

The Practice of Servant Human Resource on Employee's Performance: A Case of Selected Private Universities in Lusaka District, Zambia

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Abstract: Overview: The purpose of the study was to assess the impact of the practice of servant human resource on employee's performance with reference to Private Universities in Zambia. The study was conducted in Lusaka district the capital city of Zambia.

Body of Knowledge: Many researchers say there is no universally accepted leadership theory. Yet they say that there are several theories that tend to explain leadership. These include; trait theory, behavior based theory and contingency theory. The study examined how HR leadership affects organizational performance, finding out the relationship between moral leadership and organizational performance, investigating how leadership of love affects organizational performance and finding out if servant HR leadership principles and qualities are better ways of managing and leading workers in comparison to other leadership styles as well as theories of leadership and management.

Methods: The total target population was 1000. The sample size was 10% of the target population and involved a total of 100 respondents; senior managers, Heads of Departments, Lecturers, and Support staff. The study used a descriptive design using qualitative paradigms to triangulate methods to offset the limitations of the other. Questionnaires were used to collect data. Tables were used to analyze the data obtained.

Results: The integration of servant HRM practices in private universities creates a conducive environment for academic staff to thrive, leading to higher levels of performance and job satisfaction. These findings underscore the importance of adopting a servant leadership approach and effective HR practices to foster a productive and positive organizational culture in the educational sector

Recommendation: Private University leaders should take keen interest in matters that concern their employees. In doing this, they should focus more on showing concern for employees in their personal matters and work towards improving the general employee welfare.

Keywords: Honest, Love, Moral, Performance, and Servant.

1. INTRODUCTION

1.1 Introduction

The practice of Servant Human Resource Management (SHRM) significantly impacts employee performance by emphasizing leadership that prioritizes the well-being, development, and empowerment of employees. SHRM fosters a supportive environment where leaders serve their team members, encouraging open communication, collaboration, and trust. This approach leads to higher job satisfaction, as employees feel valued and respected, which in turn boosts motivation and engagement. Additionally, SHRM promotes personal and professional growth by offering opportunities for continuous learning and skill development (Klug, 2018). As employees perceive their leaders as mentors and advocates, their

commitment to organizational goals strengthens, resulting in enhanced productivity and performance. Moreover, the focus on ethical behavior and community within SHRM creates a positive workplace culture, reducing turnover rates and fostering loyalty. Overall, the servant leadership model within human resource practices cultivates a nurturing and inclusive work environment that drives superior employee performance through mutual respect and shared purpose.

The practice of Servant Human Resource (SHR) management in universities significantly enhances employee performance by fostering a supportive and inclusive work environment. SHR emphasizes the leaders' role in serving their employees, prioritizing their needs, and facilitating their personal and professional growth. This approach nurtures a sense of belonging and commitment among staff, as leaders actively listen to their concerns, provide ample development opportunities, and recognize their contributions. In academic settings, where stress and workload can be high, such a supportive atmosphere can improve job satisfaction, reduce turnover, and boost morale. The personalized attention and mentorship inherent in SHR practices help employees feel valued and motivated, leading to increased productivity and innovation. Furthermore, this management style promotes a culture of collaboration and mutual respect, essential in educational institutions, thereby enhancing overall organizational effectiveness and the quality of education provided (Chanda, 2024). By adopting SHR practices, universities can create a more engaged, efficient, and dedicated workforce, ultimately contributing to better student outcomes and institutional success.

Many researchers say there is no universally accepted leadership theory (Avolio & Bass, 2005). Yet they say that there are several theories that tend to explain leadership. These include; Trait theory, behaviors based theory and contingency theory. Researchers from 1940s through 1960s began studying behavior exhibited by leaders as a means to separate leaders from non-leaders (Ambler, 2010). The primary difference between Traits and behavior theories is that behavior can be taught. So, behavior theory attempts to find the correct actions leaders take. By teaching these behaviors, anyone can be trained to be a better leader. With so many descriptions of leadership styles, it is useful to have a broad framework of Servant Leadership whose focus attention is Love, Moral, and Honesty and nourish subordinates so as to help them grow. Servant leadership is a natural model for working in the public sector and requires more careful interpretation in the private sector. This is because servant leadership aligns closely with religious morals and has been adopted by several organizations. This research will therefore, bring out biblical principles and compare them to other theories of leadership so as to come up with the best universal accepted leadership style to all kinds of business organization.

1.2 STATEMENT OF THE PROBLEM

There is a recognizable tension between being a leader while at the same time as being a servant. It is not usual to put others first, especially when those others are the ones on a lower level of a company. Chanda & Chitondo (2024) in their study noted that leadership plays a pivotal and irreplaceable role in driving sustainable development. The success or failure of sustainable initiatives often hinges on the vision, commitment, and effective decision-making of leaders across various sectors. Several key ways in which leadership contributes to and shapes sustainable development involves setting a vision and goals: as leaders articulate a vision for sustainable development, outlining clear goals and objectives. Many leaders are in leadership for the sole reason of having the sense of authority over others. It is one of the perks of a leadership position. With this authority however, come many potential pitfalls. Self-reliance, selfishness, cruelty, pride, arrogance and misuse of power can all contribute to the downfall of a leader (Park & Kim, 2018). There has been little success in resolving this tension. The closest resolution to this tension looks at leadership through the eyes of a parent. Parents are the head of the household in that they make major decisions and guide the family in the right direction, but are also the family's servant; supporting, encouraging, and seeking the best interest of the members of the family. It was for this reason that this study was necessitated to bridge the gap in the literature of servant HR leadership in Private Universities particularly.

1.3 PURPOSE OF THE STUDY

The purpose of the study was to assess whether servant (HR) leadership principles and its qualities are better ways of managing and leading workers in comparison to other leadership styles as well as theories of management.

1.4 OBJECTIVES

- i. To assess the extent to which honest and moral leadership affects organizational performance.
- ii. To investigate leadership of love and how it affects organizational performances.
- iii. To evaluate whether servant HR leadership principles are better ways of managing workers in comparison with other styles as well as theories of leadership.

1.5 THEORETICAL FRAMEWORK

The study was guided by the contemporary leadership theories by Greenleaf (1970) who argued that the most essential part of being a servant leader is the aspiration to serve first. Servant leadership promoted the valuing and development of people, the building of community, the practice of ethnicity, the proving of leadership for those being led, and the sharing of power and status for the good of everyone. Chitondo & Chanda (2023) explains ethnic diversity as the existence of people from various ethnic and cultural backgrounds or identities. Further, servant leadership is seen as standing on three main pillars of Love, Moral and Honest, Ken Davenport (2022). This is cupped by Hersey and Blanchard (1969) who developed the Situational Leadership theory and guided those leaders who are able to adapt their behavior to meet the demand of their unique situation will be successful leaders.

1.6 SIGNIFICANCE OF THE STUDY

The study holds significant importance it explores the application of servant leadership principles within the context of higher education institutions. This approach prioritizes the well-being, development, and empowerment of employees, which can lead to enhanced job satisfaction, increased commitment, and improved overall performance. By focusing on the needs of the employees first, servant leadership can create a more supportive and nurturing work environment, fostering a culture of trust, collaboration, and innovation. In universities, where academic and administrative staff play crucial roles in the institution's success, implementing servant human resource practices can drive better engagement and productivity, ultimately contributing to higher quality education and research outcomes. Furthermore, understanding how these practices impact employee performance can provide valuable insights for university leaders aiming to improve organizational effectiveness and competitiveness in the increasingly challenging landscape of higher education.

2. LITERATURE REVIEW

2.1 LEADERSHIP

Leadership is the art of guiding and inspiring others towards achieving common goals, characterized by a combination of vision, integrity, communication skills, and empathy. Effective leaders possess a clear vision, allowing them to set strategic goals and provide a sense of direction for their team. They demonstrate integrity, building trust and credibility by consistently adhering to ethical principles and leading by example. Strong communication skills are essential, enabling leaders to convey their vision, expectations, and feedback clearly and persuasively (Van & Nafukho, 2019). Additionally, empathy plays a crucial role in leadership, as understanding and addressing the needs and concerns of team members fosters a supportive and motivated environment. Successful leaders also exhibit adaptability, remaining flexible in the face of challenges and open to new ideas and approaches. They prioritize the development of their team, providing opportunities for growth and recognizing individual contributions, which in turn cultivates loyalty and high performance. Ultimately, leadership is about influencing and empowering others to work collaboratively towards shared success, requiring a balanced blend of personal qualities, strategic thinking, and interpersonal skills. There are many dimensions to leadership and, many possible ways of describing leadership style such as autocracy, democracy bureaucracy, and charismatic, transformational, transactional and laissez-fair. With so many descriptions of leadership styles, it is useful to have a broad framework of servant Human Resource (HR) leadership, whose focus is love, nourish subordinates and help them to grow. The study will review literature on servant HR leadership keeping in mind its relationship to both ethical leadership and spiritual leadership.

2.2 SERVANT HR

Servant leadership seems to cut across leadership theories while providing a foundational philosophy for those theories that emphasizes principles relating to human growth. According to Macke & Genari (2019), servant leadership is an understanding and practice of leadership that placed good of those led over the interest of the leader. Why would a leader be the one serving others? Usually the one lower on the chain of command is the one expected to serve; this is how society expects leadership to work. For servant leaders however, the paradoxical concept of serving from a leader role seems just the natural way it should work. Servant leaders often feel they are "called to serve". They tend to care for people and naturally want to help and serve them. They do not seek their own good, but instead try to meet the needs of those around them as well as lead the company in the right direction. It is important to clarify that servant leaders are not just pawns that employees can use to get what they want. Servant leaders are firmly grounded in achieving goals while serving those around them as often as it is helpful to achieving those goals. With that being stated, serving others can be helpful in almost

situations. In order to lead, the servant leader must have wherewithal to undergo the potential for failure. In order to lead, the servant leader must also have a goal. Greenleaf (1970) argues that the most essential part being a servant leader is the aspiration to serve first. Servant leader's foremost wish to serve and the occupation of leading is a byproduct of their desire to serve others.

2.3 ATTRIBUTE OF A SERVANT HR

The attribute of a servant in the context of Human Resource (HR) embodies a leadership style that emphasizes serving others as a fundamental principle. This approach, often referred to as servant leadership, prioritizes the well-being, growth, and empowerment of employees, fostering a supportive and inclusive workplace culture. A servant leader in HR focuses on active listening, empathy, and the personal development of team members, ensuring that their needs and aspirations are met. This leadership style encourages a collaborative environment where employees feel valued and motivated, leading to higher job satisfaction, increased engagement, and improved performance (Tran & Choi, 2019). Additionally, servant leadership in HR promotes ethical behavior and community building, aligning organizational goals with the holistic growth of its employees. By putting people first, servant leaders can drive a positive organizational culture, enhance employee retention, and create a resilient, adaptive workforce ready to meet future challenges. Characteristics of servant leadership vary by authors with many commonalities. Those explored in this study are; love, honest, morality, pervasion, helping, attention, togetherness, trust and collaborative. Throughout the study, the goal was to obtain a realistic and applicable view of those attributes as applied to lived-experiences and as viewed from others.

2.3.1 LEADERSHIP OF LOVE

Love is the greatest command of nature. Love does not choose people in society be in a company. Love is the warmth a leader gives to those in coldness. To those in trouble, love gives hope and encouragement. Love is like manure to the malnourished employee and water to the dying individuals in an organization. As HR and other leaders, keep on loving every person in an organization you are. According to Klug (2018), leaders who are loved often focus on the being caring and having a mutual connection to employees, rather than just being a leader. The care the leaders show to their subordinates has a bearing on their performance. Leadership of love demonstrates appreciation; it is reflected back to the leader. Awuor & Manyallah (2013) says that employees will work harder and more effectively for that person who leads them with love. They will be more loyal and dedicated to them, and it will be in direct proportion to how they make them feel. Further, Osherin (1999) attributes that the key to leadership is to lead with love. Leading with love means knowing and caring about what inspires and empowers people. It is about caring enough to know what is important to them and helping them succeed. Leading with love is the key to leadership success. To lead effectively, one must love the people he/she is leading.

2.3.2 HONESTY LEADERSHIP

Honesty is the single most important "building block" in the leader-follower relationship. To many people, honesty is the same as sincerity, truthfulness, integrity, frankness, candor and openness. Though some leaders do not consciously realize it, honesty includes not only telling the truth but also leaving the right impression. Albert Einstein said, "Whoever is careless with the truth in small matters cannot be trusted with important matters." Subordinates are willingly to follow their leaders into the boardroom, the front office or the front lines. They first want to assure themselves that you are worthy of their trust. They want to know that the leader is truthful, ethical and principled. No matter what the setting, everyone wants to fully confident in their leaders, and to fully confident they have to believe that their leaders are people of strong character and solid integrity (Avolio et al, 2009). Of all the qualities that people look for and admire in a leader, honesty is by far the most personal. It is the quality that can most enhance or most damage personal reputations. If we follow someone who is universally viewed as being of impeccable character and strong integrity, then we are likely to be viewed the same way. But, if we willingly follow someone who is considered dishonest, our own images are tarnished. In view of the above, the researcher formulates a hypothesis.

2.3.3 MORAL LEADERSHIP

According to research by Yuyi (1991);

1. A leader, by definition, is one who guides, who shows the way by example. A leader, if he is to be effective, must have the ability to persuade others. If there is no persuasion, there is simply no leadership.
2. In order to be able to persuade others to follow a course of action, a leader must have personal integrity. If a man cannot be trusted, he cannot lead, for the populous will not be guided by someone in whom they have no confidence.

Moral leadership is a very different kind of leadership. Rather than aspiring to being followed, Moral leaders aim to serve. Instead of showcasing their own skills, moral leaders tend to develop the capacities of others. Moral leadership is not about rank—any person holding any position can be a moral leader, but such individuals are always characterized by a deep sense of ethics, driven by core ideals (such as justice) and are motivated by the pursuit of a higher purpose. Moral leadership is also about particular capacities and skills. First of all, moral leaders know how to manage themselves, how to temper their egos, how to act with nobility and rectitude. They are visionary and affect personal change. Moral leaders also have a highly developed sense of emotional intelligence and master key for social skills. They work to overcome obstacles and are skilled at the art of consultation. They build consensus, navigate diversity and establish unity. Aldoorry & Tooth (2014) in their study they noted that moral leaders are the conscience (i.e. moral compass) of an enterprise or organization and the glue that holds it together. The term moral leadership resonates for this reason; the author sees the need for a broader understanding of what good leadership is. Inherent in the word “moral” is the idea of right and wrong, so we are looking for the right leadership, but whose idea of right and wrong is the stand? Defining what the right thing has proven somewhat elusive in the face of competing needs. It requires introspection, critical thinking and some robust dialogue with diverse groups, which takes a lot of work and an uncommon ability to lean into the discomforts of uncertainty, ready to explore and learn.

2.4 AVENUES OF SERVANT HR LEADERSHIP

2.4.1 BUSINESS

Numerous corporations and institutions have embraced the servant leadership approach with considerable success. West Jet Airlines Ltd based in Calgary, and Alberta had followed the servant leadership business model and has done very well in a tough market (Davis 2002). Most of the companies at the top of fortune magazine’s best companies for which to work had adopted various aspects of servant leadership. The resurgence of servant leadership was due to being part of a larger movement to move away from command and control type of leadership, and it was recognized as an antidote to cooperate scandal, holding management and leadership responsible age (Wong, 2003).

2.4.2 EDUCATION

Colleges and universities should offer leadership preparation for those who have the potential. Schools should invest in all classes of people, especially the poor. They should teach them how to look for opportunities to help their own communities. Colleges and universities should focus on values. They should teach students how to make the right choices in life. (Chanda (2024) alluded that education is the key to the doors of success for most of people in Africa and the world at large. Without education people cannot productively, care for their health, sustainability and protect themselves. Teaching servant leadership should be a priority in our colleges and universities and greater preparation for servant-leaders should be encouraged (Greenleaf, 1977).

2.4.3 CHRISTIAN MINISTRY

In a servant leadership model, leaders empty themselves, their pride, and their selfishness and worldly aspirations do not exist. Servant leadership requires the leader to sacrifice his self-interest and to be willing to die with Christ on the cross (Wong, 2003). The church needed to serve people to achieve its goals and mission. Those inside the church who had the capacity for building would only find joy when they were building. When the church became a place to nurture servant leaders, institution builders would be produced.

2.4.4 GLOBAL EMPIRICAL STUDIES

A Study by Smith (2005) has examined the basic tenets of the servant – leadership theory as proposed by Greenleaf way back in the year 1970. The study is particularly useful in this research as it yields theoretical framework that provide a review of the various attributes and values that have been exhibited by servant leaders and put up a case for the primary motivation and service role as the significant traits of service leaders. It makes a cross comparison of servant leadership with transformational style of leadership to enhance the comprehensive of the subject in great depth. Lastly, a study by Schwepkra and Schalz (2015) discussed servant leadership in conjunction with ethical leadership style in the development of a caring ethical climate so as to ascertain their impact on the performance of the sales person characterized by their values enhancing notice to the customers.

2.4.5 REGINAL EMPIRICAL STUDIES

The study by Chen et al. (2015) is a recent study in South Africa that uses a multivariable model based on social identity framework for explaining the impact of the servant leadership style of managers on the service performance of the frontline employees. This study yields significant evidence for the positive effect of group competition climate by strengthening the relationship across self-efficacy and service performance. The study is quite useful for comprehending inter limits between the various constructs entwined closely with servant leadership style and in developing the conceptual framework for the present study. A study by Allen & Meyer (2007), examined the research pertaining to ethics, values and morality related with servant leadership style across various contexts, culture and themes. The study exhibits that servant leadership style plays an inconclusive instrumental role in improving the organizational well-being. The study is significant for the present research by yielding a better comprehension of servant leadership theory.

2.4.6 EMPIRICAL STUDIES IN ZAMBIA

The study by Makasa (2012) has also attempted to explore the evidence for the relationship between servant leadership style and organizational performance based on the empirical evidence from the high-performing organizations. The study exhibits that the servant leadership style tends to impact the several mediating variables positively thereby yielding an influence on organizational performance. Another study by Hamukanga (2013) has identified eleven potential dimensions to enumerate servant leadership. Based on the literature review, the various studies on the subject seem to have one conclusion as to what extent servant leadership style affects organization performance as can be noted by Aida & Amori (1990) who found a positive relationship between servant leadership style and employee performance, however a study by Arslan, A. & Staub (2013) found that servant leadership has no impact on the performance of the employees and lastly, another study by Ahmed & Hanson (2011) found that the impact of servant leadership on the performance of employees was inconclusive. Organizational performance had been viewed and discussed from different approaches. Based on the different components of commitment, organizational performance was a multidimensional concept. Classification of organization servant leadership and employee performance were affective commitment, continuance commitment and normative commitment (Aboiyassin & Abood, 2013) the literature indicated that an organization, was setting for measurement of servant leadership and employee performance, however, review of existing scholarly literature relevant to the topic of servant leadership and organizational performance showed a lack of empirical research regarding servant leadership and organizational performance in an organization setting. Since servant leadership and organization performance had assessment tools that accomplished the measurement. This study focused on the relationship between servant leadership and organizational performance.

The other lesson is that; Christian leadership does not fully apply to the real business world. Furthermore, situational leadership developed by Hersy and Blanchard is close to servant leadership because both are advising those in leadership positions to be flexible according to the prevailing situations. The two discourage elements of command and control. Lastly, the love component of servant leadership is the major drive in servant leadership style which should be embraced by all companies namely; calling, listening, empathy, healing, awareness, persuasion, conceptualization, foresight, growth and community building using the confirmatory factor analysis procedure. The study by Hamakunga would help in the scale development for enumerating the construct of servant leadership in the present study.

3. METHODOLOGY

3.1. RESEARCH DESIGN

The study employed a descriptive design that used both quantitative and qualitative paradigms to triangulate methods to offset the limitations of the other. The major purpose of descriptive research was description of the state of affairs as they exist. Kerlinger (1969) points out the descriptive studies which are not only restricted to fact findings, but may often result in formulation of important principle of knowledge and solution to significant problems. They were more than just a collection of data. They involved measurements, classification, analysis, comparison and interpretation of data.

3.2. RESEARCH SITES

The research was carried out in the (5) selected School Universities (Rockview University, Eden University, Lusaka University, Open University and Apex University) in Lusaka district in Zambia from which respondents were also sampled.

3.3. SAMPLE, SAMPLE SIZE AND SAMPLING PROCEDURE

The population for the study was purposefully drawn from five Universities. Simple random sampling was used in selecting the subordinate employees and stratified random sampling was used in selecting members of management and two main groups of respondents was identified, i.e. management personnel and non-management personnel for five (5) private Universities using 100 as a sample size. Purposive sampling procedure was used to select senior managers (10), Heads of Departments (10), Lecturers (20), and support staff (60). The sample size comprised of 100 respondents. Also, the primary data was complimented by secondary data which was derived from relevant management literature. In the sampling of institutions, the study adopted the stratified cluster random sampling technique.

3.4 DATA ANALYSIS

The study sought to carry out an assessment on the impact of the practice of servant HR with reference to private Universities in Lusaka District. In this research, data was analyzed qualitatively as the semi structured interviews and interviews and observations schedules were used as data collection instruments. Tables were used to analyze data. The data gathered was analyzed according to the themes of the study with the order of the research objectives. Analysis was mainly descriptive.

3.5 ETHICAL CONSIDERATIONS

The study avoided pressuring respondents to take part in the research. Alternatively, permission consents, assents were obtained from respondents involved in the research and the research topic was strategically selected to ensure that there was no harm whatsoever to the research respondents. In this research, the study was fully conscious of the need to abide by the ethical rule of respecting the privacy of individuals taking part in the research. In the same way, all the respondents of the research were to remain unidentified to the public as all their valuable views, opinions and perception were only known by the researchers for use only in the research and participant’s identities will forever remain hidden.

4. FINDINGS AND DISCUSSIONS

The following findings and discussions were presented according to the research objectives. A total of 100 questionnaires with self-explanatory questions were administered to both management and its employees. From the 100 questionnaires, all were returned.

Table 1: Distribution of Servant HR Felt Leadership

Category	Frequency per category	Rel. Frequency per category %
Strongly agree	7	19.48
Agree	8	19.83
Not sure	5	19.03
Disagree	15	20.65
Strongly disagree	65	21.05
Total	100	100

The table above shows response as follows 100 respondents 7 (19.48%) strongly agreed that their supervisors are good at convincing them to do things, 8 (19.83%) agreed, 5 (19.03%) which were the majority were not sure, 15 (20.65%) disagreed and 65 (21.65%) strongly disagreed.

Table 2: Correlation Matrix (Peaston) Analysis

Variables	Honest leadership	Moral leadership	Leadership of love	Employee performance
Honest leadership	1			
Moral leadership	0.9260	1		
Leadership of love	0.8745	0.8834	1	
Employee performance	0.9775	0.09679	0.9169	1

Output significance level alpha=0.05

Hypothesis 1

The correction coefficient was found to be 0.9775 which shows that there is a very strong positive correlation between honesty leadership and employees performance. Thus we reject the null hypothesis and adopt the alternative and we conclude that we are 95% confident that there is positive relationship between honest leadership and employee performance.

Hypothesis 2

The certain coefficient was found to be 0.9679 which shows that there is a very strong positive correlation between moral leadership and employee performance. Thus we reject the null hypothesis and adopt the alternative and we conclude that we are 95% confident that there is positive relationship between moral leadership and employee performance.

Hypothesis 3

The correlation coefficient was found to be 0.9169 which shows that there is a very strong positive correlation between leadership of love and employee performance. Thus we reject the null hypothesis and adopt the alternative and we conclude that we are 95% confident that there is positive relationship between leadership of love and employee performance.

“Love” is not a word you often hear uttered in office hall ways or conference rooms. And yet, it is a strong influence on workplace outcomes. The more loved co-workers feel at work, the more engaged they are. Here in, researchers referred to “companionate love” which is for less intense than romantic love. Companionate love is based on warmth, affection and connection rather than passion. The study shows that those who perceive greater affection and caring from their colleagues perform better, but few managers focus on building an emotional culture.

5. CONCLUSION

The conclusion drawn was that the servant HR style of leadership had a positive correlation with effective and normative commitment. The correlation coefficient for honesty leadership was found to be 0.9775 which shows that there is a very strong positive correlation between honesty leadership and employee performance. The correlation coefficient for moral leadership was found to be 0.9679 which shows that there is a very strong positive correlation between moral leadership and employee performance. Also the correlation coefficient for leadership of love was found to be 0.9169 which shows that there is a very strong positive correlation between leadership of love and employee performance. Thus the research concludes that servant HR leadership which has major attributes of honesty, moral and love leadership have a bearing on employee performance. If employees feel their leaders are honest, their leaders portray ethical behavior and when they feel their leaders love them, they will be dedicated to their work; this will also positively impact on their performance.

The care the leader show to their subordinates has a bearing on their performance. Leadership of love demonstrates appreciation. It is reflected back to the leader and it will be direct proportion to how they make them feel. Employees have to believe that their leaders are people of strong character and solid integrity. If a person cannot be trusted, he/she cannot lead, for the populous will not be guided by someone in whom they have no confidence. When the church becomes a place to nature servant HR leaders, institutions builders would be produced. The study exhibits that servant HR leadership style tends to impact several mediating variables positively thereby yielding an influence on organizational performance.

6. RECOMMENDATIONS

The following are actions that should be taken on the basis of the findings of this study:

1. Servant HR leadership to be taken as a norm: Most of the respondents attributed servant leadership to be mostly associated with the researchers’ strong church backgrounds and expatriates. The study recommended that servant leadership should be practiced by leaders. Though no leadership style is ideal on its own but with situations. However, servant leadership style should always be the norm.

2. Leaders must take keen interest in matters that concern employees: From the study, it is clear that employees perform better when leaders takes keen interest in matters that concern them such as birthdays, sickness and even death. This is also the case when employees enjoy friendly work environment and are treated with respect from their leaders. Based on these findings, the study recommended that Private University leaders should use this style in their companies. In doing this, they should focus more on showing concern for employees in their personal matters and work towards improving the general employee welfare.

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3. Involving employees in decision making: The study also established that employee's performance is improved when they are involved in decision making. It was also established that when employees are involved in company decision making, the results are better. Based on these findings the study recommended that University organizations should apply this in running their companies. This should be done by seeking employee input when making decisions that affect the company in totality.

4. Care by clear reward system: The study findings showed that better employee performance is achieved when there is a clear reward system. The study also recommended that leaders should go extra miles and create working reward systems. These systems should clearly outline the benefits that employees get when they effectively attain the given goals. Lastly, Human Resource leaders should also create an environment that supports employees in designing their own strategies for accomplishing the given goals.

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