scores for 5, 12, 19, and 26. This is your score for helping subordinates grow and succeed.
6. Add up the scores for 6, 13, 19, and 27. This is your score for putting subordinates first.
7. Add up the scores for 7, 14, 20, and 28. This is your score for behaving ethically.

Appendix B: Minnesota Satisfaction Questionnaire (MSQ)

Minnesota Satisfaction Questionnaire (MSQ)* Short Form Ask yourself: How satisfied am I with this aspect of my job? 5 = Extremely Satisfied 4 = Very Satisfied 3 = Satisfied 2 = Somewhat Satisfied 1 = Not Satisfied

1. Being able to keep busy all the time.
2. The chance to work alone on the job.
3. The chance to do different things from time to time.
4. The chance to be “somebody” in the community.
5. The way my boss handles his/her workers.
6. The competence of my supervisor in making decisions.
7. Being able to do things that don’t go against my conscience.
8. The way my job provides for steady employment.
9. The chance to do things for other people.
10. The chance to tell people what to do.
11. The chance to do something that makes use of my abilities.
12. The way company policies are put into practice.
13. My pay and the amount of work I do.
14. The chances for advancement on this job.
15. The freedom to use my own judgment.
16. The chance to try my own methods of doing the job.
17. The working conditions.
18. The way my co-workers get along with each other.
19. The praise I get for doing a good job.

20. The feeling of accomplishment I get from the job (Weiss, 1967).

Appendix C: Letter to Participants

Indiana Wesleyan University
4201 S. Washington St.
Marion, IN 46953

March 10, 2022

Dear Participant,

My name is Jeremiah Godby and I live in Forsyth, IL. I am a doctoral candidate at Indiana Wesleyan University and am presently conducting research associated with completing a Ph.D. in Organizational Leadership. The title of my research project is, “The Relationship Between Factors of Servant Leadership and Job Satisfaction in Mid-Western Horticulture Companies”. I am writing this letter to ask your permission to participate in this research.

This research project involves determining the extent factors of servant leadership affect employees’ job satisfaction. You have been identified as an employee of a mid-western horticulture company and that you may be interested in participating in this research study.

Participation in this project involves filling out the attached survey: this should take 10 to 20 minutes. Please consider the questions from your personal perspective and experience and select the answer to each question that best represents your own experiences working in the horticulture industry. Please note that there are 3 pages to the Survey. If any of the questions are confusing or contain issues that you are uncomfortable sharing, please feel free to not respond to those questions. Please review the entire survey when you are finished and mail the questionnaire back to me in the self-addressed envelope.

Your anonymity is protected in this study. I do not know your name or address and your response will come to me rather than your place of employment. The information will be entered into a statistical database. This also protects your anonymity because your employer never sees your responses—they only see the statistical data describing all respondents. Therefore, this is minimal risk to participation.

This research study will provide a better understanding to horticulture companies on the relationship between servant leadership factors and job satisfaction. It may also inform leadership in horticulture companies on better methods to improve employee turnover rates through improving overall job satisfaction.

Please understand that participating in this study is completely voluntary, and there are no consequences if you decide to not participate. If you have any questions or concerns, please

email me at jgodby@gcprecisionlandscape.net. You may also contact my dissertation chairman, Dr. Joanne Barnes.

Thank you for your time,

Jeremiah S. Godby

Appendix D: Letter to Horticulture Companies

Indiana Wesleyan University
4201 S. Washington St.
Marion, IN 46953

March 10, 2022

Dear Participating Company,

I am a doctoral student at Indiana Wesleyan University with an interest in the field of leadership studies. My dissertation will explore employee turnover and servant leadership competencies in mid-western horticulture companies. I am searching for a variety of horticulture companies to participate in the study by allowing members to complete an anonymous survey.

In exchange for participating in the study, I will share a summarized version of the data received from participating companies' members on education level, gross family income, and attitudes and opinions regarding the presence of servant leadership competencies. In addition to a summarized version of the data, I will supply a final copy of my dissertation report to the participating companies. This research is being conducted with full academic review and will meet all requirements set forth for scholarly research which includes privacy protection for all of the members of the participating companies.

The survey instrument is an 80-item questionnaire that will be distributed to the participating companies. Each survey will contain a self-addressed stamped envelope for the reply. The surveys should take 10 to 20 minutes to complete and mail in. The surveys will be administered in April 2022. The report is expected to be completed by June 2022.

The work that would be involved at your business is to identify as many participants as possible that would be willing to complete the survey package and return it in the self-addressed envelope. This process will ensure the confidentiality of your membership as I will never see or have access to your employees, in addition, only summarized data will be provided to the participating companies and cited in a final report.

It is my hope that you will find the data about your membership and larger horticulture community of the Mid-Western United States useful to your business practices and your participation in the study will therefore benefit yourself, company, and community at large.

Please contact me at jgodby@gcprecisionlandscape.net or call me at 217-552-3835.

Thank you for your time and consideration,

Jeremiah S. Godby
Doctoral Candidate, Indiana Wesleyan University

Appendix E: Permission to Use Dr. Liden's Servant Leadership Scale (SL-28)

From: Robert Liden <bobliden@uic.edu>

Sent: Monday, July 11, 2022 11:24 AM

To: Godby, Jeremiah <jeremiah.godby@myemail.indwes.edu>

Subject: Re: Permission to use Servant Leadership Scale: Indiana Wesleyan University Doctoral Student

***This message originated from outside the Indiana Wesleyan University email system ***

Dear Jeremiah,
 You may use our scale and it is attached along
 with two recent articles.
 Best of luck with your research,
 Bob Liden
Liden, Robert C.

Professor of Management and OB/HR Doctoral Program Coordinator
 University Scholar
 UIC Business
 The University of Illinois at Chicago
 601 S. Morgan, Room Number 2232, MC 243
 Chicago, IL 60607



On Sat, Jul 9, 2022 at 4:56 PM Godby, Jeremiah
 <jeremiah.godby@myemail.indwes.edu> wrote:
 Dr. Liden,

I am a doctoral student at Indiana Wesleyan University. May I have your permission to use the Servant Leadership Scale as one of my instruments in my dissertation: A study of the relationship between factors of servant leadership and job satisfaction? I appreciate your time and response.

Thank you,

Jeremiah Godby

Doctoral student, Indiana Wesleyan University

Appendix F: Licenses to Use Minnesota Satisfaction Questionnaire (MSQ)

(MSQ) Minnesota Satisfaction Questionnaire

VPR no longer sells the MSQ questionnaires. All forms are available under a Creative Commons Attribution-Noncommercial 4.0 International License. This license allows the instrument to be used for research or clinical work free of charge and without written consent, provided that you acknowledge Vocational Psychology Research, University of Minnesota, as the source of the material in your reproduced materials (printed or electronic). This license does not allow commercial use or reproduction for sale. The MSQ may be used without cost, however, for employee surveys provided that the survey is implemented within an organization and that no charges are made for its use.

VPR and the University of Minnesota do not offer scoring for the MSQ and cannot answer questions about its administration or scoring. Directions for scoring the MSQ are in its manual.

Description

The Minnesota Satisfaction Questionnaire (MSQ) is designed to measure an employee's satisfaction with his or her job. Three forms are available: two long forms (1977 version and 1967 version) and a short form. The MSQ provides more specific information on the aspects of a job that an individual finds rewarding than do more general measures of job satisfaction. The MSQ is also useful in exploring client vocational needs, in counseling follow-up studies, and in generating information about the reinforcers in jobs.

Format

The MSQ is a paper-and-pencil inventory of the degree to which vocational needs and values are satisfied on a job. The MSQ can be administered to groups or to individuals, and is appropriate for use with individuals who can read at the fifth grade level or higher. All three forms are gender neutral. Instructions for the administration of the MSQ are given in the booklet. The MSQ Long Form requires 15 to 20 minutes to complete. The Short Form requires about 5 minutes. Unless the 15 to 20 minutes required for the Long Form is impractical, it is strongly recommended that the Long Form be used, as it provides much more information for the short additional administration time required.

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