

# ADAPTATION AND VALIDATION TO SPANISH OF THE SERVANT LEADERSHIP SHORT SCALE

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## Introduction

Servant leadership is characterized by the natural feeling that **one wants to serve other people as the highest priority** (Greenleaf, 1977). The decision processes and service orientations of servant leaders are vehicles for invoking organizational egalitarianism, described as the conjunction of applied knowledge and informed experience to make both optimal and altruistic choices (Bierly, Kessler, & Christensen, 2000).

Servant leadership is important because it **is related to other important constructs such as self-efficacy**. Walumbwa, Hartnell and Oke (2010) found that servant leadership had an impact on organizational citizenship behavior, but that this relationship was mediated by self-efficacy; therefore servant leadership influences self-efficacy individual levels.

**Several questionnaires** have been constructed since its appearance to measure servant leadership, but they tend to use **several items and dimensions to measure the construct**.

## Objective

It is worth considering a more parsimonious study of the latent structure underlying servant leadership using the up-to-date psychometric recommendations (Izquierdo, Olea, & Abad, 2014). In this research, we have used the original scale proposed by Page and Wong (2000) to be reduced and adapted into Spanish.

The purpose of this research was threefold:

- Exploring the latent structure and obtaining reliability measures of the scale.
- Testing the latent structures in a different sample.
- Addressing the relationships of servant leadership with other relevant constructs such as self-efficacy.

## Study 1

**Objective:** Assess the **construct validity** and the item selection strategy as well as to explore the **factor structure** and reliability.

### Method

**Participants:** 1,001 students (530 females) from Mexico aged from 10 to 20 years old ( $M_{age} = 15.52$ ,  $SD = 2.23$ ).

**SLSS Development:** A group of 10 experts selected and rated 14 items for different dimensions of the original scale (Integrity, Humility, Servanthood, Caring for others, Empowering others, Developing others, Visioning, Goal-setting, Leading, Modelling, Team-building, and Shared decision making) The items were then translated to Spanish following the backward translation strategy (Hambelton et al., 2013).

### Results

**Reliability:** Cronbach  $\alpha = .85$

### Factor Structure

How many factors?

- \* Parallel Analysis --> 1 factor
- \* Velicer MAP --> 2 factors

### Exploratory Factor Analysis:

- \* Estimator: ULS
- \* 1 Factor Model:  
CFI = .89, TLI = .87, and SRMR = .050.
- \* 2 Factors Model:  
CFI = .94, TLI = .92, and SRMR = .036.  $r_{f1-f2} = .83$ .

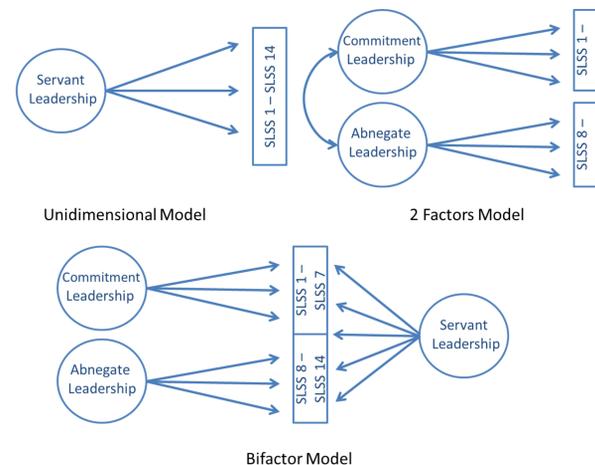
## Study 2

**Objective:** Evaluate the **factor structures** that were explored in Study 1 using a different sample.

### Method

**Participants:** 456 students (291 females) from Spain. Ages ranged from 14 to 25 years old ( $M_{age} = 20.49$ ,  $SD = 2.40$ ).

Three models were proposed to study the latent structure of the SLSS.



### Results

### Confirmatory Factor Analysis:

\* Estimator: WLSMV

Model	CFI	TLI	RMSEA	RMSEA <sub>05</sub>	RMSEA <sub>95</sub>	SRMR
Unidimensional	.91	.90	.073	.065	.082	.062
Two Factors	.91	.89	.078	.068	.088	.060
Bi-factor	.94	.92	.064	.054	.074	.050

➔ We kept the unidimensional model

## Study 3

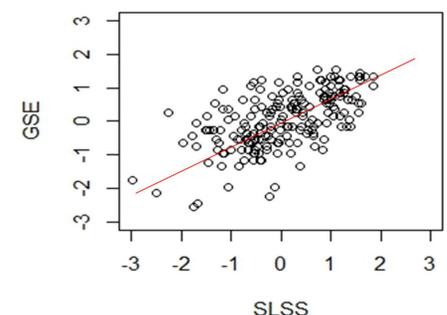
**Objective:** Explore the concurrent validity of the construct. Thus, the relationship of servant leadership with other constructs that have been found to correlate with (i.e., self-efficacy) was tested (Xu et al., 2015).

### Method

**Participants:** 202 students (101 females) from Costa Rica. Ages ranged from 12 to 18 years old ( $M_{age} = 14$ ,  $SD = 1.70$ ).

**Instruments:** Servant Leadership Short Scale (SLSS) and the Spanish version of the Generalized Self-Efficacy Scale (GSE; Scholz, Doña, Sud, & Schwarzer, 2002).

### Results



Servant Leadership Short Scale scores were used as predictor of self-efficacy. This model explained 41.55% of the variance on self-efficacy. As expected, servant leadership was positively associated with self-efficacy,  $b = .685$ ,  $t(199) = 11.994$ ,  $p < .001$ .

## Conclusions

The main purpose of this research was to adapt a reduced, reliable and valid version of the original servant leadership profile (Page & Wong, 2000) to the Spanish language across different samples of Spanish native speakers. **We reduced the original large-scale survey to its most fundamental core and synthesized it into a single measure composed of only 14 items** as administering a large exhaustive scale can be counterproductive, especially among teenagers and youth.

Across three studies, **the obtained measure presented similar reliability, and the factorial analyses indicated a one dimensional latent structure**. Our research examined the dimensionality by applying current psychometric recommendations, including the examination of the latent structure using exploratory factor analysis and confirmatory factor analysis across different studies.

**The SLSS structure can be accounted for using a single dimension, simplifying the evaluation of servant leadership**. Regarding **evidence of validity**, expert evaluation of the item content and the relation of the participants' factorial scores with self-efficacy highlight that the **SLSS measure could be a good approximation for the assessment of servant leadership**.

## References

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