



**EMPLOYEES' PERCEPTIONS TOWARD SERVANT  
LEADERSHIP AT HUMAN RESOURCE DEPARTMENT,  
WISMA BAPA MALAYSIA**

By

**HILDA JOLETTE DILAH**

**NURUL FAZIRA BINTI SHUKOR**

Submitted to the Universiti Teknologi Mara

Kampus Samarahan, Sarawak

in partial fulfilment of the requirement

for the degree of

**ADMINISTRATIVE SCIENCE (Honours)**

2017

## TABLE OF CONTENTS

No.	CONTENTS	PAGES
	<b>ABSTRACT</b>	i
1	<b>CHAPTER ONE</b>	
	1.1 Chapter Review	1
	1.2 Background of Study	2 - 4
	1.3 Problem Statement	5 - 9
	1.4 Research Objectives	10
	1.5 Research Questions	11
	1.6 Research Hypothesis	12
	1.7 Significance of Study	13 – 14
❖	1.8 Scope of Study	15
	1.9 Definition of Terms	16 – 17
	1.10 Organisation of Research	18 - 19
2	<b>CHAPTER TWO</b>	
	2.1 Chapter Review	10
	<u>2.2 Elements of Servant Leadership</u>  <ul style="list-style-type: none"> <li>● 2.2.1 Agapao Love</li> <li>● 2.2.2 Humility</li> <li>● 2.2.3 Altruistic</li> <li>● 2.2.4 Trust</li> <li>● 2.2.5 Serving</li> <li>● 2.2.6 Empower Followers</li> <li>● 2.2.7 Visionary</li> </ul>	21 - 25
	2.5 Conceptual Framework	28
	2.6 Annotated Bibliography (Past Research from Year 2000 – 2016)	29 - 33

## **ABSTRACT**

Based on the Servant Leadership introduced by Robert K. Greenleaf in 1970 and improvised by Patterson (2003) the aims of this research are to determine the perceptions on servant leadership commonly used by the Human Resource Department in Wisma Bapa Malaysia during the operation hours, to observe the characteristics that contribute to the employees displayed by the servant leaders and to find out the impact of servant leadership between the employees and the organisations. A survey questionnaire is conducted and the respondents are 123 staffs from Human Resource Department. The survey questionnaire consists of ten different sections that aim to discover the perceptions of servant leadership among the employees. The major finding suggests that the most dominant characteristics convey the type of leadership commonly used by the Head of Department in the organisation. In addition, servant leadership are proven to be significant in establishing interpersonal relationship among the employees. In a nutshell, other characteristics should be taken into consideration in order to establish a prominent study. Examples of the criteria can be constructed based on past researchers models. Future research on servant leadership have to focus on a topic that has received little attention in recent years.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 CHAPTER REVIEW**

This chapter is delegated into ten sections. It initiated with Section 1.1 that covers on the basis of the study. Section 1.2 will further discuss on the background of study. It is then followed by Section 1.3 which is the problem statement. This is the core part of this research as this will clarify the issues discuss throughout the entire research. Next, Section 1.4 will touch on the objectives. Continued by Section 1.5 is on research questions and Section 1.6 on the hypotheses made under this study. The research continues with Section 1.7 on the significance of this study which covers 1.7.1 on staff in Human Resource Department, 1.7.2 the organization and 1.7.3 on academician. On the other hand, Section 1.8 will be on the scope of the study. Section 1.9 introduces the definition of terms that frequently used in this study. To come up with an overview of this research, Section 1.10 will thoroughly explain on the organization of this research. This research is conducted due to the needs to know the perceptions of employee in Human Resource Department in Wisma Bapa Malaysia with regards to servant leadership. The clarity of the leadership used in current organizations as well as in the past will be explained thoroughly in this chapter.

## 2.2 ELEMENTS OF SERVANT LEADERSHIP

The element contributing to servant leadership based on the past articles is the characteristics of the servant leaders. This element can stand on its own and it works as a predecessor of other elements in this research. Pioneered by Greenleaf, the characteristics may be varying as many attributes towards his study (Spears, 2003).

The word servant leaders are very meaningful in nature. The theory's originator, Robert K. Greenleaf, intentionally sought an argument on what is the meaning of servant leaders and the followers themselves. The relationship may be vary as the term leaders was added with servant.

By combining two seemingly contradictory terms, Greenleaf raised question mark in society to reconsider the usual nature of leadership. Although cautious of the negative background connotations associated with the word servant, Greenleaf felt it was a necessary choice to turn established conceptions about the organizational pyramid on their head and jump-start insight into a new view of leadership.

This concern for linguistic impact is further evidenced by the Greenleaf's titling of his seminal essay as "The Servant as Leader", and not the inverse, "The Leader as Servant". Larry Spears, Executive Director of the Robert K. Greenleaf Center for Servant-Leadership, succinctly defines servant-leadership as:

*...A new kind of leadership model – a model which puts serving others as the number one priority. Servant-leadership emphasizes increased service to others; a holistic approach to work; promoting a sense of community; and the sharing of power in decision-making.*

Since this study kept on citing Spears is due to the reference books used. However, Pattersons' measurement had been modified aligned with today's perceptions. The element that made up servant leadership is stated below: