



Unveiling the Relationship between Servant Leadership and Ethical Climate of Employees in Manufacturing Industries and Educational Institution

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Abstract

In this work, relationship involving servant leadership, ethical climate employees of manufacturing industries and educational institutions is investigated and established. The questionnaires were included to collect the data from full-time employees of managers, engineers, and officers, teaching faculty of their organization. In the servant leadership questionnaire, there are 23 items, five dimensions, and in the ethical climate questionnaire, there are 35 items and nine dimensions. The final research survey was carried out on a convenience sample of 307 from manufacturing industries and 324 samples from educational institution using a non-probability sampling strategy. The confirmatory-factor analysis, reliability and adequacy of the sample are tested using Statistical package for the social sciences (SPSS) version 22. The independent sample test hypothesis proves that servant leadership and the ethical climate of both manufacturing industries and educational institutions employees are analogous and the regression analysis hypothesis proves that the existence of a solid association between servant leadership and ethical climate employees of manufacturing industries and educational institutions. The conducted study will be helpful to manufacturing industries and educational institutions to frame the policies based on servant leadership and ethical climate to motivate the employees to strive for organization excellence.

Keywords: Servant leadership; Ethical climate; Manufacturing industries; Educational institutions; Demographic; Independent test; Multiple linear regression analysis.

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1. Introduction

The leaders of the educational system must thoroughly understand the ever-changing demands of industries, organizations, and large societies for the success of educational systems. Balancing competing demands with the effective practice of servant leadership is needed to succeed in a challenging environment. In the current scenario, the involvement of the organization along with the stakeholders is

gaining prominence in managing the institutions compared to caring for others.^[1] In India, the root cause of all the organized crimes and systematic problems is based on profit maximization. The impact has been remarkable in the economy which results in bringing ethics to the forefront of business studies. This wave has created focused interest on the importance of ethics in the present-day workplace which sends alarm bells to organizations working beyond the rules of the game.^[2]

Research in the field of leadership is spread across involving various theories, notions, and terminologies. The main agenda is about a particular group and targets along with leader-member communication. Businesses call for a revived management thinking wherein employees gain motivation and constantly work towards offering better than the best service. Hence servant leadership approach is very apt in the ever-changing world conditions. Tendency along with inclination is an integral part of a term called climate. In the management context, the climate can be understood as to how employees perceive the existing conditions in an organization. Ethical

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climate is all about how an individual or an organization is going to deal with ethical problems and exhibits the right behavior in terms of ethics.^[3] In the organizational context, it can be further refined as a framework for the anticipated behavior of employees.^[4]

1.1 Servant leadership

Servant leaders are selfless individuals whose intention is to serve and not to become a leader. This approach is an alternate way of leading the organization. The organizational objectives are achieved through the facilitation of the rise, development, and overall prosperity of the individuals comprising the organization.^[5] A servant leader desires to execute the responsibility in a morally, or ethically right way as well as fulfil the obligations and take competitive measures.^[6] It is argued to positively correlate with ethical culture.^[7] Theoretical arguments in support of servant leadership are based on addressing follower needs.^[8] It is a value-laden style of leadership and is ingrained in staunch ethical principles.

Researchers have utilized the questionnaire on servant leadership.^[8] This includes five dimensions (Fig. 1). Altruistic calling is the aspiration of the leader to forge a favorable change in the lives of others. Emotional healing is an integral part of servant leadership. It is the capability to identify the necessity and initiate the reparative activity for employees of the organization. Another dimension is wisdom. It is the ability to show how one can learn from the surroundings and understand the effects on the individual and organization. The fourth dimension is persuasive mapping. It is the expertise to envisage a mental framework that mapped situations thereby allowing sizeable opportunities for the entire organization.

The fifth and final dimension is the organizational stewardship. This ability of the leader will shape the organization in contributing positively to society by arranging outreach programs and the development of the community.

1.2 Ethical climate

The policies and guidelines on issues related to ethics in an organization are covered under an ethical climate. All aspects of employees’ behavior are influenced by the ethical climate.^[9] The effectiveness of the organization is measured by various parameters of ethical climate namely, caring, independence, law and code, rule, instrumental, service, efficiency, social responsibility, and self-interest (Fig. 1).^[10] These measures are employed to validate the ethical climate of an organization. Caring is all about concern for others in the organization. Independent means individuals acting based on their own moral beliefs and well-defined principles. Law and code streamline the decisions made by the employees within the framework of external systems namely, law or professional codes of conduct. The rule represents the rules of conduct set by the organization. The instrumental climate is based on an egoistic criterion. This criterion is majorly hinged on maximizing self-interest. Service items are the effects of decisions on customers, People who concern about the customer, always do what is right for the customer. Efficiency represents the right way of doing the work in an organization. Social responsibility is measured in terms of a better image of the organization based on the feedback from the stakeholders inclusive of the society. Self-interest is judged on the level of individual interest in the organization like physical wellbeing.

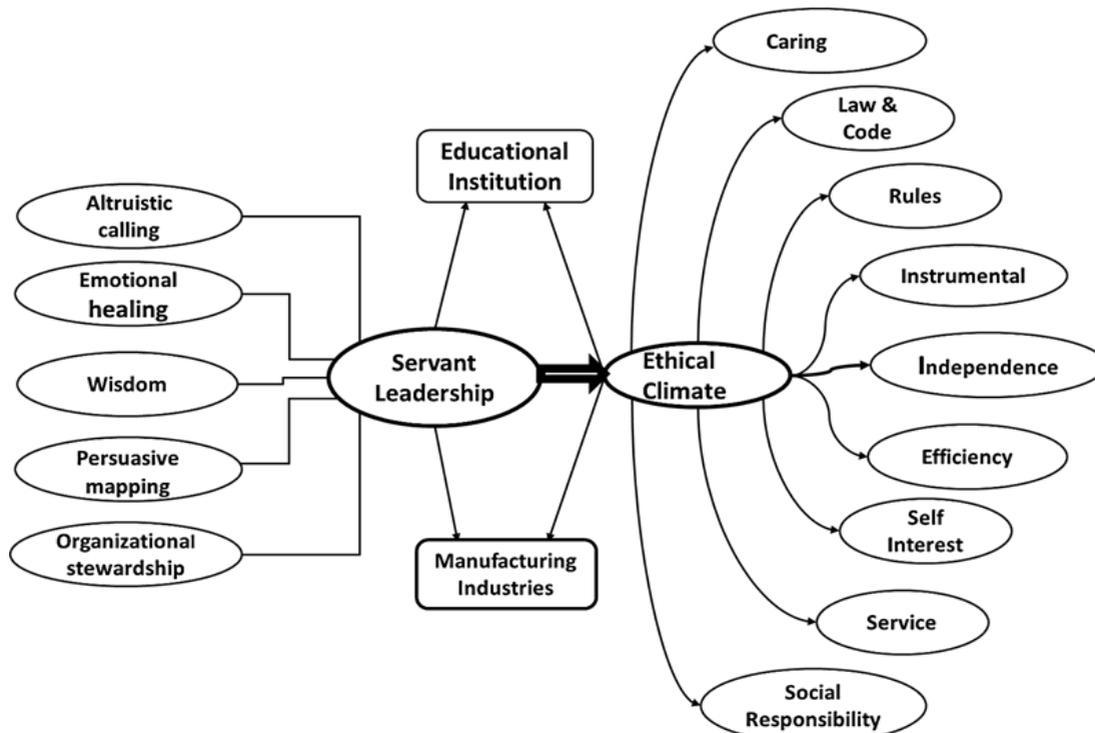


Fig. 1 Characteristics and relationship of servant leadership and ethical climate, and its implementation at manufacturing industries and educational institutions.

Objectives of the survey includes, a) to find the reliability and adequacy of sample, b) to study the descriptive statistics of the sample, c) to study the servant leadership approach of employees from manufacturing industries and educational institutions, d) to analyse the ethical climate of manufacturing industries and educational institutions employees and e) to compare the association between servant leadership, the ethical climate of employees of manufacturing industries, and educational institutions.

Hypothesis of the survey included H1: The Servant leadership approach differs between the manufacturing industries and educational institutions. H2: The ethical climate differs between the manufacturing industries and educational institutions. H3: The relation exists between Servant leadership and ethical climate.

1.3 Relation between servant leadership and ethical climate

The analysis examining the link between servant leadership and ethical work climate is distributed.^[11] Authors found, salespeople administrative unit that worked for servant-leaders believe that their firm operated at higher levels virtuously.^[12,13] Sales people were also willing to follow expected standards of ethical conduct. At interims, the setting of capable deals associations of servant leadership added to the making of ethical climate that cultivated environmental factors of individual good managing practices by their labourers.^[11] Authors found that servant leadership improves labourer execution, and intervenes through a good atmosphere.^[14] At long last, hiring initiative is furthermore the preeminent satisfactory assortment of administration to encourage the occasion of partner ethical climate in intermural sports because of its moral establishing and weight on labourer (devotee) prosperity.^[15] It is assumed that the influence of servant leadership on ethical climate differs among educational institutions and industries. The hypothesis for this study is that: the relation exists between servant leadership and ethical climate.

The lack of empirical research establishing the relationship between business organizations and servant leadership, and the efficacy of servant leadership in promoting staff of an organization, provided the impetus for this study, which aims to find out if such a relation or correlation exists. While much data exists on the staff of the business organizations, there is little or no evidence of the impact of those holding values of servant leadership on the staff of an organization. However, the literature review for this study suggested a lack of prior research on how servant leadership is related to these organizational outcomes through ethical climate among employees of the organization. Appreciably, there is little understanding of how servant leadership influences ethical climate.

Though servant leadership has attracted a lot of attention from the researchers still there is a vacuum to be fulfilled to understand the servant leadership approach fully. Though

there are studies related to some selected manufacturing industries and educational institutions, not much research has been done regarding higher educational institutions and some of the manufacturing, service sector industries. Servant leadership has not been covered fully though there are studies related to the education sector, manufacturing sector, and service sector. There exists a significant gap pertaining to research on servant leadership studies in manufacturing industries, hospitals, software companies, banking sector, universities, and private educational institutions. In addition, there are very less number of servant leadership studies in the Indian context which report the effect of servant leadership on ethical climate. But those studies are not significant to arrive at conclusive relationship of servant leadership on ethical climate in the manufacturing industries, hospitals, and other business organizations.

2. Materials and Methods

In this study, a non-probability sampling technique of convenience sampling was employed in the work.^[16] The process involved collecting data on google and printed form surveys. A good number of samples were collected from institutions and industries. *i.e.*, managers, engineers, and officers of industries and teaching faculty from educational institutions, and participated in the survey. The final survey consisted of 307 and 324 samples of medium and large industries, educational institutions. These questionnaires were distributed to managers, engineers, and officers of industries and teaching faculty completing their research at the educational institution. The total number of items in the questionnaire was 23 from servant leader and 36, from ethical climate, dimensions 5 and 9 of servant leadership and ethical climate. There are four prominent stages in this process, namely, tested construct was validated using confirmatory factor analysis (CFA) with the varimax rotation method, scale reliability, sample adequacy, independent sample test, and multiple linear regression analysis for servant leadership and ethical climate. Statistical package for the social sciences (SPSS) 22.0 was used to test scale reliability, statistical analysis, and factor analysis.^[17] Based on the results of the developmental study, factor loadings by using SPSS 22, analyzed the confirmatory factor analysis (CFA) to know the model fitness (convergent validity factor loading >0.5). Confirmatory factor analysis was performed for the items associated with each of the variables and it analyses to identify any poor items of the questionnaires. Reliability analysis was used to study the properties of the measurement scales (Likert scale questionnaire) and the items (questions) that make them up. The reliability analysis method computes a number of commonly used measures of scale reliability and also provides the relationship between individual items in the scale. The internal consistency of the variable was measured using Cronbach's alpha coefficient which should be greater than 0.7 to confirm the scale reliability. The Kaiser meyer olkin (KMO) and Bartlett's tests were done to test the sample adequacy

which varies from 0 to 1. The well-accepted rule of thumb is KMO value must be more than 0.6 which shows sampling is adequate. Independent sample test determines statistically significant difference between the means in two independent groups. Multiple linear regression analysis is used to analyse the relationship between servant leadership and ethical climate variables to estimate the value of ethical climate (dependent variable).

2.1. Research design

This research adopted a questionnaire survey research design.^[18] Survey research designs are procedures in quantitative research in which investigators administer a survey to a sample or to the entire population of people to describe the attitudes, opinions, behaviours of the population. The sample frame is the list of teaching faculty in engineering, medical and management colleges, and qualified managers, engineers, and officers of industries. Ethical permission for the survey was taken from the head of the institute, research head, and human resource department of the industry. An ethical permission letter was given after going through the questionnaire and discussing with some experts in respective organizations. Immediately after one-week, permission was given to distribute the survey questionnaires to the organization staff. Participation was voluntary and the confidentiality statement in the questionnaire ensured freedom of expression of the respondents on their perceptions. The questionnaires in google forms and printed forms were made available in English to the respondents.

2.2. Sample design

The population size was 1200 for industries and for the institution 1500 and the sample size required according to the standard formula the sample size for the manufacturing industries was seen as 300 and educational Institution representatives were 315.^[19] The randomly chosen 823 managers (Table 1), engineers, and officers, and 1233 teaching faculty and were emailed with the link of the Google form having the self-administered questionnaire 307 and 324 on servant leadership, ethical climate. The filled questionnaires were obtained with a response rate of 26% and 37%. To do sample representative, the districts with maximum higher educational institutions and manufacturing and service industries have been considered for selecting the sample. There is a total of 14 institutions in the Udupi and South Canara district in which the institution where there is a minimum of 50 employees' strength was the criteria for our research *i.e.*, 14 private institutions in Udupi and South Canara district, Karnataka are considered for the study. The respondents in the institution include assistant professors, associate professors, and professors. And the nine industries are taken for the study. The respondents in the industries include associate managers, managers, officers, and engineers as project heads, senior employees, and relatively new employees in the software industry.

Table 1. Sample size.

Description	Circulated	Received	Used
Manufacturing industries	823	361	307
Educational institutions	1233	394	324

2.3. Questionnaire development

A questionnaire is a research instrument consisting of set of questions aiming to collect details from respondents. In the current study, the servant leadership questionnaire (SLQ) and ethical climate questionnaire (ECQ) are used as data collection instruments with Likert 5-point scale as the standard. The self-administered questionnaire employed for data collection had two sections: the first section elicited the demographic details of the subject (gender, age, status, experience, and qualification) and the second part obtained quantitative data through the Likert 5-point scale (5- strongly agree; 1- strongly disagree). The instrument development of the SLQ provided a means to conduct empirical research on servant leadership behavior and ECQ was used to identify employees' perceptions of ethical work climate. Both SLQ and ECQ were derived from the standard scales developed by a group of researchers employed in many different contexts such as learning in physical education, primary schools, and organizations and was slightly modified to suit the requirement of higher education and industries without diluting the content.^[8,20] The sources of these standard scales were their Cronbach's alpha in the earlier studies and the present work. The internal consistency of the variable was measured by using Cronbach's alpha coefficient. Cronbach's coefficient alpha(α) is the average of all the correlations between each item and the total score and is often calculated to determine the extent of homogeneity.^[21] Further, a survey's internal consistency or homogeneity refers to the extent to which all the items or questions assess the same skill, characteristic, or quality. The well-accepted rule of thumb is that a coefficient of 0.70 or more is considered to be satisfactory in the social science research.^[22] The Cronbach's alpha values for the scale availed in this research were in the acceptable range (> 0.7) in comparison to earlier scales in terms of the internal consistency of the reliability. Reliability is represented by is the proportion of the total variability in scores, which is accounted for by the differences in the average values across observations which applies to the interval consistency of the items of an instrument. In other words, reliability is also represented as Cronbach's alpha.

3. Results

The demographics (Fig. 2), male and female 68%, 32%, and 79%, 21% of the institution, and industries responses for the questionnaires on servant leadership and ethical climate were presented (Fig. 2 and Table 4). It shows the results, servant leadership 23 items, 5 dimensions, and ethical climate 36 items, 9 dimensions (Fig. 1). The scale for the questionnaire is supervised using a 5-point Likert scale (1= strongly disagree, 5 = strongly agree). The survey conducted for manufacturing

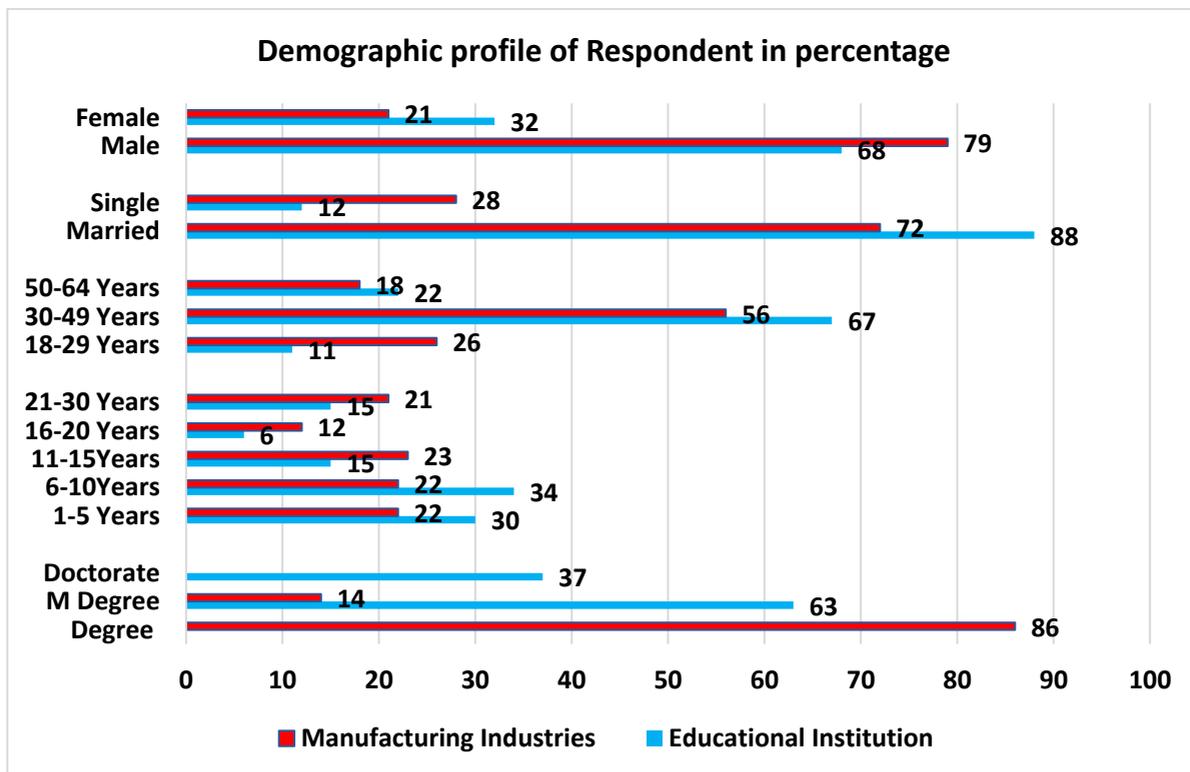


Fig. 2 Demographic of the respondents.

industries and educational institutions included 307 and 324 samples respectively.

Before going for further analysis first confirmatory factor analysis (CFA) was carried out to know the model fitness, the structure of the observed variables, and to obtain correlation and composite reliability. For all the variables, CFA was performed for the item analyses to identify and remove any poor items (standardized factor loading < 0.5) of the questionnaires employed for the study by using SPSS22.^[23] The results of servant leadership and ethical climate variables viz., Cronbach’s alpha, sample adequacy test, mean, and the standard deviation was analysed (Table 2, Table 3 and Table 4). There is a small difference between the institutions and industries samples of study regarding mean, standard deviation, and Cronbach’s alpha. The dimension of servant leadership and ethical climate are having differences in Cronbach’s alpha value which indicates reliability (Table 2). While comparing the reliability of survey questionnaires of institutions and industries, the Cronbach’s alpha value for servant leadership was found to be 0.994, 0.995 and value for ethical climate was 0.992, 0.997 respectively. Since all the

values are obtained from the study are more than 0.6, it is acceptable.

This study uses non-probability sampling, namely purposive techniques sampling, where respondents will be determined based on certain criteria.^[24] The convenience sampling (purposive) method is employed for the selection of samples in the sample unit (Table 1).

The sample adequacy test was done to see whether the sample collected is adequate to proceed for further analysis. KMO and Bartlett’s test of sphericity is a yardstick of sampling sufficiency which varies from 0 to 1.^[25] The well-accepted rule of thumb is that Kaiser-Meyer-Okin (KMO) value must be more than 0.6 which shows that the sampling is adequate. The test result of servant leadership and ethical climate shows the KMO value 0.972, 0.969 in the educational institution, and 0.914, 0.860 in the industries respectively, which shows that the sample is adequate (Table 3). The sample adequacy test was done for all the variables considered for the study (Table 3) i.e., servant leadership, ethical climate for both the variables KMO value > 0.9, so the sample is adequate. The validation of normality is an important element before

Table 2. Servant leadership and ethical climate items and its Internal reliability.

Scale	Items of the scale	Cronbach’s alpha (α)		
		Manufacturing Industries (MI) N=307	Educational institutions (EI) N=324	Total N=631
Servant leadership	23	0.995	0.994	0.994
Ethical climate	35	0.992	0.997	0.994

Table 3. Sample adequacy test.

Scale	Items of the scale	Kaiser-Meyer-Okin (KMO) values		
		Manufacturing Industries(MI) N=307	Educational institutions (EI) N=324	Total N=631
Servant leadership	23	0.914	0.972	0.977
Ethical climate	35	0.860	0.969	0.989

proceeding towards any hypothesis testing.^[26] One of the common assumptions after obtaining data is, to treat it as normally distributed without using any statistical test to signify.^[27] In the study, the Kolmogorov-Smirnova test and the Shapiro-Wilk test are used.^[23] The result of the test of servant leadership and ethical climate, are not having statistical significance towards normality ($p < 0.000$). It is concluded that samples of both educational institutions and industry employees are non-normally distributed.

Descriptive statistics (Table 4) show the mean, standard deviation, minimum, maximum, and standard error of the variables of servant leadership and ethical climate in the manufacturing industries and educational institutions employees. The mean and standard deviation (SD) for the servant leadership are 3.64 and 1.41 in an educational institution (Table 4), 3.58 and 1.4 in industries employees (Table 4), mean and SD is very high for an educational institution that means servant leadership strongly followed than industries but SD variation is high in the educational institution, the ethical climate is 3.65 and 1.38 in the educational institution, 3.59 and 1.41 in industries employees, mean is very high for an educational institution that means it is strongly followed by educational institution than industries, but SD variation is high in industries.

Hypothesis 1: The servant leadership approach differs between manufacturing industries and educational institutions

Table 4. Elucidatory statistics for servant leadership and ethical climate.

Variables	Sector	N	Mean	Std. deviation	Std. error mean
Servant leadership	MI	307	3.5853	1.40848	0.08039
	EI	324	3.6496	1.41062	0.07837
Ethical climate	MI	307	3.5906	1.41779	0.08092
	EI	324	3.6595	1.38959	0.07720

Table 5. Independent sample test of servant leadership (SL).

		Levene's test for equality of variances				t-test for equality of means				
		F	Significant (Sig.)	t	df	Sig. (2-tailed)	Mean difference	Std. error difference	95% confidence interval of the difference	
									Lower	Upper
Servant leadership	Equal variances assumed	213	0.645	0.573	629	0.567	0.0643	0.1122	-0.156	0.284

T-test was utilized to gauge the huge contrast between manufacturing industries and educational institutions to quantify the servant leadership characteristics of the association of the pioneers. Since the p-value, 0.567 (not significant, Table 5) is more than the critical level of 0.05, consequently, we presume that there is no noteworthy distinction between the industry and institutions that are servant leaders. It can be reasoned that in industries or educational institutions, pioneers will have requisite characteristics of servant leadership.

Hypothesis 2: The ethical climate differs between the manufacturing industries and educational institutions' test was utilized to quantify the huge distinction among manufacturing industries and educational institutions to gauge the ethical climate characteristics of the association of the pioneers. Since the p-value > 0.05 , 0.741 (not significant, Table 6) is a noteworthy level, thus we reason that, there is no huge distinction between the manufacturing industries and educational institutions concerning the ethical climate.

Subsequently, we can presume that both industry and educational institution associations have an ethical climate.

Hypothesis 3: The relation exists between servant leadership and ethical climate. The relationship involves servant leadership and ethical climate in the manufacturing industries (MI) and educational institutions (EI). The following indices are relevant to be thought of in an extremely statistical method. The price of R indicates the correlation that has to be compelled to be preparing to complete the value of 1 was a high correlation between variables. The price of R² is the degree of variability in the model that has to be compelled to be larger than .25. The price of the importance level of F indicates the model match. The price of the unstandardized.

To clarify, the consecutive worth of B indicates an even bigger amount of modification at intervals for every unit of modification. B are either positive (+) or negative (-), indicating a positive modification, a negative modification.

Table 6. Independent sample test of ethical climate (EC).

		Levene's test for equality of variances		t-test for Equality of Means						
		F	Significant (Sig.)	t	df	Sig. (2-tailed)	Mean difference	Std. error difference	95% confidence interval of the difference	
								Lower		Upper
Ethical climate	Equal variances assumed	7.38	0.007	0.330	629	0.741	0.0359	0.1087	-0.177	0.2495

In Industries, it is seen (Table 7) that there is a high level of association involving servant leadership on ethical climate (0.997). Specialists found that the R² value of (0.994) infers that 99.4 percent of difference to servant leadership upon ethical climate. It implies that 99.4 percent variety in the ethical climate, is clarified by the free factor *i.e.*, servant leadership, and the rest 0.6%, of ethical climate, is unexplained (Table 7). It was observed from the ANOVA (Table 7) that the F value (ANOVA) of servant leadership on ethical climate, is 48921.229, which is measurably noteworthy at a 5% level of importance. This hypothetical relationship is embraced by the importance of esteem (0.000) related to the ANOVA table. The coefficient 1.003 shows that with each one-unit variation in servant leadership, there would be proportionate variation by 100% upon ethical climate. From the estimation of coefficients (Table 7), the connection between servant leadership on ethical climate, distinguished for the investigation is factually huge. The criticalness value obtained is less than 0.05. It is from the coefficient table that servant leadership (0.997) on the ethical climate is profoundly connected.

Table 7. Multiple linear regression analysis of servant leadership. MI (Manufacturing Industries) N=307 EI (Educational institution) N=324

Independent variables		Dependent variables	
Servant leadership		Ethical climate	
		MI	EI
R		0.997	0.996
R ²		0.994	0.992
F		48921	40258
Coefficients	Constant	-0.007	0.079
B		1.003	0.981
T		-0.4**	4.10**

(Standardized coefficients are reported P< 0.01** Significant)

In Educational institutions, it is seen (Table 7) that there is a high level of association involving servant leadership and ethical climate (0.996). Specialist found the R² of 0.992, which infers a 99.2 percent of change to servant leadership upon ethical climate. It implies that 99.2% of the variation in the ethical climate is clarified by the independent variable, *i.e.*, servant leadership, and the rest 0.8%, of ethical climate, individually it is unexplained (Table 7). It was observed from

the ANOVA (Table 7) that the F Value (ANOVA) of servant leadership on ethical climate is 40258.334, which is measurably critical at a 5% level of significance. The coefficient of 0.981 shows that for every one-unit variation in servant leadership, the ethical climate differs proportionately by 98.1 percent. From the estimation of coefficients (Table 7), the connection between servant leadership and ethical climate distinguished for the investigation is factually noteworthy, the criticalness value obtained is less than 0.05. It may be deduced very well from the coefficient table that servant leadership (0.996) on ethical climate is exceptionally associated.

4. Discussion

It is observed that the mean score of servant leadership in higher educational institutions was 3.64 for the sample size of 324 and 3.58 for manufacturing industries having a sample size of 307. The higher educational institution has a slightly higher servant leadership compared with industries. But both the institutions and industries had a mean score of 3.61 for a total sample size (N) of 631. It is also observed that the mean score of the ethical climate for higher educational institutions was 3.65 for the sample size 324 and 3.59 for manufacturing industries having a sample size of 307. The higher educational institution has a slightly higher ethical climate compared with manufacturing industries. But both the institutions and industries had a mean score of 3.62 for a total sample size (N) of 631.

It was observed that the p-value (0.567) is more than the marked level of 0.05, so not remarkable, hence there is no notable difference between the manufacturing industries and educational institutions concerning the leaders being servant leaders. It is observed from the T-test that the p-value (0.741) is more than the marked level of 0.05, so not remarkable, hence there is no notable difference between the manufacturing industries and educational institutions for the ethical climate. It is observed that both institutions (0.996) and industries (0.997) have a high level of association involving servant leadership and ethical climate.

The attention of the researchers worldwide has received notable attention on servant leadership, similarly, ethical climate. This analysis intends to look at the role of servant leadership on ethical climate, on a sample of employees belonging to manufacturing industries and educational institutions. Educational institutions and industries play a

dominant role in India's economic system, and the performance of institutions and industries is reflective of the expansion pattern of the Indian economy. The current research work is compared with the research conducted on the full-time employees of agricultural business and it was proved that a statistically significant correlation existing between the manager's leadership style of servant leadership and the ethical work climate of the organisation.^[28] Current research work was also compared with a study conducted on analysing the impact of athletic directors as servant leaders on the employees of the athletic department. Researchers have strongly concluded that athletic directors who act as servant-leaders are more likely to create ethical work climates within their departments and can positively influence the ethical work climate.^[29]

On comparing with previous works of literature, it has been observed that servant-leaders who care about their followers' well-being and prioritize ethical behaviors are more likely to be the role models who positively influence the behaviors of others. Since the human capital conception has emerged as an important area in the practice of management in educational institutions and industries, it has given considerable importance to servant leadership and ethical climate. However, little attention was paid by the Indian researchers to servant leadership. The present study is the observed research gap.

In the present scenario, due to the diminishing aspect of ethical behavior projected in educational institutions and industries at this juncture, the philosophy of servant leadership will be an eye-opener for making the system better and vibrant. The relationship involving servant leadership and other variables considered for the work and its linkage has a lot of significance in the practical aspect of leadership. It is determined from the study that there's no major important distinction between the general public and personal sector corporations regarding their servant leadership profiles in India. It is determined from the study; servant leadership profiles measure a great deal in Indian managers. The notion of servant leadership has its roots philosophically in the Indian system. But those ideas may differ from one culture to another culture. Therefore, cultural influence can be seen while practicing management decision-making.

5. Practical implications

The efficacy of the structure can be raised by lessening the turnover of top-performing employees from the company. By improving within the ethical climate of the organizations, servant leadership can be exercised effectively in operating surroundings. The head of the department, faculty member as a servant leader is probably going to produce some tutoring job, collaboration, and growth to the teaching faculty to extend their grasp of individual variations.

It was observed in educational institutions that servant leadership is the most important factor influencing ethical climate. Thus, the head of the institution must initiate actions to improve the perceptions of teaching faculty concerning

ethical climate, in educational institutions. In the manufacturing industries, servant leadership plays an appreciable role in the ethical climate. So, the managers, officers, and engineers must interact with the industry employees and explain clearly the procedure followed in the organization.

6. Conclusion

Servant leadership is a paradox, which is useful to improve the overall organizational well-being in a given situation. Similarly, the ethical climate and its relation are also paramount important in bringing the desired performance in the manufacturing industries and educational institutions. These notions focus on human behaviors in the organization. The specific conclusions derived from the study are, the study examines the impact servant leaders have on the ethical work environment of employees in manufacturing industries and educational institutions. Independent sample test (H_1 , H_2), as well as multiple linear regression analysis (H_3), was conducted to determine the relationship between servant leadership and ethical working climate. The results indicate that five dimensions of servant leadership correlate with the nine dimensions in ethical work climate. Implementation of servant leadership and ethical climate was higher in the educational institutions compared to the manufacturing industries according to descriptive statistics. According to the independent sample test, the approach for servant leadership and ethical climate is the same in manufacturing industries and educational institutions. Multiple linear regression analysis proved that a strong relationship between servant leadership and ethical climate in manufacturing industries and educational institutions employees.

Further, the servant leadership and ethical climate brought about more appreciable levels of collaboration, cooperation, among the staff of the both organizations. The tasks of servant leadership such as encouraging and developing industries staff and teaching faculty, and respectful ethical climate, and being considerate for the industrial staff and teaching community.

7. Restrictions and recommendations for further research.

In the present work, the researcher has achieved objectives established for the study. However, there are many unavoidable limitations. They are:

1. The current study was conducted in selected manufacturing industries and educational institutions located in the Udupi, Mangalore, state of Karnataka. Thus, it limited the scope and depth of analysis of the present study.
2. The cross-section chosen was from intermedia management and higher management in manufacturing industries and educational institutions viz., assistant professors to professors.
3. The study is conducted with a short sample size on a huge population because of the time limit. So to generalize the study for the entire population, the sample size must be more.

Thus, future research could include a broad range of predictors that are linked to servant leadership and ethical

climate. The cross-section can be stretched to the top management too and with a large number of stratum, effective comparability analysis can be conducted. In future research, more manufacturing industries and educational institutions samples need to be considered to generalize the study. That means a longitudinal study has to be conducted. Presently 58 questionnaires are exercised for research. The number of questionnaires from servant leadership and ethical climate is to be reduced, to get a good response without bias from the employees of the organization.

Conflict of interest

There are no conflicts to declare.

Supporting information

Not applicable.

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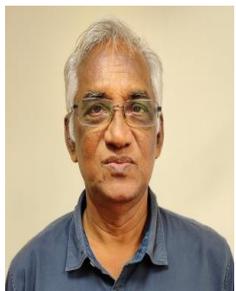
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