THE ROLE OF SERVANT LEADERSHIP STYLE IN IMPROVING INNOVATION IN HIGHER EDUCATION INSTITUTIONS

Georges Y. Maalouf[A]

ARTICLE INFO	ABSTRACT
	Purpose: The research aims to empirically study the role of adopting a servant leadership style in improving innovation in higher education institutions. **Theoretical framework:** (Piorun et al., 2021) cited that servant leadership will make people emerge as the power will flow down to the subordinates. (Geuther, C. 2014) mentioned that servant leaders can establish a supportive workplace and promote the employees' self-esteem. In addition, Chinese philosophers in the 5th century BC such as Laozi agreed that servant leaders are those who are characterized by people who say, "we did it ourselves" when things are done (Tarallo, 2021). In the current study, the researcher will explore the adoption of Servant Leadership in Higher Education Institutions, and its influence on the innovation of these institutions. **Design/methodology/approach:** The researcher adopted a quantitative research methodology. The research design is as follows: objectivism research ontology, positivism research philosophy, the research approach is deductive, and the research choice is mono-method quantitative. The research strategy is a survey, and the time horizon is cross-sectional. Items of the questionnaire were adopted and adapted from the Servant Leadership Questionnaires published by (Liden et al., 2008), (Northouse, n.d.), and (Hess & Dumas, 2015). Primary data was collected from higher education institutions and the secondary data was from trusted previous studies found on Google Scholars. The sample size is 208 respondents, and data was collected using Survey Monkey, the online survey development tool to gather data and feedback. Collected Data were statistically analyzed utilizing SPSS, starting with descriptive analysis, followed by Reliability Analysis, Factor Analysis, Chi-Square Test, and Regression Analysis using ANOVA and T-Test. **Findings:** The researcher found that the behavior of servant leaders will play a key role in promoting innovation, and as she/he is a role model, the possession of highly ethical practices has a positive relationship with learners' satisfaction. In addition, asking for career goals will help strengthen employees' experience in this institution. The campus environment, its maintenance, and attractiveness play a role in increasing the university's fees. **Research, Practical & Social implications:** The results will set the path in which innovation will be cultivated at the level of the whole higher education institutions by focusing on the set of patterns of behaviors adopted by the leaders. **Originality/value:** This study is among the first to tackle servant leadership and innovation in higher education institutions. In addition, this will add to the knowledge in Academia about servant higher education institutions. Doi: https://doi.org/10.26668/businessreview/2023.v8i9.1787

[A] *PhD in Business Management. American International University. Kuwait.*
E-mail: georgesmaalouf@live.com Orcid: https://orcid.org/0000-0003-2270-6031

Intern. Journal of Profess. Bus. Review. |Miami, v. 8 | n. 9| p. 01-17 | e01787 | 2023.

1

O PAPEL DO ESTILO DE LIDERANÇA SERVENTE NA MELHORIA DA INOVAÇÃO NAS INSTITUIÇÕES DE ENSINO SUPERIOR

RESUMO

Objetivo: A pesquisa tem como objetivo estudar empiricamente o papel da adoção de um estilo de liderança servidora na melhoria da inovação em instituições de ensino superior.

Referencial teórico: (Piorun et al., 2021) citou que a liderança servidora fará as pessoas emergirem, pois o poder fluirá para os subordinados. (Geuther, C. 2014) mencionou que os líderes servidores podem estabelecer um local de trabalho de apoio e promover a autoestima dos funcionários. Além disso, os filósofos chineses do século V aC, como Laozi, concordaram que os líderes servidores são aqueles caracterizados por pessoas que dizem: "nós mesmos fizemos isso" quando as coisas são feitas (Tarallo, 2021). No presente estudo, o investigador irá explorar a adoção da Liderança Servidora nas Instituições de Ensino Superior, e a sua influência na inovação dessas instituições.

Desenho/metodologia/abordagem: O pesquisador adotou uma metodologia de pesquisa quantitativa. O desenho da pesquisa é o seguinte: ontologia de pesquisa do objetivismo, filosofia de pesquisa do positivismo, a abordagem da pesquisa é dedutiva e a escolha da pesquisa é monométodo quantitativo. A estratégia de pesquisa é um levantamento, e o horizonte de tempo é transversal. Os itens do questionário foram adotados e adaptados dos Servant Leadership Questionnaires publicados por (Liden et al., 2008), (Northouse, s.d.) e (Hess & Dumas, 2015). Os dados primários foram coletados de instituições de ensino superior e os dados secundários foram de estudos anteriores confiáveis encontrados no Google Scholars. O tamanho da amostra é de 208 entrevistados e os dados foram coletados usando o Survey Monkey, a ferramenta de desenvolvimento de pesquisa online para coletar dados e feedback. Os dados coletados foram analisados estatisticamente utilizando SPSS, começando com análise descritiva, seguida de análise de confiabilidade, análise fatorial, teste qui-quadrado e análise de regressão usando ANOVA e teste T.

Resultados: O pesquisador constatou que o comportamento dos líderes servidores terá um papel fundamental na promoção da inovação e, como ele/ela é um modelo, a posse de práticas altamente éticas tem uma relação positiva com a satisfação dos alunos. Além disso, solicitar metas de carreira ajudará a fortalecer a experiência dos funcionários nesta instituição. O ambiente do campus, sua manutenção e atratividade desempenham um papel importante no aumento das mensalidades da universidade.

Pesquisa, implicações práticas e sociais: Os resultados definirão o caminho no qual a inovação será cultivada em nível de todas as instituições de ensino superior, com foco no conjunto de padrões de comportamento adotados pelos líderes.

Originalidade/valor: Este estudo está entre os primeiros a abordar liderança servidora e inovação em instituições de ensino superior. Além disso, agregará conhecimento na Academia sobre as instituições servidoras de ensino superior.

Palavras-chave: Liderança Servidora, Inovação, Instituições de Ensino Superior.

EL PAPEL DEL ESTILO DE LIDERAZGO DE SERVICIO EN LA MEJORA DE LA INNOVACIÓN EN LAS INSTITUCIONES DE EDUCACIÓN SUPERIOR

RESUMEN

Propósito: La investigación tiene como objetivo estudiar empíricamente el papel de adoptar un estilo de liderazgo de servicio en la mejora de la innovación en las instituciones de educación superior.

Marco teórico: (Piorun et al., 2021) citó que el liderazgo de servicio hará que las personas emerjan a medida que el poder fluya hacia los subordinados. (Geuther, C. 2014) mencionó que los líderes servidores pueden establecer un lugar de trabajo de apoyo y promover la autoestima de los empleados. Además, filósofos chinos del siglo V a. C. como Laozi coincidieron en que los líderes servidores son aquellos que se caracterizan por personas que dicen "nosotros mismos lo hicimos" cuando las cosas están hechas (Tarallo, 2021). En el estudio actual, el investigador explorará la adopción del liderazgo de servicio en las instituciones de educación superior y su influencia en la innovación de estas instituciones.

Diseño/metodología/enfoque: El investigador adoptó una metodología de investigación cuantitativa. El diseño de la investigación es el siguiente: ontología de investigación de objetivismo, filosofía de investigación de positivismo, el enfoque de investigación es deductivo y la elección de investigación es cuantitativa monométodo. La estrategia de investigación es una encuesta, y el horizonte temporal es transversal. Los elementos del cuestionario se adoptaron y adaptaron de los Cuestionarios de Liderazgo de Servicio publicados por (Liden et al., 2008), (Northouse, n.d.) y (Hess & Dumas, 2015). Los datos primarios se recopilaron de instituciones de educación superior y los datos secundarios de estudios previos confiables que se encuentran en Google Scholars. El tamaño de la muestra es de 208 encuestados y los datos se recopilaron mediante Survey Monkey, la herramienta de

Intern. Journal of Profess. Bus. Review. | Miami, v. 8 | n. 9 | p. 01-17 | e01787 | 2023.

2

desarrollo de encuestas en línea para recopilar datos y comentarios. Los datos recopilados se analizaron estadísticamente utilizando SPSS, comenzando con un análisis descriptivo, seguido de análisis de confiabilidad, análisis factorial, prueba de chi-cuadrado y análisis de regresión utilizando ANOVA y prueba T.

Hallazgos: El investigador encontró que el comportamiento de los líderes de servicio jugará un papel clave en la promoción de la innovación y, como él / ella es un modelo a seguir, la posesión de prácticas altamente éticas tiene una relación positiva con la satisfacción de los alumnos. Además, preguntar por metas de carrera ayudará a fortalecer la experiencia de los empleados en esta institución. El entorno del campus, su mantenimiento y atractivo juegan un papel en el aumento de las tasas universitarias.

Implicaciones de investigación, prácticas y sociales: los resultados marcarán el camino en el que se cultivará la innovación a nivel de todas las instituciones de educación superior al enfocarse en el conjunto de patrones de comportamiento adoptados por los líderes.

Originalidad/valor: este estudio es uno de los primeros en abordar el liderazgo de servicio y la innovación en las instituciones de educación superior. Además, esto se sumará al conocimiento en la Academia sobre las instituciones de educación superior servidoras.

Palabras clave: Liderazgo de Servicio, Innovación, Instituciones de Educación Superior.

INTRODUCTION

Servant leadership is a leadership style in which a leader prioritizes the interests of other stakeholders over his or her own (Canavesi & Minelli, 2021). This concept has a direct influence on numerous job attitudes including job satisfaction, job involvement, and organisational commitment. This research aims to empirically study the role of adopting a servant leadership style on innovation in higher education institutions.

Research question: "What is the role of the adoption of the servant leadership style in improving innovation in higher education institutions?"

The following research hypotheses are proposed:

H0: Servant leadership will not improve innovativeness in higher education institutions.

H1: Servant leadership will play a key role in improving innovativeness in higher education institutions.

BACKGROUND

Lanet al. (2021) discovered that servant leadership affects organisational innovativeness via the feeling of accomplishment. Liden et al. (2018) similarly found that servant leadership is positively related to organisational commitment. In performing a quantitative analysis of university faculty members, Syeda and Ahmad (2022) found that servant leadership is an essential set of leadership patterns and behaviours that result in an increasing level of motivation and engagement.

Intern. Journal of Profess. Bus. Review. | Miami, v. 8 | n. 9 | p. 01-17 | e01787 | 2023.

3

However, in their study about the influence of servant leadership on job engagement in higher education institutions, Aboramadan et al. (2020) found that the link between these two variables is not straightforward.

Institutions are facing unprecedented challenges and competition, and leadership decisions and behaviours influence their success.

Tarallo (2021) described servant leaders as humble, confident in their abilities, and encouraging others to perform better. Al-Asfour (2022) stated that servant leaders were the best prepared for the Covid-19 pandemic.

Aboramadan et al. (2021) investigated servant leadership in higher education institutions, concentrating on the element of job satisfaction. The researchers discovered a strong positive relationship between servant leadership and job involvement, as well as a moderate relationship between servant leadership and organisational commitment.

In studying empowerment leadership as a predictor of organisational innovation in higher education, Supriyanto et al. (2023) discovered a positive relationship between the two variables. In addition, knowledge sharing was found to be a mediating variable in the impact of empowerment leadership on creativity. Oshabemi (2000) discovered that the engagement and commitment of the employees have a more significant impact on the academic sector in comparison with other industries.

Figure 1: Systematic Literature Network Analysis (SLNA)
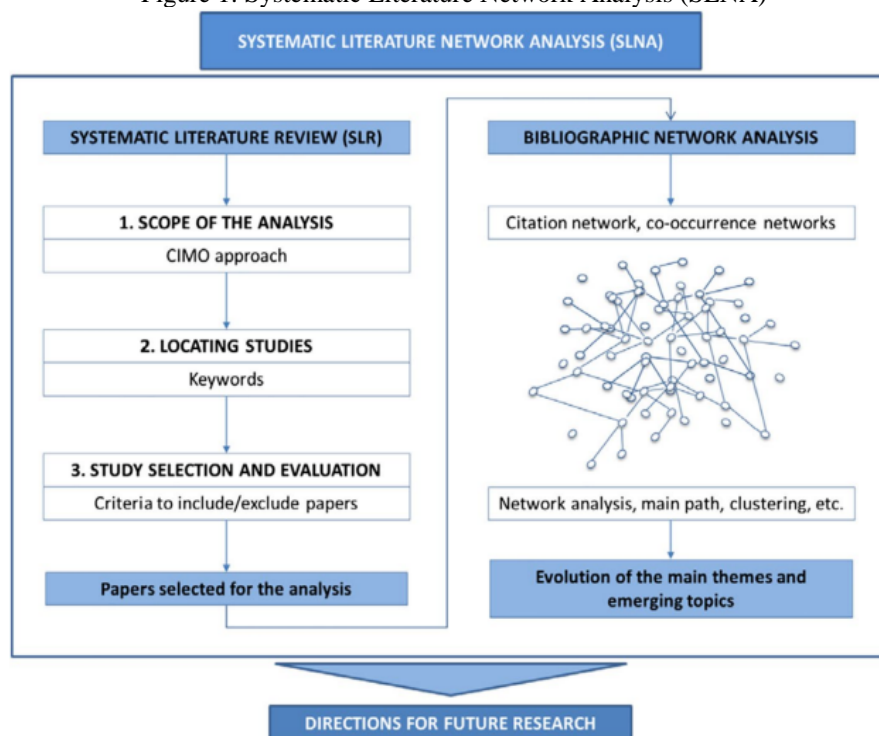
Source: (Strozzi et al., 2017)

Intern. Journal of Profess. Bus. Review. | Miami, v. 8 | n. 9 | p. 01-17 | e01787 | 2023.

4

Leaders empower other team members to become more creative, take initiative, and have more confidence in their abilities. They enable others and focus on talent management and development (Tarallo, 2021).

After studying the adoption of the servant leadership style in higher education institutions, Wheeler (2012) highlighted several principles of servant leadership that can improve an organisation. Because these challenging institutions are difficult to manage well, the board, faculty, and administration should work together to achieve an authentic solution. Leaders in these institutions should focus on strategic goals and the development of individuals, as well as the improvement of the whole community of concern. The author also added that servant leaders are able to comprehend the reasons behind decisions and ask for the input of others during implementation to make them more committed to the business. These professionals will continually discuss the means adopted in doing the tasks.

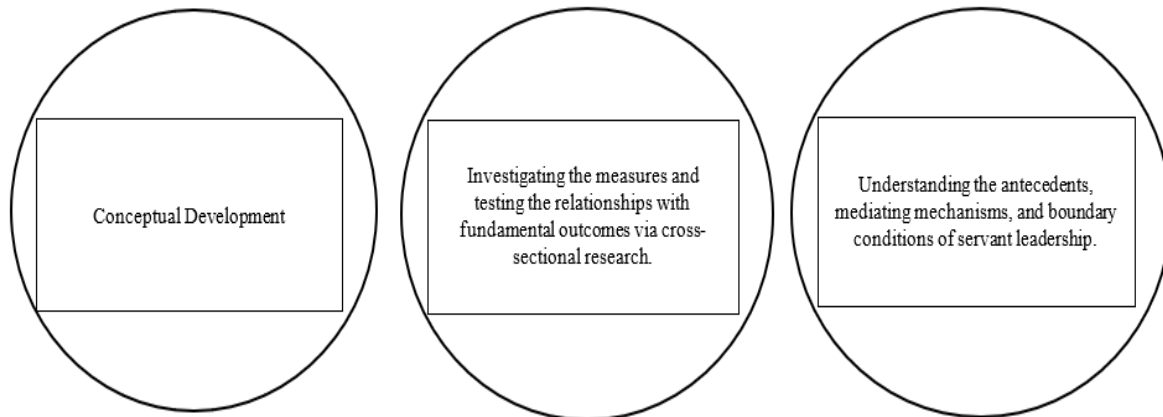Figure 2: Job Attitudes Influenced by Servant Leadership
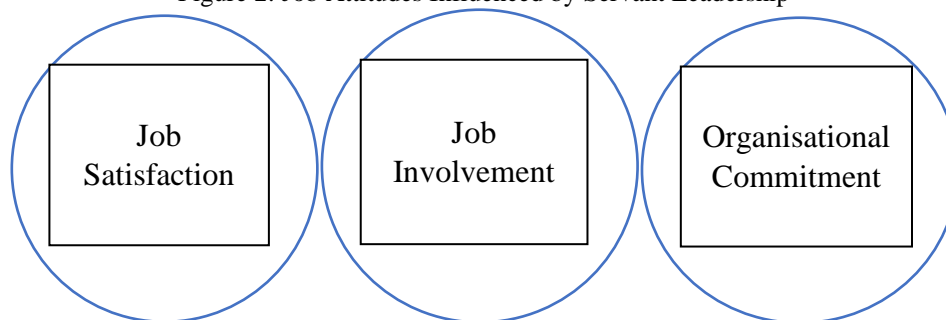
Source: (Lan et al., 2021)

Tarallo (2021) interviewed experts on and practitioners of servant leadership who mentioned that servant leaders are revolutionary leaders in that they make employees the centre of the business model, placing them at the top of the hierarchy and leaders at the bottom.

Servant leaders are humble, serving others instead of commanding and controlling them, which results in the constant development of their followers and alignment with organisational goals. The overall outcome is a boost in performance, long-term profitability, and the achievement of magical outcomes that will differentiate the business from other competing brands.

All the above-mentioned advantages contribute to a reduction in the turnover rate and the motivation of team members, in turn leading to the development of future leaders.

Intern. Journal of Profess. Bus. Review. | Miami, v. 8 | n. 9 | p. 01-17 | e01787 | 2023.

5

Figure 3: Categories of Research in Servant Leadership

Conceptual Development

Investigating the measures and testing the relationships with fundamental outcomes via cross-sectional research.

Understanding the antecedents, mediating mechanisms, and boundary conditions of servant leadership.
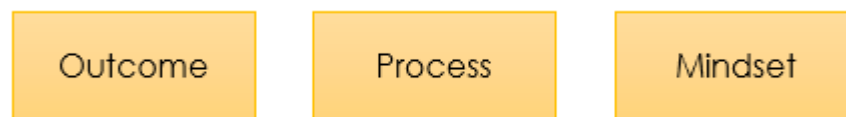
Source: (Maalouf, 2023)

Innovation

According to Kahn (2018), innovation is composed of three facets: outcome, process, and mindset.

Figure 4: Three Facets of Innovation

Outcome   Process   Mindset

Source: (Kahn, 2018)

Many sub-facets fall under outcome, including innovation in product, service, process, marketing, supply chain management, business model, and system, among others. Under process, sub-facets include the total process of innovation and the process of product development. Instilling innovation in the culture of an organisation and the development of supportive activities that allow innovation to flow easily at all levels of an organisation are some of the sub-facets belonging to mindset.

Subramanian (1996) redesigned the concept of innovativeness, highlighting the identification of innovative firms as the main concern. Multiple factors were considered throughout the process of identifying innovative companies such as innovation diffusion, the number of occurrences in which innovation was adopted, and others that create a need for multidimensional metrics for innovation.

Shavinina (2003) examined the essence of measuring innovativeness and its diffusion in an organisational context, concluding that different factors influence innovativeness, varying from curiosity about innovation to the proper understanding of novel ideas to the intellectual efforts required to understand innovation.

Intern. Journal of Profess. Bus. Review. | Miami, v. 8 | n. 9 | p. 01-17 | e01787 | 2023.

6

Measuring innovation will pass by the study of personality, and the context or situation.

Three main methods for measuring innovation are available: behavioural, global traits, consumer innovativeness, and domain-specific innovativeness.

Foxall (1984) represented innovation in the high-tech industry as a mixture of commercialisation and invention.

Innovation in Higher Education Institutions

Brennan et al. (2014) researched innovation in higher education institutions and attempted to discover the role of evolution in higher education institutions, especially in times of change.

Table 1. Higher Education Innovation System

Higher education innovation system		
Functions	**Components**	**Relationships**
• Education • Research • Engagement ('third mission')	• Direct and indirect actors • Institutional and individual actors	• Collaboration/conflict moderation • Substitution • Networking

Source: (Brennan et al., 2014)

The researchers studied the different stakeholders involved, the differences between countries, and the challenges and outcomes of innovation.

The findings of the research were categorised into the following six groups:

- Main challenges for higher education driving innovation.

- Contexts for successful innovation.

- Components, functions, and relationships in a higher education innovation system.

- Outcomes and blockages.

- Policy recommendations.

Higher education is a fast-changing industry and institutions should include innovation and change management in their structure, in addition to keeping pace with the latest improvements and maintaining a flow of information.

Moss (2010) mentioned that institutional environments must be constantly upgraded to meet the needs of diverse student bodies and prospective learners. This campus development will lead to new strategies including pricing.

Intern. Journal of Profess. Bus. Review. | Miami, v. 8 | n. 9 | p. 01-17 | e01787 | 2023.

7

Mahdzir et al. (2022) noted that higher education institutions face ongoing evolution while confronting numerous challenges. Effective leadership, specifically within middle management, helps reserve resources for their units and engages in strategic planning to preserve working greatness and success.

Brennan et al. (2014) explained that academic institutions try to benefit from disruptive technology and cross-boundary cooperation between diverse institutions to share knowledge. The trusted source of learning is no longer only universities, but also includes the private companies that have entered the market.

MATERIALS AND METHODS

In this study, the researcher adopted a quantitative research approach intending to study the role of servant leadership in improving innovation in higher education institutions.

The following research design approaches were used: objectivism research ontology, positivism research philosophy, and deductive research approach. A survey questionnaire was used as the research strategy and a cross-sectional time horizon was selected. Following a review of the literature, the questionnaire was adopted and adapted from Liden et al. (2008), Northouse (n.d.), and Hess and Dumas (2015).

The questionnaire included thirty questions using a 5-point Likert scale in addition to demographic characteristics and employment questions.

The purpose of this research is to identify the relationship between leadership styles, specifically servant leadership, and the promotion of innovation in higher education institutions to answer the following research question: What is the role of servant leadership in improving innovativeness within higher education institutions?

Primary data was collected from higher education institutions and secondary data were from trusted studies within the literature found through Google Scholar. The sample size was 208 respondents, who completed the questionnaire using Survey Monkey, an online survey development tool to gather data and feedback. After collection, data were statistically analysed utilising SPSS, starting with descriptive analysis, followed by reliability analysis, factor analysis, chi-square tests, and regression analysis using ANOVA and T-tests.

The following research hypotheses are proposed:

H0: Servant leadership will not improve innovativeness in higher education institutions.

H1: Servant leadership will play a key role in improving innovativeness in higher education institutions.

Intern. Journal of Profess. Bus. Review. | Miami, v. 8 | n. 9 | p. 01-17 | e01787 | 2023.

8

RESULTS AND DISCUSSION

Introduction

The current study tackles the role of Servant Leadership in Improving Innovation in higher education institutions.

Based on a review of the literature, the researcher adopted and adapted the questionnaire for this study including Thirty Likert-5 point scale statements in addition to demographic characteristics, and employment questions.

The data was collected using Survey Monkey in which the survey has been designed and sent to respondents.

Major Characteristics of the sample

Out of the 208 respondents, 116 were male (55.8%), and 92 were male (44.2 Valid Percent).

Figure 5: Graphical Representation of the Gender of the Selected Sample
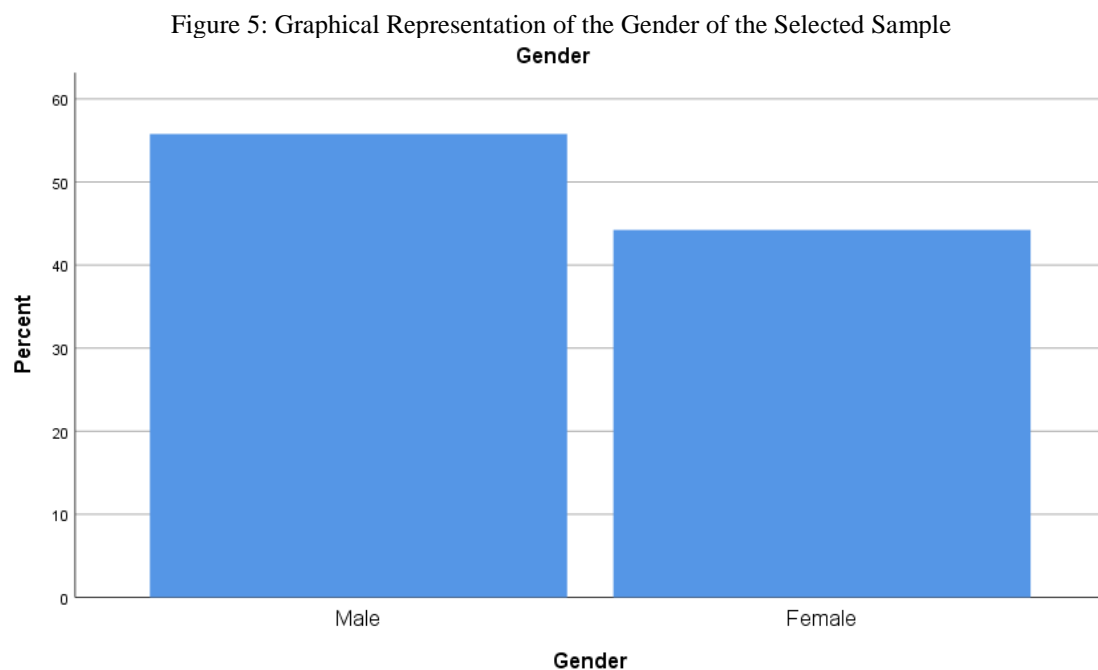
Source: Prepared by the authors.

The sample average year of birth is 1980, the minimum is 1947, and the maximum is 1998. The standard deviation is 12.19 with the median year of 1984.

Intern. Journal of Profess. Bus. Review. | Miami, v. 8 | n. 9 | p. 01-17 | e01787 | 2023.

9

Figure 6: Graphical Representation of the Gender of the Selected Sample
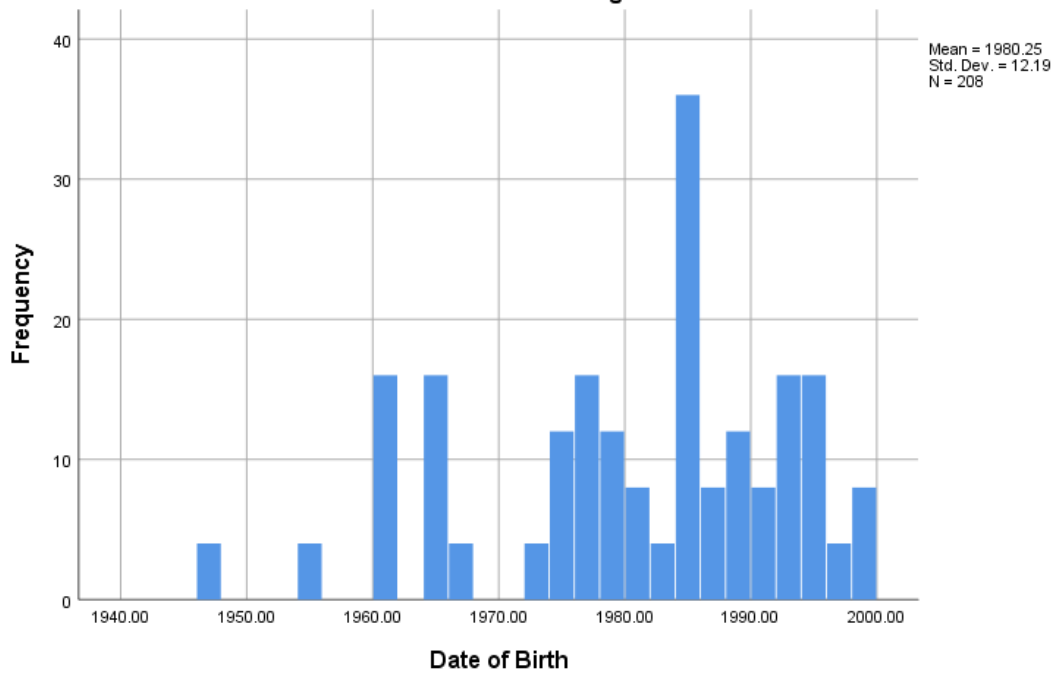
Source: Prepared by the authors.

Table 2. shows that one hundred forty-four out of two hundred and eight respondents hold a doctoral degree (69.2 Valid Percent). Thirty-six out of two hundred and eight respondents hold a master's degree (17.3 Valid Percent). Twenty-eight out of two hundred and eight respondents hold a bachelor's degree (13.5 Valid Percent)

Table 2. The Tabular Representation of Education Level of the Selected Sample

Educational Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor	28	13.5	13.5	13.5
	Master	36	17.3	17.3	30.8
	Doctoral	144	69.2	69.2	100.0
	Total	208	100.0	100.0	

Source: Prepared by the authors.

Factor Analysis and Construct Validation

The construct validity in this study was established using factor analysis in SPSS.

The researcher in this study constructed a questionnaire composed of thirty-four statements out of which Thirty statements are Likert-5 point scale in addition to four statements covering demographic characteristics and employment.

The questionnaire was pilot tested with professionals in academics, who agreed on its clarity, completeness, and coherence, and attested that it left no room for misunderstanding.

Intern. Journal of Profess. Bus. Review. | Miami, v. 8 | n. 9 | p. 01-17 | e01787 | 2023.

10

The sample was composed of 208 usable questionnaires that were returned and analysed, out of 330 distributed questionnaires.

Factor Analysis is the data reduction technique used to test the validity of the questionnaire.

Two statistical tests were conducted to determine the suitability of Factor Analysis. First, the Kaisers-Meyer-Olkin (KMO) measure of sampling adequacy of 0.696 was well above the recommended level of 0.50.

Second, the Bartless test of Sphericity was significant (Chi-Square = 5545.722, P=0.00), indicating that there are adequate correlations between the 30 valid items, and this allows the use of factor analysis as shown in the table below:

Table 3. KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.696
Bartlett's Test of Sphericity	Approx. Chi-Square	5545.722
	df	435
	Sig.	.000

Source: Prepared by the authors.

Elaboration of Variables

Chi-Square analysis found that if the leader is not dealing well with others, innovation will not be promoted in the company.

Although if the campus is well-maintained and attractive, the institution will not be affordable.

Moreover, the satisfaction of learners from the institution's level, support, and devices is related to the leader's possession of high ethical standards.

In addition, when the leader asks about others' career goals, this will improve the support given by the institution for employees to work on new ideas and projects.

Multiple Regression Analysis

In regressing the dependent variable "Promoting Innovation" on the following independent variables:

- Dealing With Others.
- Campus and Learning.
- Supportive Working Environment.
- Stakeholder Satisfaction.

Intern. Journal of Profess. Bus. Review. | Miami, v. 8 | n. 9 | p. 01-17 | e01787 | 2023.

11

- Asking about employees' career goals.

- Ethical Practices.

- Benefits Obtained.

It is found that the regression equation is highly significant (F=26.456, p=.000) and the R^2 is 0.481.

Tables 4., 5. show that there is a good fit and that the independent variables (Campus and learning, supportive working environment, stakeholder satisfaction, asking about employees' career goals, ethical practices, and benefits obtained) are good predictors of the dependent variable "Promoting Innovation".

A low significance level indicates that the relationship is highly statistically significant, which means that the probability of obtaining this result by chance is very low.

This indicates that this study can be used to make predictions about the dependent variable with a high degree of confidence.

Table 4. Model Summary
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
						Change Statistics			
1	.693ᵃ	.481	.463	.681	.481	26.456	7	200	.000

a. Predictors: (Constant), She / he cares about others' personal well-being., My institution is affordable., She / he wants to know about other's career goals., The campus is well-maintained and attractive., Learners in my institution are satisfied of its level, support, and services., Employees in my institution are given enough time and resources to work on new ideas and projects., She / he holds high ethical standards.
Source: Prepared by the authors.

Table 5. ANOVA
ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85.911	7	12.273	26.456	.000ᵇ
	Residual	92.781	200	.464		
	Total	178.692	207			

a. Dependent Variable: The leadership in my institution supports innovation.
b. Predictors: (Constant), She / he cares about others' personal well-being., My institution is affordable., She / he wants to know about other's career goals., The campus is well-maintained and attractive., Learners in my institution are satisfied of its level, support, and services., Employees in my institution are given enough time and resources to work on new ideas and projects., She / he holds high ethical standards.
Source: Prepared by the authors.

Hypothesis H0 was rejected H1 is accepted, therefore Servant Leadership will play a key role in improving innovativeness in Higher Education Institutions.

The equation for the multiple regression model in this study would be:

Promoting Innovation = b0 + 0.186(Dealing With Others) + 0.181(Campus and Learning) + 0.222(Supportive Working Environment) + 0.110(Stakeholder Satisfaction) + 0.029(Asking about employees' career goals) + 0.125(Ethical Practices) + 0.219(Benefits Obtained) + e

Where,

b0 represents the constant term and e represents the error term.

Interpretation of the Results

The researcher found that the behavior of a leader may impact the promotion of innovation in higher education institutions. When she/he possesses high ethical standards, learners will be more satisfied.

In addition, when the leader questions the subordinate's career goals, this will improve innovativeness support and outcomes. Moreover, the university fees increase with the level of attractiveness and maintenance of the institution.

The regression of the dependent variable "promoting innovation" on the independent variables "Dealing With Others, Campus and Learning, Supportive Working Environment, Stakeholder Satisfaction, Asking about employees' career goals, Ethical Practices, Benefits Obtained" found that the regression equation is highly significant, and the independent variables

CONCLUSION

The researcher conducted a study concerning the role of servant leadership in enhancing innovation in higher education institutions.

In answering the research question, "What is the role of the adoption of the Servant Leadership Style in improving innovation in higher education institutions?", the researcher found that the servant leadership style improves innovation in higher education institutions.

The limitations encountered in this study include the challenges and problems in clearly defining servant leadership and innovation. Additionally, numerous factors may influence the relationship between servant leadership and innovation that were not included in this study.

A questionnaire of 34 items was adopted and adapted from prior research (Hess & Dumas, 2015; Liden et al., 2008; Northhouse, n.d). The questionnaire was pilot tested before the data collection utilising Survey Monkey. Collected data were statistically analysed utilising SPSS, beginning with descriptive analysis, followed by reliability analysis, factor analysis, chi-square tests, and regression analysis using ANOVA and T-tests.

Of the 208 returned questionnaires, 55.8% of the respondents were female and 44.2% were male. The median birth year was 1984. Within the study sample, 69.2%, or 144 respondents, held a doctoral degree, 17.3%, or 36 respondents, held a master's degree, and 13.5%, or 28 respondents, held a bachelor's degree.

Reliability analysis was conducted to determine the suitability of factor analysis.

Factor analysis was adopted to reduce the complexity of the data set, and the identified dependent Variable is:

- Promoting Innovation.

The Independent Variables are:

- Dealing With Others.

- Campus and Learning.

- Supportive Working Environment.

- Stakeholder Satisfaction.

- Asking about employees' career goals.

- Ethical Practices.

- Benefits Obtained.

Chi-Square Test, and Regression Analysis using ANOVA and T-Test were conducted. Results were interpreted and analyzed to conclude and recommend the role of servant leadership in improving innovation in higher education institutions.

In this study, the patterns of a leader's demeanour were discovered to be an instrument in fostering innovation in higher education institutions. This corresponds to research done by Lan et al. (2021) who discovered that servant leadership impacts organisational innovativeness via a sense of achievement.

The researcher discovered that the possession of high ethical standards by a leader plays a role in student satisfaction. In a quantitative study of university faculty members, Syeda and Ahmad (2022) similarly found that servant leadership includes a fundamental set of leadership practices and manners that result in an increased level of motivation and engagement.

This study also found that innovation in higher education organisations is related to a servant leader who inquires about employees' career goals and follows up on those goals, which may improve the learning experience. Tarallo (2021) explored servant leadership through interviews with experts and practitioners who mentioned that servant leaders are revolutionary leaders in that they view employees as the centre of the business model, placing them at the top of the hierarchy and leaders at the bottom.

Intern. Journal of Profess. Bus. Review. | Miami, v. 8 | n. 9 | p. 01-17 | e01787 | 2023.

14

University fees also rise with the level of magnificence and maintenance of the establishment. Moss (2010) stated that institutional circumstances are heightened frequently to fulfil the needs of various learners and prospects. This campus evolution may result in new strategies including pricing.

The research suggests that decision-makers and policy-makers should integrate a culture of servant leadership to enhance innovation and attain higher levels of corporate commitment. Leaders should be encouraged to constantly ask about employees' career goals and endorse them to know more. Campus maintenance and evolution should be of primary interest to allow universities to be more competitive and attract new learners. Finally, leadership development should be instilled within the institutional culture with an emphasis on the servant leadership style.

The research suggests several avenues for future work. First, additional studies on the role of servant leadership in innovation should be performed in various sectors. Second, conducting a comparative analysis between employee engagement and commitment in higher education institutions and other sectors could help provide a deeper understanding of leadership within higher education. Third, future researchers should explore the significance of steady maintenance and improvement of the attractiveness of higher education campuses and its influence on university prices.

REFERENCES

Aarthi, G., & Sujatha , S. (2022). Future team leadership and empowerment in the performance of measuring virtual team productivity with information technology. International Journal of Professional Business Review, 7(2), e0501. https://doi.org/10.26668/businessreview/2022.v7i2.501

Aboramadan, M., Dahleez, K., & Hamad, M. H. (2020). Servant leadership and academics' engagement in higher education: mediation analysis. Journal of Higher Education Policy and Management, 42(6), 617-633. https://doi.org/10.1080/13603124.2020.1807475

Aboramadan, M., Dahleez, K., & Hamad, M. H. (2021). Servant leadership and academics outcomes in higher education: the role of job satisfaction. International Journal of Organizational Analysis, 29(3), 562-584. https://doi.org/10.1108/IJOA-11-2019-1923

Al-Asfour, A., Charkasova, A., Rajasekar, J., & Kentiba, F. (2022). Servant leadership behaviors and the level of readiness to covid-19 pandemic: evidence from USA higher education institutions. International Journal of Leadership in Education. Advance online publication. https://doi.org/10.1080/13603124.2022.2108505

Intern. Journal of Profess. Bus. Review. | Miami, v. 8 | n. 9 | p. 01-17 | e01787 | 2023.

15

Ali, M. N., Almagtome, A. H., & Hameedi, K. S. (2019). Impact of accounting earnings quality on the going-concern in the Iraqi tourism firms. African Journal of Hospitality, Tourism and Leisure, 8(5), 1-12.

Brennan, J., Broek, S., Durazzi, N., Kamphuis, B., Ranga, M., & Ryan, S. (2014). Study on innovation in higher education: final report. Publications Office of the European Union.

Canavesi, A., & Minelli, E. (2021). Servant leadership and organizational citizenship behavior: a meta-analysis and theoretical model development based on social exchange theory and social identity theory perspectives. The Leadership Quarterly, 32(3), 101524. https://doi.org/10.1016/j.leaqua.2021.101524

Foxall, G. R. (1984). Corporate innovation: Marketing and strategy. Croom Helm.

Geuther, C. (2014). Servant leadership for higher education: Principles and practices. Teaching Theology & Religion, 17(3), 287-288. https://doi.org/10.1111/teth.1222

Hess, R. G., & Dumas, M. A. (2015). Servant leadership questionnaire. In Clinical leadership for physician assistants and nurse practitioners (pp. 201-203). Springer Publishing Company.

Kahn, B. (2018). Understanding innovation. Business Horizons, 61(3), 453-460.

Lan, Y., Zhang, Y., Liang, X., & Liang, J. (2021). Effects of servant leadership on the leader's innovative behavior. Social Behavior & Personality: An International Journal, 49(10), e10782. https://doi.org/10.2224/sbp.10782

Liden, R.C., Wayne, S.J., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. The Leadership Quarterly, 19(2), 161-177.

Lozano, R., Lukman, R., Lozano, F. J., Huisingh, D., & Lambrechts, W. (2013). Declarations for sustainability in higher education: Becoming better leaders, through addressing the university system. Journal of Cleaner Production, 48, 10-19. https://doi.org/10.1016/j.jclepro.2011.10.006

Mahdzir, M. N., Ghani, R. A., & Yazid, Z. (2022). Faced with obstacles and uncertainty: A thematic review of middle managers in higher education. International Journal of Professional Business Review, 7(6), e01129. https://doi.org/10.26668/businessreview/2022.v7i6.1129

Northouse, P. G. (n.d.). Servant leadership survey [PDF file]. Retrieved from http://people.uncw.edu/nottinghamj/documents/slides6/Northouse6e%20Ch10%20Servant%20Survey.pdf

Oshagbemi, T. (2000). Is length of service related to the level of job satisfaction? International Journal of Social Economics, 27(3), 213-226.

Piorun, M., Raboin, R. F., Kilham, J., Meacham, M., & Okyere, V. (2021). Leading through a crisis: The application of servant leadership during COVID-19. In B. Holland (Ed.), Handbook of research on library response to the COVID-19 pandemic (pp. 1-17). IGI Global.

Shavinina, L.V. (Ed.). (2003). The international handbook on innovation. Pergamon.

Intern. Journal of Profess. Bus. Review. | Miami, v. 8 | n. 9 | p. 01-17 | e01787 | 2023.

16

Strozzi, F., Colicchia, C., Creazza, A., Noè, C. (2017). Literature review on the 'Smart Factory' concept using bibliometric tools. International Journal of Production Research, 55(22), 6572-6591. https://doi.org/10.1080/00207543.2017.1326643

Subramanian, A. (1996). Innovativeness: Redefining the concept. Journal of Engineering and Technology Management, 13(3-4), 223-243.

Supriyanto, A. S., Ekowati, V. M., Rokhman, W., Ahamed, F., Munir, M., & Miranti , T. (2023). Empowerment leadership as a predictor of the organizational innovation in higher education institutions: A case study in Indonesia and Malaysia universities [Manuscript submitted for publication]. International Journal of Professional Business Review.

Syeda, Z., & Ahmad, U. (2022). Impact of servant leadership on employee work engagement: Mediating role of psychological climate. FWU Journal of Social Sciences, 16(3), 94-106. http://doi.org/10.51709/19951272/Fall2022/7

Tarallo, M. (2021). The art of servant leadership. SHRM. Retrieved November 30, 2022, from https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/pages/the-art-of-servant-leadership.aspx

Wheeler, D.W. (2012). Servant leadership for higher education: Principles and practices. Jossey-Bass.