

**More than “legitimate” – Earning affective commitment through servant leadership**

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Organizational restructuring seems to be an increasingly prevalent phenomenon in the global economy. Any number of organizational, geopolitical, and economic forces may influence organizations to restructure: expanding firms may acquire underperforming firms (Barkema & Schijven, 2008), competing firms may follow industry trends toward teams or other work structures (Van Emmerik & Euwema, 2007; Yang, 2009), and nearly all firms are subject to the effects of globalization and global economic uncertainty (Chaisson & Schweyer, 2004). Unfortunately however, organizational restructuring is often fraught with difficulty. Employees that remain after a restructuring report such negative effects as decreased job security, organizational commitment, morale, increased stress levels, and feelings of broken psychological contracts (Schmidt, 1999; Yang, 2009). At the organizational level, other negative side effects may occur. Organizations typically lose the social capital associated with existing organizational structures (Van Emmerik & Euwema, 2007), leading to decreased collaboration and performance among employees and teams. Similarly, when firms merge, differences in existing organizational cultures may slow the cultural shift or cause factions and resistance (Barkema & Schijven, 2008). Finally, if restructuring occurs at the multi-national level, and national cultures are not integrated effectively, the firm may develop a negative employment branding at the regional and global levels (Chaisson & Schweyer, 2004). Indeed, when organizations restructure, they often lose the “hearts and minds” of their constituent employees – it is the goal of this paper to suggest ways in which organizations may keep (or regain) them.

The typical approach to mitigating the negative effects of organizational restructuring is *legitimation*, or attempts by leadership to provide a sense of legitimacy to the restructuring (Suchman, 1995). Leaders legitimate restructuring efforts by appealing to employees’ rational

and emotional sensibilities, yet as I explicate subsequently, legitimation efforts are frequently not enough to meaningfully minimize the harmful effects of restructuring (Spicer & Fleming, 2007; Van Emmerik & Euwema, 2007). Legitimation is necessary, to be sure (Rioli & Savicki, 2006), but to say that it is the primary mechanism for smoothing the process of organizational restructuring is to misdiagnose and oversimplify the problem. Rather, I propose that servant-driven leadership and organizational cultures create the necessary conditions for not only *accepting* organizational change, but *embracing* it. To this end, I approach this dilemma in three ways: (1) by briefly describing legitimation and why it is not enough, (2) by summarizing servant leadership and how it may positively affect organizational culture and restructuring efforts, and (3) by providing practical suggestions for applying servant leadership to regain the “hearts and minds” of employees.

### **Legitimation yields reluctant acceptance**

Legitimation needs little explanation here – every individual has experienced it, even utilized it, to one degree or another. Being on the giving or receiving end of the phrase, “It’s not you, it’s me,” should suffice to describe the notion of legitimation. A manager explaining to an employee why s/he needs to be “let go” similarly serves to reflect this idea. When entire organizations restructure through merging firms, laying off departments, removing management positions, or incorporating technological or workplace team structures, leaders and organizations must engage in legitimation on a much larger level. Suchman defines legitimation as the process of providing “a generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, and definitions” (1995, p.574). Yet there is a large substantive difference between a firm’s actions being perceived as “proper or appropriate” and being perceived as

genuinely desirable, even exciting. Boiral (2003) puts it in different terms, noting that in the face of organizational change, employees tend to either be *dissidents* (i.e., actively opposing change), *ceremonial integrators* (i.e., accepting change reluctantly), or *quality enthusiasts* (i.e., accepting leaders' rhetoric and firmly embracing change). In the quest for employees' hearts and minds post-organizational restructuring, we want to determine how to move beyond creating "ceremonial integrators" and closer to developing "quality enthusiasts."

Why do legitimation efforts so frequently fail to mitigate the negative effects of organizational restructuring? This is because legitimation often not only insufficiently addresses the subjective, evaluative concerns of constituent employees, but it also is categorically unable to address the objective, systemic problems caused by restructuring. I briefly explain the inadequacy of legitimation in addressing these two problems.

**Evaluative concerns.** Suchman (1995) notes that legitimation efforts often appeal to individuals' *pragmatic, moral, and cognitive* sensibilities. Pragmatic legitimation amounts to explaining to employees that organizational changes are desirable or appropriate from a utilitarian standpoint (i.e., maximize good, minimize harm). Moral legitimation appeals to widely accepted standards of behavior at individual and organizational levels. Cognitive legitimation, which is likely the most common, simply entails providing a rational explanation and an air of comprehensibility (or inevitability) to restructuring. Why are these legitimation strategies insufficient to preclude the negative effects of restructuring on employee morale, commitment, stress, and overall psychological health? First, legitimation essentially equates to providing reasons or appealing to moral standards – but employees don't want to hear "it's not you, it's me" any more than they want to hear that their department "just doesn't fit" into the overall corporate strategy any longer. Legitimation represents a difficult social and organizational

situation to navigate which, when poorly executed, can leave leaders and organizations looking incompetent, disingenuous, manipulative, and/or unethical (Ashforth & Gibbs, 1990). To this point, when legitimation appeals to the inevitability of external forces, it does nothing to convince employees that the organization supports them – a key determinant of organizational commitment and performance (Rhoades & Eisenberger, 2002). Second, legitimation attempts from the organization are often met with equally valid de-legitimation appeals. In a detailed analysis of a major automobile manufacturer's shutdown of a newly acquired manufacturing plant, Erkama & Vaara (2010) narrate what feels like a point-counterpoint debate between executive leadership and manufacturing employees. Legitimation efforts that appeared value-congruent (i.e., moral appeal) to leadership seemed like pure hypocrisy to the average employee; appeals to broad economic strategy were met with arguments that the plant was profitable and did not need restructuring. Legitimation is a complex process that often does not present a fully satisfying answer to employees' evaluative concerns – accordingly, it cannot be the sole answer to (re)gaining employees' trust and commitment.

**Objective problems.** Employees' evaluative concerns, of the organization being unfair, of having decreased job security, *et cetera*, are only one issue that may arise due to organizational restructuring. And whereas it is possible that legitimation may actually address these concerns, it can do little to prevent the objective, systemic problems that arise post-restructuring. Two problems common to restructuring are the destruction of social capital and cultural incompatibility between merging firms. Social capital is the value associated with employees' formal and informal networks amongst themselves; within these networks, information is shared and collaboration occurs, but when restructuring disrupts these networks through layoffs or different team structures, organizations lose their associated value (Van

Emmerik & Euwema, 2007). Obviously, legitimation can do little, if anything, to prevent the destruction of these networks, or to hasten the development of new ones. Similarly, when firms merge, especially internationally, there exists the very real possibility that starkly different cultures will present a major hurdle to unity and facilitating high levels of trust and commitment within the organization and between (the previously separate) firms. Chaisson and Schweyer (2004) note that unless multicultural firms can simultaneously endorse a unified corporate culture while also highlighting unique elements of constituent employees' cultures, they will fail.

Ultimately, legitimation misdiagnoses and oversimplifies the problems inherent in organizational restructuring. The key problem is not with employees' cognitive, affective, moral, or other conscious or unconscious objections *to the restructuring*. Nor is the issue found in the objective problems of destroyed social capital or incongruous cultural value systems. To be sure, these are important, and organizations need to effectively leverage legitimation efforts to address employees' concerns. However, the "hearts and minds" of employees are not focused on organizational structure, strategy, or even profitability. It is on leaders that employees place their hopes and trust. After organizational restructuring, it is the integrity and ethicality of *specific leaders* that employees call into question (Erkama & Vaara, 2010). How then, can we leverage leadership to maintain and increase employees' trust, commitment, and enthusiasm in the wake of organizational restructuring?

### **Keeping the "hearts and minds" of the workforce**

After an organizational restructuring, we typically *expect* to "lose" the hearts and minds of employees, and often the best we can hope for is to maintain their time, physical presence, and a minimum level of effort. However, it is essential that we find ways to recapture their hope, trust, motivation, and commitment. Legitimation efforts involve leaders *making sense* of change

– making it comprehensible, rational, and acceptable. But in seeking to regain the “hearts and minds” of employees, we are looking for more than acquiescence. What we are really looking for is commitment to the organization in the face of uncertainties and inconveniences. Specifically, we want employees to experience a sense of *affective* commitment, as opposed to *normative* or *continuance* commitment. Employees experiencing affective commitment express a devotion to the organization on the basis of excitement, identification, and engagement with the job and the organization (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). From a managerial perspective, this is clearly preferable to both normative (which says, “I am obligated to stay here”) and continuance commitment (which says, “I don’t have any better options than to work here”). Commitment is the crux of the issue, because when organizations restructure, employees begin to question the level of commitment that leadership and the organization have for *them* – and it is at this moment that that doubt creeps in that employees begin to lose that sense of commitment to the organization (Dirks & Ferrin, 2002; Restuborg, Bordia, & Tang, 2006).

To fully explicate how and why servant leaders engender affective commitment, it is necessary to understand what comprises affective commitment. In a recent meta-analysis, Meyer and colleagues (2002) found that employees’ perceptions of organizational support and interactional justice were the strongest predictors of their affective commitment to the organization. Perceived organizational support refers to employees’ belief that “the organization values their contributions and cares about their well-being” (Rhoades & Eisenberger, 2002, p.698). Interactional justice refers to “the degree to which people are treated with politeness, dignity, and respect” as well as “the explanations provided to people that convey information,” typically about procedures or outcomes (Colquitt, Conlon, Wesson, Porter, & Ng, 2001, p.427). One final construct that is often connected to justice and organizational support, and that should

be considered with affective commitment in the wake of restructuring, is trust (cf. Ambrose & Schminke, 2003; Aryee, Budhwar, & Chen, 2002; Moorman, Blakely, & Niehoff, 1998). Indeed, Dirks and Ferrin's (2002) meta-analysis on trust found that transformational leadership, perceived organizational support, and interactional justice were the top three predictors of trust in leadership. Furthermore, they found that trust positively predicted organizational commitment and negatively predicted turnover intentions. Accordingly, I submit that if organizations are to keep the "hearts and minds" of their employees, they need to intentionally appeal to employees' affective commitment, through perceptions of trust, justice, and organizational support (see Figure 1). If servant leaders can facilitate high levels of affective commitment in their followers, they will see increased performance and OCBs, and decreased levels of stress and turnover intentions. As I argue below, servant leadership is especially appropriate for achieving these goals.

INSERT FIGURE 1 HERE

### **Servant leadership and affective commitment**

To recapture the hearts and minds of employees, organizations need to move beyond simply assuaging employees' sense of broken psychological contracts and begin connecting organizational change to a shared and exciting vision of the organization's future. This vision casting is at the heart of transformational leadership, which has often been suggested to be the key determinant of effective organizational change (Eisenbach, Watson, & Pillai, 1999; Ke & Wei, 2008). In meta-analyses of trust and organizational commitment, transformational leadership has been found to be a significant of both (Dirks & Ferrin, 2002; Meyer et al., 2002). Transformational leaders may indeed be necessary to navigate organizations through a restructuring period, but executed poorly or in the wrong context, these "transformational"

behaviors may be perceived as inauthentic or even manipulative – in other words, untrustworthy (Bass & Steidlmeier, 1999; Ashforth & Gibbs, 1990). If legitimation is insufficient and transformational leadership can be misappropriated, what can be done to maintain high levels of employee affective commitment? I propose that servant leaders create cultures of justice and mutual support that foster trust and affective commitment, even in the uncertainty and chaos often characteristic of organizational restructuring.

**What is servant leadership?** In-depth summaries of servant leadership exist elsewhere (cf., Russell & Stone, 2002; Sendjaya & Sarros, 2002), but at its core, servant leadership theory argues that the prime directive of leaders is to abandon self-interest in favor of service to others. These “others” not only include upper management, board members, and shareholders, but peers, subordinates, and the larger community as well – indeed, servant leaders are concerned with the well-being of organizational *stakeholders*, not just shareholders. Servant leadership is conceptually similar to transformational leadership, in that they both deal with motivating individual followers by appealing to values and affect; however, it has been suggested that servant leaders are concerned with employees’ well-being, with the well-being of the organization being a subordinate goal, while this focus is reversed for transformational leaders (Stone, Russell, & Patterson, 2003). Russell and Stone (2002) review the literature on servant leadership and identify 20 behaviors and characteristics important to servant leadership. There is significant overlap between these 20 factors, but of these, two consistent themes emerge as comprising servant leadership: *justice* (e.g., honesty, trust) and *practical support* (e.g., modeling, empowerment). A secondary (but essential) component of servant leadership is the ethical altruism inherent in the approach – servant leaders do not serve others for personal or organizational gain, but for the genuine good of *all* organizational stakeholders (Stone et al.,

2003). In the following section, I discuss how servant leaders who exude their ethics through interactional justice and practical support for their followers can have significant, positive effects in maintaining trust and affective commitment in the aftermath of organizational restructuring.

**Why servant leadership?** As previously noted, transformational leaders are often looked at as the key to successfully navigating the perils of organizational restructuring, and there may be some validity to this notion. Recent meta-analyses have shown that transformational leadership is strongly predictive of both trust and affective commitment (Dirks & Ferrin, 2002; Meyer et al., 2002). Leadership is so important to maintaining affective commitment and minimizing turnover – employees are actually more resistant to turnover when they are committed to the *leader* as opposed to the organization (Stinglhamber & Vandenberghe, 2003). So why should servant leaders be looked to over transformational leaders in guiding organizations through times of significant change? Servant and transformational approaches to leadership have much in common, but a distinguishing factor is the servant leader's altruistic, "others-first" (as opposed to "organization-first") mindset (Stone et al., 2003). And because transformational leaders may have a propensity for coming off as insincere or manipulative (Bass & Steidlmeier, 1999), servant leaders may be more desirable in engendering trust and affective commitment in employees. In the sections below, I discuss how the integrity, justice, and support that servant leaders exude should help engender affective commitment from employees after organizational restructuring.

**Trust.** A key component of servant leadership is consistency and integrity (Russell & Stone, 2002; Stone et al., 2003). Servant leaders do not serve their followers primarily to achieve organizational goals, but rather, there is a consistent moral obligation for servant leaders to serve followers, something lacking in most other approaches to leadership (Bass & Steidlmeier, 1999).

Along with this moralistic integrity comes a behavioral consistency – that is, servant leaders do not serve others only when convenient or expedient. It takes very little effort to imagine the positive effects of such consistent integrity in earning followers' trust. In the context of organizational restructuring, followers with a history of trust in leadership due to their consistent service should be much more likely to accept leaders' legitimation attempts when they do arise. If leaders cannot earn and maintain the trust of their employees, they risk losing the hearts and minds of their workforce, seen as decrements in organizational commitment, job satisfaction, organizational citizenship behaviors, and overall job performance (Dirks & Ferrin, 2002). At a very basic level, I suggest that servant leadership is needed in retaining followers' hearts and minds throughout the restructuring process because the ethics and integrity inherent in servant leadership (Ciulla, 1995; Toor & Ofori, 2009) serve to quell employees' fears that ethical or integrity failures were the cause of restructuring. It is highly unlikely that employees maintain high levels of affective commitment while holding beliefs that an organizational restructuring was caused by ethical failures. Recent research reflects this thinking – Loi, Lam, and Chan (2012) found that when employees reported higher levels of justice and ethics in leadership, they also reported lower levels of job insecurity. This suggests that servant leaders who create workplace atmospheres of ethics and justice may also be helping their employees cope with the stress of employment uncertainty.

***Justice.*** Servant leaders develop climates and cultures where justice is pervasive and important (Ehrhart, 2004; Walumbwa, Hartnell, & Oke, 2010). They do this through such interpersonal behaviors as open communication, listening, honesty, integrity, and trust (Russell & Stone, 2002). Open communication and honesty may be difficult in times of organizational restructuring, but it is essential. Meyer and colleagues (2002) showed that interactional justice

(i.e., the degree to which person-to-person interactions are fair, and the degree to which information is fairly shared) was immensely important in predicting employees' sense of affective commitment. During times of restructuring, questions of "why" are likely to be common – servant leaders should avoid the temptation to engage in typical (ineffective) legitimization tactics. As noted above, legitimization often intends to minimize the negative aspects of restructuring or to shirk responsibility for these negative effects; unfortunately, this can result in negative perceptions of the organization and its leadership (Ashforth & Gibbs, 1990; Rhoades & Eisenberger, 2002). Servant leaders foster perceptions of organizational justice by openly and honestly communicating the causes and effects (both positive and negative) of organizational restructuring, fairly and sensitively listening to and addressing employees' concerns, and assuming appropriate responsibility for these effects. Justice does more than simply mitigate job insecurity or communicate the trustworthiness of leadership and the organization. Servant leaders communicate the importance of interpersonal respect, kindness, civility, and justice by modeling in kind – the resulting culture and climate of respect in turn helps reduce the interpersonal aggression that may be associated with the stress of organizational restructuring. Indeed, Glomb and Liao (2003) found that when employees sensed organizational injustice, they also reported engaging in higher levels of aggression. After restructuring, we want employees to devote their affective, cognitive, and motivational energies towards the furthering of organizational goals, not toward interpersonal disputes and aggression. Servant leadership will aid in stopping the probable uptick in interpersonal aggression after restructuring.

***Support.*** When employees perceive high levels of organizational support, they are more likely to report high levels of affective commitment (Meyer et al., 2002). Unfortunately, organizational restructuring can severely damage perceptions of organizational support. When

firms restructure, they may be seen as out of touch with the needs of middle management and lower-level employees (Holland, 2000) or worse, blatantly devaluing people in favor of the “bottom line” (Erkama & Vaara, 2010). How can servant leadership help? As previously noted, a key component of servant leadership is practically supporting employees (Russell & Stone, 2002). Servant leaders do this through empowering others to accomplish organizational goals, directly serving and training employees, and modeling desired behaviors. When restructuring, and particularly when losing employees due to change, it is often necessary for remaining employees to assume new responsibilities. If and when tasks and projects are redistributed, it should be done in such a manner that employees are not micromanaged, but rather, they should have the skills, abilities, and authority to effectively and efficiently succeed in these new tasks. Part of empowering employees to succeed is directly serving them – this refers to ensuring that employees have the skills, resources, and time needed to succeed. If tasks are restructured such that an employee is unable to succeed, the servant leader takes it upon him or herself to see to it that that employee gets the requisite resources (including training). Similarly, servant leaders “lead by example,” by modeling desired behaviors. If restructuring requires extra work from employees, servant leaders should be seen working extra hours too; if culturally different firms are merging, servant leaders should be at the forefront, ensuring that cultural diversity is integrated and embraced (Chaisson & Schweyer, 2004; Russell & Stone, 2002).

### **Servant leaders and the “servanthood culture.”**

Leaders are essential to consider for more than their effect on individual leader-follower relations, their ability to communicate broad organization-level messages, or even their position to implement systemic changes. Leaders drive the overall tone of the organization (Mayer, Kuenzi, Greenbaum, Bardes, & Salvador, 2009; Schein, 1990), and their effects on

organizational norms regarding support and justice can have major implications of the effectiveness of organizational restructuring. Mayer and colleagues (2009) found that organizations with leadership high in integrity and ethics also had employees high in organizational citizenship behaviors (OCBs) and low in deviance, suggesting that the ethical behaviors of leadership were observed and imitated by followers. This is undoubtedly true in the case of servant leadership. Leaders who model and vocally endorse the tenets of servanthood should see their followers accordingly engaging in these behaviors. This will foster the gradual development of an organizational culture that will be characterized by servant leadership traits such as honesty, information sharing, mutual support, genuine concern for others, and trust.

Culture is a vital aspect of organizational life for leaders to consider when enacting organizational change, because organizational culture has the potential to endure even after personnel and procedures change (Schein, 1990). Organizational culture gives the organization a large part of its identity; as such, it may be that employees are attracted and committed to the organization's *culture*, more than its people, products, or tasks (Vandenberghe, Bentein, & Stinglhamber, 2002). Developing an attractive culture will aid in maintaining employee commitment even during times of restructuring; case in point: Google is well known for its employee-friendly organizational culture, and would likely retain a large degree of their employees' affective commitment were they to undergo significant restructuring. Another reason organizational culture is important when restructuring is because different cultures are more or less conducive to accepting change (Jones, Jimmieson, & Griffiths, 2005; Ke & Wei, 2008; Rashid, Sambasivan, & Rahman, 2003). While culture only develops and changes over a long period to time (Schein, 1990), and I therefore do not propose culture change as a remedy for failed restructuring, developing and maintaining an appropriate organizational culture should be

a boon to organizations facing imminent restructuring. Thus, I propose organizations consider developing and maintaining a “servanthood culture,” which I define as:

*An authentic, consistent commitment, on the part of management and employees alike, to mutual support, collaboration, information sharing, and honesty, for the purpose of maximizing the well-being of the organization and its component members.*

This is conceptually similar to the notion of a human relations organizational culture, which is characterized by a high emphasis on fostering “cohesion and morale among employees through training and development, open communication, and participative decision-making” (Jones et al., 2005, p.364). Organizations with human relations cultures have been shown to maintain higher levels of change readiness (Jones et al., 2005; McNabb & Sepic, 1995). What distinguishes a servanthood culture from a human relations culture is its emphasis on authenticity and its call that employees from *all levels* become servant leaders.

The development of such a culture should serve as a strong buffer against the negative effects of organizational restructuring. For example, if there exists a strong sense of trust in and a history of consistent transparency from management, then when management engages in legitimation, there is a greatly reduced chance for the organization to be perceived as disingenuous or manipulative. Employees have been shown to be more ready to accept change when embedded in cultures high in concern for the individual (Jones et al., 2005; Rashid et al., 2003). Furthermore, if all employees are engrained to seek the general well-being of *all* their coworkers, then even when restructuring does destroy existing social capital (Van Emmerik & Euwema, 2007), they will already have common ground for interaction. In other words, when employees are forced to work with employees with whom they are unfamiliar, all employees will, at the bare minimum, be prepared to share information, to help each other learn the ins and

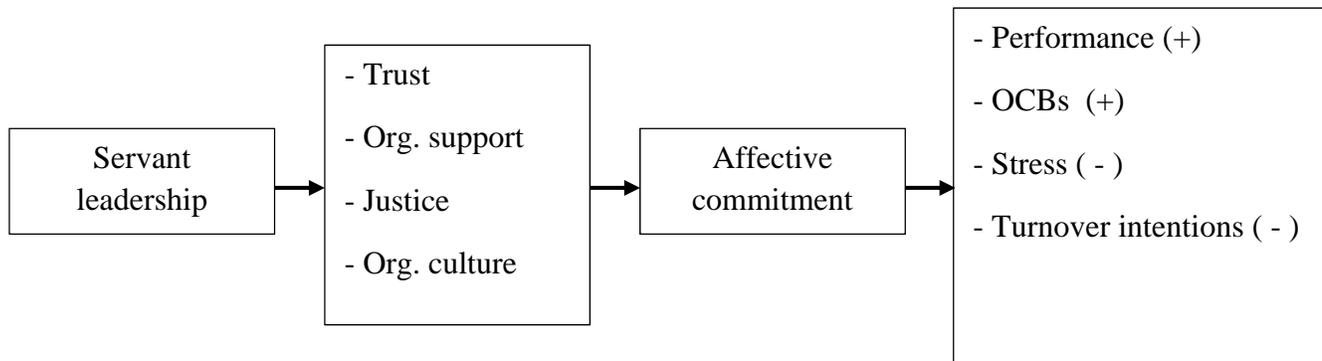
outs of new processes or task, and so on. A servanthood culture should prevent the factionalism and competition due to job uncertainty that so frequently accompanies restructurings such as mergers and downsizing.

### **Concluding remarks**

When organizations restructure, they risk losing employees' affective commitment, and the myriad positives associated with such commitment (Meyer et al., 2002). The typical approach to mitigating the negative effects of restructuring has been legitimation – yet this is completely inadequate in preventing objective negative outcomes (e.g., destroying existing social capital, merging culturally different firms) and is often insufficient in addressing employees' legitimate evaluative concerns (e.g., broken psychological contracts, lack of justice). Servant leaders earn their followers' affective commitment by being trustworthy, just, and supportive. The goal in maintaining a high degree of affective commitment is that when organizations restructure, remaining employees will still feel a sense of identification and satisfaction to the target of their commitment (Stinglhamber & Vandenberghe; 2003; Vandenberghe et al., 2002). Some might question, appropriately, “What happens if an employee is affectively committed to his or her middle manager, and that manager gets downsized? Will that employee not lose a significant amount of affective commitment?” This is a valid question, and indeed a likely outcome, yet it speaks to the importance of developing a servanthood culture. In a servanthood culture, employees are committed to the well-being of their coworkers, supervisors, and the organization at large; furthermore, because of the consistent integrity and honesty of all levels of leadership, employees have a history of trusting leadership. Accordingly, when restructuring occurs, employees should trust leadership that their continued employment and contribution is the best thing for all stakeholders involved. Finally, when organizations restructure, this

restructuring should be guided by the tenets of servant leadership. To simply things, I conclude with a brief list of five guidelines on how to conduct and frame restructuring efforts in the context of servant leadership, with the goal of maintaining follower affective commitment.

1. *Altruism* – This is essential. Servant organizations cannot restructure for selfish purposes. The interests of all stakeholders must be considered and appropriately weighted. If employees sense that the change was enacted for selfish or unethical reasons, their affective commitment and motivation will vanish.
2. *Honesty* – This is closely tied to the altruism and service basis of the change. That is, if the change is completely ethical there is nothing to hide, and employees should be privy to the reasons for the change. This is different than manipulative legitimation efforts – this open, straightforward, and relevant communication to interested stakeholders.
3. *Caring* – Servant leaders and organizations legitimately care about the well-being of their employees. As such, organizations should take special efforts to care for employees negatively affected by the change (e.g., counseling, severance packages, etc.).
4. *Supportiveness* – Related to the issue of caring, leaders and organizations should be intentionally supportive of the employees that remain. Servant leaders are careful to make sure followers have everything they need to successfully navigate the stress of organizational restructuring (e.g., by increasing task or social support).
5. *Modeling* – Equally important to altruism, servant leaders lead by example. If all organizational leaders do not maintain a firm commitment to *altruism, honesty, caring, and supportiveness*, they risk being viewed as inauthentic and manipulative. If this happens, affective commitment is gone. Furthermore, servanthood will not take hold at an enduring, cultural level without consistent behavioral commitment from leadership.



*Figure 1.* The process of servant leadership in maintaining follower affective commitment

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