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**SERVANT LEADER ATTRIBUTES AND SALES PERFORMANCE: A STUDY OF  
NEW HEAVY COMMERCIAL TRUCK SALES IN NAIROBI.**

**LEILA ABDI**

**134881**



**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS  
FOR THE DEGREE OF MASTER OF COMMERCE AT STRATHMORE  
UNIVERSITY.**

**AUGUST 2022**

## DECLARATION

I declare that this work has not been previously submitted and approved for the award of a degree by this or any other university. To the best of my knowledge and belief, the thesis contains no material previously published or written by another person except where due reference is made in the thesis itself.

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Leila Abdi

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**Date: 22/08/2022**

**Approval**

The Research project of Leila Abdi was reviewed and approved by:

**Supervisor**

Dr. Ben Ngoye

Strathmore Business School

**Signature:**



**Date: 22/08/2022**



## **ABSTRACT**

Numerous studies have shown that sales leadership can affect sales performance both directly and indirectly. However, the dearth of research on servant leadership attributes and sales performance despite its relevance both in theory and practice was the key motivating factor for the study. Furthermore, the paucity of studies within Sub-Saharan Africa was a factor in opting for Nairobi as the locus of the study. The crucial impact of the heavy commercial vehicle industry was the deciding factor on opting for that industry as a target of study. This study sought to study the impact of the servant leader attributes of empowerment, humility and trust on sales performance within the context of heavy commercial vehicle sales in Nairobi. The objectives of this study were to determine the influence of the servant leader attribute of empowerment on performance of sales people within the context of heavy commercial vehicle sales in Nairobi, to determine the influence of the servant leader attribute of humility on performance of sales people within the context of heavy commercial vehicle sales in Nairobi and to determine the influence of the servant leader attribute of trust on performance of sales people within the context of heavy commercial vehicle sales in Nairobi. The study was anchored on the theories of social exchange and social learning. Data was collected from sales people who work for companies that sell heavy commercial vehicles in Nairobi by use of questionnaires. Out of the targeted eighty seven respondents, fifty four responded. The data was then analyzed through descriptive methods and inferential statistics employed for further analysis. There was significant relationship between empowerment and sales performance of new heavy commercial trucks in Nairobi County. The study also revealed that there was a significant relationship between humility and sale performance of new heavy commercial truck. The study established that there was a stronger relationship between trust and sales performance compared to the constructs of empowerment and humility. Thus, this study will broaden the body of knowledge of servant leadership attributes specifically the attributes of empowerment, humility and trust and how they impact sales performance of heavy commercial vehicles within the sub-Saharan context taking Nairobi as the locus of this study. The study recommends that further research be conducted on more attributes of servant leadership and their impact on sales performance. Further studies on what motivates salespersons within the heavy commercial industry not just in Nairobi County but within other counties and countries in sub-Saharan Africa is recommended. Finally, this study also recommends that research be done on the effect of servant leadership attributes on other performance metrics such as financial performance.

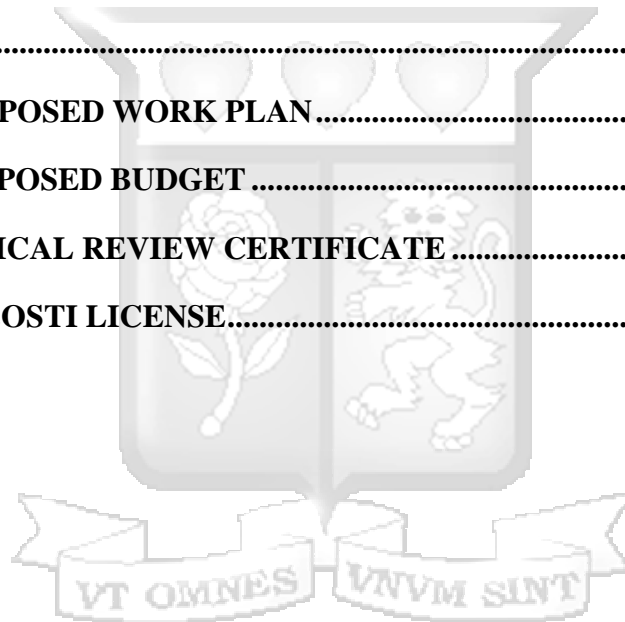
## TABLE OF CONTENTS

|  |             |
|--|-------------|
| <b>DECLARATION</b> .....                                       | <b>i</b>    |
| <b>ABSTRACT</b> .....  | <b>ii</b>   |
| <b>LIST OF TABLES</b> .....                                    | <b>vii</b>  |
| <b>LIST OF FIGURES</b> .....                                   | <b>viii</b> |
| <b>ACKNOWLEDGMENTS</b> .....                                   | <b>ix</b>   |
| <b>DEDICATION</b> .....  | <b>x</b>    |
| <b>CHAPTER ONE</b> .....                                       | <b>1</b>    |
| <b>INTRODUCTION</b> .....                                      | <b>1</b>    |
| <b>1.1 Background of the Study</b> .....                       | <b>1</b>    |
| 1.1.1 Servant Leader Attributes.....                           | 3           |
| 1.1.2 Sales Performance .....                                  | 5           |
| <b>1.2 Statement of the Problem</b> .....                      | <b>7</b>    |
| <b>1.3 Objectives of the Study</b> .....                       | <b>8</b>    |
| 1.3.1 General Objectives .....                                 | 8           |
| 1.3.2 Specific Objectives .....                                | 8           |
| <b>1.4 Research Questions</b> .....                            | <b>9</b>    |
| <b>1.5 Scope of the Study</b> .....                            | <b>9</b>    |
| <b>1.6 Significance of the Study</b> .....                     | <b>10</b>   |
| <b>CHAPTER TWO</b> .....                                       | <b>11</b>   |
| <b>LITERATURE REVIEW</b> .....                                 | <b>11</b>   |
| <b>2.1 Introduction</b> .....                                  | <b>11</b>   |
| <b>2.2 Theoretical Literature</b> .....                        | <b>11</b>   |
| <b>2.2.1 Social Exchange Theory</b> .....                      | <b>11</b>   |
| <b>2.2.2 Social Learning Theory</b> .....                      | <b>12</b>   |
| <b>2.3 Empirical Review</b> .....                              | <b>13</b>   |
| 2.3.1 Servant Leadership Attributes and Sales Performance..... | 13          |

|   |           |
|---|-----------|
| 2.3.2 Empowerment and Sales Performance .....               | 15        |
| 2.3.3 Humility and Sales Performance .....                  | 16        |
| 2.3.4 Trust and Sales Performance .....                     | 16        |
| 2.4 Research Gap.....                                       | 17        |
| 2.5 Conceptual framework .....                              | 18        |
| 2.6 Chapter Summary.....                                    | 21        |
| <b>CHAPTER THREE .....</b>                                  | <b>22</b> |
| <b>RESEARCH METHODOLOGY .....</b>                           | <b>22</b> |
| 3.1 Introduction .....                                      | 22        |
| 3.2 Research Philosophy .....                               | 22        |
| 3.3 Research Design .....                                   | 23        |
| 3.4 Target Population.....                                  | 23        |
| 3.5 Sampling.....   | 24        |
| 3.6 Data Collection Methods .....                           | 24        |
| 3.7 Data Analysis .....                                     | 25        |
| 3.8 Research Quality .....                                  | 26        |
| 3.8.1 Reliability .....                                     | 26        |
| 3.8.2 Instrument Validity.....                              | 26        |
| 3.9 Ethical Considerations.....                             | 27        |
| <b>CHAPTER FOUR.....</b>                                    | <b>28</b> |
| <b>DATA ANALYSIS, PRESENTATIONS AND INTERPRATIONS .....</b> | <b>28</b> |
| 4.1 Introduction .....                                      | 28        |
| 4.2 Questionnaire Response Rate.....                        | 28        |
| 4.3 Demographic respondents' profile .....                  | 28        |
| 4.3.1 Gender Versus Age of Respondents .....                | 30        |
| 4.3.2 Age of the Respondents.....                           | 30        |
| 4.3.3 Years of employment with the organization.....        | 30        |

|   |           |
|---|-----------|
| 4.3.4 Level of Education.....   | 30        |
| 4.3.5 Sales Experience.....   | 30        |
| <b>4.4 Descriptive Statistics .....</b>                                 | <b>31</b> |
| 4.4.1 Empowerment.....  | 31        |
| 4.4.2 Humility and Sales Performance .....                              | 32        |
| 4.4.3 Trust.....  | 32        |
| 4.4.4 Sales Performance .....   | 33        |
| 4.4.5 Descriptive Statistics Summary.....                               | 34        |
| <b>4.5 Explorative Factor Analysis .....</b>                            | <b>34</b> |
| 4.5.1 Empowerment.....  | 35        |
| 4.5.2 Humility.....   | 36        |
| 4.5.3 Trust.....  | 38        |
| <b>4.6 Inferential Statistics .....</b>                                 | <b>40</b> |
| 4.6.1 Normality tests.....  | 40        |
| 4.6.2 Correlation Analysis.....   | 40        |
| 4.6.3 Regression Analysis .....   | 44        |
| <b>CHAPTER FIVE .....</b>   | <b>47</b> |
| <b>DISCUSSIONS.....</b>   | <b>47</b> |
| <b>5.1 Introduction .....</b>   | <b>47</b> |
| <b>5.2 Discussion of Findings.....</b>                                  | <b>47</b> |
| 5.2.1 Empowerment and Sales Performance .....                           | 47        |
| 5.2.2 Humility and Sales Performance .....                              | 48        |
| 5.2.3 Trust and sales performance .....                                 | 49        |
| <b>5.3 Conclusion.....</b>  | <b>49</b> |
| <b>5.4 Study contributions and suggestions for further studies.....</b> | <b>50</b> |
| 5.4.1 Contribution to Management.....                                   | 50        |
| 5.4.2 Contribution to Policy .....                                      | 50        |

|   |           |
|---|-----------|
| 5.4.3 Contribution to Knowledge .....               | 51        |
| <b>5.5 Study Limitations.....</b>                   | <b>51</b> |
| <b>5.6 Suggestion for further studies .....</b>     | <b>51</b> |
| <b>REFERENCES.....</b>                              | <b>52</b> |
| <b>APPENDIX A: LETTER OF INTRODUCTION.....</b>      | <b>63</b> |
| <b>APPENDIX B: INFORMED CONSENT FORM.....</b>       | <b>64</b> |
| <b>APPENDIX C: QUESTIONNAIRE.....</b>               | <b>67</b> |
| <b>SECTION A:.....</b>                              | <b>67</b> |
| <b>SECTION B:.....</b>                              | <b>67</b> |
| <b>SECTION C.....</b>                               | <b>68</b> |
| <b>APPENDIX D: PROPOSED WORK PLAN.....</b>          | <b>69</b> |
| <b>APPENDIX E: PROPOSED BUDGET .....</b>            | <b>70</b> |
| <b>APPENDIX F: ETHICAL REVIEW CERTIFICATE .....</b> | <b>71</b> |
| <b>APPENDIX G: NACOSTI LICENSE.....</b>             | <b>72</b> |



## LIST OF TABLES

|  |    |
|--|----|
| FIGURE 2.1 CONCEPTUAL FRAMEWORK-----                       | 19 |
| TABLE 2.1 OPERATIONALIZATION OF VARIABLES-----             | 20 |
| TABLE 3.1 TARGET POPULATION-----                           | 23 |
| TABLE 3.2 1CO-EFFICIENT RANGE AND DESCRIPTION-----         | 26 |
| TABLE 3.3 1RELIABILITY STATISTICS-----                     | 26 |
| TABLE 4.11QUESTIONNAIRE RESPONSE RATE-----                 | 28 |
| TABLE 4.2 1DEMOGRAPHIC RESPONDENTS' PROFILE-----           | 29 |
| TABLE 4.3 1 DESCRIPTIVE STATISTICS: EMPOWERMENT-----       | 31 |
| TABLE 4.4 DESCRIPTIVE STATISTICS: HUMILITY 1-----          | 32 |
| TABLE 4.5 DESCRIPTIVE STATISTICS: TRUST 1-----             | 33 |
| TABLE 4.6 DESCRIPTIVE STATISTICS: SALES PERFORMANCE 1----- | 33 |
| TABLE 4.7 1DESCRIPTIVE STATISTICS SUMMARY-----             | 34 |
| TABLE 4.8 1 KMO AND BARTLETT'S TEST-----                   | 35 |
| TABLE 4.9 TOTAL VARIANCE EXPLAINED-----                    | 35 |
| TABLE 4.10 1 COMPONENT MATRIX <sup>A</sup> -----           | 36 |
| TABLE 4.11 1 TOTAL VARIANCE EXPLAINED-----                 | 37 |
| TABLE 4.12 1COMPONENT MATRIX <sup>A</sup> -----            | 38 |
| TABLE 4.13 1TOTAL VARIANCE EXPLAINED-----                  | 38 |
| TABLE 4.14 1 COMPONENT MATRIX <sup>A</sup> -----           | 39 |
| TABLE 4.15 1 ONE-SAMPLE SHAPIRO WILK TEST-----             | 40 |
| TABLE 4.16 1 CORRELATION ANALYSIS-----                     | 41 |
| TABLE 4.17 1 CORRELATION ANALYSIS-----                     | 42 |
| TABLE 4.18 1 CORRELATION ANALYSIS-----                     | 43 |
| TABLE 4.19 1 MODEL FITTING INFORMATION-----                | 45 |
| TABLE 4.20 1 GOODNESS-OF-FIT-----                          | 45 |
| TABLE 4.21 1 PSEUDO R-SQUARE-----                          | 45 |
| TABLE 4.22 0-1 PARAMETER ESTIMATES-----                    | 46 |

**LIST OF FIGURES**

Figure 2.1: Conceptual Framework ..... 19

Figure 4.1: Empowerment Scree plot ..... 36

Figure 4.2: Humility Scree plot ..... 37

Figure 4.3: Trust Scree plot ..... 39



## **ACKNOWLEDGMENTS**

My gratitude first and foremost is to my Lord and Creator Allah who has granted me the strength ,succour and sensibility to finalize this thesis. There is neither change nor power except by Him. My gratitude also extends to my parents who started me on the quest for knowledge and have been strong pillars of support through the years. The entire Strathmore faculty and administrative staff who have directly and indirectly aided me in my studies as a Master of Commerce Student are also recipients of my heartfelt gratitude. Finally, my gratitude extends graciously to my supervisor Dr.Ben Ngoye of Strathmore Business School, for his patient guidance throughout the entire research process.



## **DEDICATION**

This study is dedicated to my parents, Abdi Farah & Jawahir Abdikadir , who sacrificed a lot of comforts to set me up on this path of knowledge. It is also dedicated to my younger siblings for their support through this arduous process. Furthermore, this study is dedicated to all the leaders throughout history who have used their position of leadership to inspire and influence rather than intimidate and instigate negativity. I also dedicate this to my beloved Abu Taha. Finally, I dedicate this research to the leaders of the future among whom I hope will be my unborn children and their offspring.



## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

Scholarly research into the field of leadership has resulted in numerous articles, videos, books and even University courses. This keen interest into leadership is due to the high influence it has on organizational performance (Kim et al., 2020). Leaders today face a growing variety of demands due to fluctuating organizational environments and the varying role expectations of those in leadership throughout the organization (Holmberg et al, 2016). This critical role of leadership has thus led to the development of theories that seek to explain and organize the complexity of the nature of leadership and its consequences (Bass & Bass, 2008).

Amongst these theories is the theory of servant leadership. Coined by Robert K. Greenleaf in his article, “the Servant as Leader”, it has since gained traction in academic circles especially within organizational contexts (Greenleaf, 1970). In it, Greenleaf posits that, the servant leader is servant first. He seeks to first serve and continues to lead through service. He defines servant leadership this way: “It begins with the natural feeling that one wants to serve, to serve first. Then, conscious choice brings one to aspire to lead. Such a person is sharply different from one who is a leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions.” (Greenleaf, 1998, p. 123). Thus, it is not just a management technique but a way of life which begins with “the natural feeling that one wants to serve, to serve first” (Greenleaf, 1970). Servant leaders seek to develop followers based on leaders’ altruistic and ethical orientations (Greenleaf, 1970). The main purpose of servant leadership is to serve, empower and challenge followers to become leaders (Daft & Lane, 2011). According to Patterson (2003), servant leaders are those who serve with a focus on the followers, whereby the followers are the primary concern, and the organizational concerns are peripheral. Winston and Fields (2015) described the nature of servant leadership as going beyond one’s self-interest. Ebener and O’Connell (2010) stated that servant-leaders are those who transcend individual self-interest, serving others by helping them grow both professionally and personally.

Despite the evolution of the contemporary study of servant leadership largely from Greenleaf (1977), the practice of servant leadership is not a new concept, and dates to ancient teachings of the world’s great religions, and to statements of numerous great leaders and thinkers (Sendjaya & Sarros 2002). The concept of servant leadership echoes the messages of Mother

Theresa, Moses, Harriet Tubman, Lao-tzu, Mohandas Gandhi, Martin Luther King, Jr., Confucius, and many other religious, historic, and current leaders (Keith ,2008). The servant leaders see subordinates, or followers, as the main reason for being in the position and wants to do everything in his/her power to ensure they grow (Luthans & Avolio, 2003). Servant leadership is also defined as an altruistic calling due to "a leader's deep-rooted desire to make a positive difference in others' lives" (Barbuto & Wheeler, 2006, p.318). For the servant leader, the follower's wellbeing and growth are key.

The question arises, does this not jeopardize the servant leaders' commitment to other stakeholders? It could be said as a response to this question that, the focus and emphasis they place on their followers is not mutually exclusive to the firms' financial performance. In fact, servant leaders see themselves as stewards of their respective organizations, (Van Dierendonck, 2011) who seek the growth of the organization's resources under their trust and thus positively impact the firm's performance. Brown and Trevino (2006), state that servant leadership more explicitly incorporates stewardship as an essential element of effective leadership; this brings a focus on a long-term perspective that considers all stakeholders. The positive impact it has on a firm's bottom line have been brought to the fore by leading organizational management authors (Wheatley,2005).

In contrast to performance-oriented leadership approaches that often "sacrifice people on the altar of profit and growth" (Sendjaya, 2015), servant leaders focus on long term sustainable performance. Servant leadership recommends that one avoid their self-interest (O'Reilly et al., 2014), it is viewed as an antidote to unethical behavior. Laub (1999) defines servant leadership as an understanding and practice of leadership that places the good of those led over the self-interest of the leader. It has also been described as a virtuous theory, a virtue being a qualitative characteristic that is part of one's character (Yu 1998). Arjoon (2000) asserts that virtue theory has a place in leadership as it focuses on the common good rather than on results such as profit maximization.

The current literature explains relatively little with respect to sales performance trends, suggesting that there is a need to deepen the understanding of sales performance(Evans et al., 2012). The link between servant leadership and sales performance has been studied but as a unidimensional construct (Jaramillo et al ,2009b).

### 1.1.1 Servant Leader Attributes

Servant leadership attributes are characteristics and behaviours that are distinct to servant leaders (Russell & Stone 2002). Dennis and Bocarnea (2005) define these constructs or attributes as qualities that characterize the servant leader and shape the attitudes, characteristics and behaviour of the servant leader. Various measures, attributes and constructs have been developed in servant leadership literature (Van Dierendonck ,2011). Despite this there is no universal standard of underlining constructs (Liden et al., 2008). Most researchers concerned with Servant Leadership create their own models and definitions for their research (Van Dierendonck, 2011). Eva et al (2019) in their systematic review of servant leadership literature found 16 measures of servant leadership constructs or measures.

This study focussed on three attributes; empowerment, humility and trust out the various attributes in servant leadership literature. This is due to the commonality of these attributes amongst four peer reviewed articles: Liden et al (2015), Van Dierendonck et al (2017), Dennis & Bocarnea (2005) and Patterson (2003). Furthermore, previous researchers have looked at the role humility, empowerment and trust individually have on performance. (Rego, Cunha & Simpson, 2018; Newman et al ,2017; Kim, Wang & Chen, 2018). Thus, based on the commonality in previous peer reviewed studies and the effect the three attributes have on performance these three attributes of humility, empowerment and trust were chosen for this study.

Liden et al (2015) proposed seven dimensions; Emotional healing, creating value for the community, conceptual skills, empowering, helping subordinates grow and succeed, putting subordinates first, behaving ethically. Van Dierendonck et al (2017) set forth Empowerment, accountability, standing back, humility, authenticity, courage, interpersonal acceptance, stewardship as their dimensions for servant leadership. Patterson (2003) states that a servant leader leads and serves with agapao love, acts with humility, is altruistic, is visionary for the followers, is trusting, is serving and empowers followers. Dennis & Bocarnea (2005) sought out to investigate the empirical assessment of Patterson's' (2003) dimensions and distilled it to five; agapao love, humility, vision, trust and empowerment of followers.

Empowerment for the servant leader involves effective listening, making people feel significant, putting an emphasis on teamwork, and placing value on love and equality (Russell & Stone, 2002). According to Conger (2000), it is a motivational concept focused on enabling

people and encouraging personal development. McGee-Cooper & Trammel (2002, p.144) argue that a grasp of basic assumptions and background information on key issues empowers people to find profound meaning in their work and participate more fully in effective decision making. Ciulla (1998, p.84) contends that empowerment changes the rights, responsibilities, and duties of leaders as well as followers. Van Dierendonck & Nuijten (2011) states that empowerment aims at fostering a pro-active, self-confident attitude among followers and gives them a sense of personal power. Empowering leadership behavior includes aspects like encouraging self-directed decision making, information sharing, and coaching for innovative performance (Konczak et al. 2000). The empowered employee gains a boost of morale and motivation bolstered by the sense of wellbeing that accompanies empowerment.

Humility is the ability to put one's own accomplishments and talents in a proper perspective (Patterson, 2003). Humility in leadership is spurred on by daring to admit that one is fallible and prone to making mistakes (Morris et al. 2005). According to Sandage and Wiens (2001), humility is the ability to keep one's accomplishments and talents in perspective. This means a cognizance of one's strengths and weaknesses that arises out of self-awareness of one's mortality and infinitesimal nature in the grand scheme of things. An awareness of one's limitations creates an openness to feedback and the growth that accrues from giving and receiving feedback.

Swindoll (1981) argues that the humility of the servant is not to be mistaken with poor self-esteem, but rather that humility is in line with a healthy ego. Humility to the servant leaders reflects an accurate self-assessment and therefore leads to maintenance of a relatively low self-focus (Tangney, 2000). Crom (1998), states that effective leaders are those that maintain their humility by showing respect for employees and acknowledging their contributions to the team. As for DiStefano (1995) humility is evident in a servant leader's acceptance of mystery and comfort with ambiguity. Leaders who put the interests of their subordinates first are humbler and their humility stimulates strong relationships with followers and encourages followers to become fully engaged in their work (Owens & Hekman, 2012).

Trust is the building block of all societal bonds. We cannot function in the absence of it. Hauser and House (2000, p. 230), define trust as "confidence in or reliance on another team member" in terms of their morality (e.g., honesty) and competence. It is an essential characteristic of the servant leader (Story,2002). Russell (2001) argues that the values of integrity and honesty

build interpersonal and organizational trust and lead to credibility. When a leader's actions match his words it is construed as integrity, and followers trust ensues. Melrose (1998, p. 292) lays credence to that by stating when leaders do what they say, trust is engendered. Additionally, the openness of a leader to receive input from others increases a leader's trustworthiness (Kouzes & Posner, 1997). Followers are more likely to follow a leader whose behaviors are consistent and trustworthy and who resonates with their aspirations (Kouzes and Posner, 1993a). The trustworthy leader encourages the same character traits in his followers which leads to an organization whereby trust is the norm and as such accountability is fostered which leads to more empowered employees who are humble enough to give and receive feedback.

### **1.1.2 Sales Performance**

Sales is a key arm of the organizational context as it bridges the gap between the customer and the company to achieve the main objective of revenue generation (Cron & Levy, 1987). It follows then that, measuring and managing sales performance is a critical role in the organization and is likely to have a significant impact on the organization's success or failure (Muczyk & Gable 1987). Consequently, a lot of effort has gone into recognizing and implementing methods of improving sales performance (Evans & Grant 1992). Sales performance is defined as "behavior evaluated in terms of its contribution to the goals of the organization" (Johnston & Marshall, 2005).

Hunter and Perreault (2007) defined key aspects of sales performance as relationship-building performance and internal-administrative performance. Relationship-building performance is the external focus efforts a salesperson engages in that fosters a mutually beneficial business relationship between the customers and the company. Administrative performance is more internally focused and refers to the non-selling-related duties of the sales team such as submitting reports, or similar paperwork. Kim & Chung (2021) add a third aspect to measuring sales performance which is outcome-based measures of sales performance such as exceeding sales targets. This study employed the outcome-based measure of sales targets as a measure of sales performance due to its objectivity since targets are often based on number of units sold within a specified period.

Sales performance is significantly affected by managers' actions (Mulki, Jaramillo & Locander 2005). Several variables that affect sales performance are directly influenced or controlled by a Sales Manager (Cravens et al 1992). The widely acclaimed Weitz (1981) perspective

incorporates into the performance model many dimensions which are influenced or controlled by the sales manager. The model suggests that the Manager- Sales Person dynamic has an impact on Sales performance. To buttress this argument, numerous studies have shown that leadership can affect sales performance (MacKenzie, Podsakoff & Rich 2001). Such leaders help create a positive work environment in which employees have clearer job expectations, are happier with their jobs, become more committed to the organization, gain greater confidence in their capabilities, and ultimately respond with additional motivation to work harder and smarter (MacKenzie, Podsakoff & Rich 2001).

A company leader is "not only responsible for the success of the organization but also to his or her subordinates, the organization's customers, and other organizational stakeholders" (Ehrhart 2004, p. 68). Since serving the needs of the follower becomes a leader's priority and an end rather than a means to achieve organizational objectives (Ehrhart 2004), the manager-sales person relationship is more positive and the salesperson more empowered in their role. Thus, the salesperson feels motivated to work hence resulting in higher sales performance. Levering and Moskowitz (2000) assert that servant leadership has been practiced in some of America's "best" firms such as Southwest Airlines, Whole Foods Market, American Express among others. From the preceding arguments, it follows that servant leadership, with its shift in focus in the leader-follower dynamic plays a momentous role in sales performance which has been shown to be pivotal in the success of the organization.

### **1.1.3 Heavy Commercial Vehicle Industry in Nairobi**

Kenya being a crucial hub in the transport network within the region is influenced to a great extent by the Heavy Commercial Industry. Prime Movers Registered in 2019 according to the Kenya National Bureau of Economic Survey report (2020) Automotive Sector profile was 252,567 units. This highlights the significant contribution this industry has on the Kenyan Economy. The Suppliers of New Trucks which carry a tonnage of above 15 tonnes in Kenya are Isuzu East Africa Limited, TATA Motors, Toyota East Africa, Trans Africa Motors, DT Dobie, Mobikey and Renault.

In 2019, Reuters reported that the Kenyan Government issued a directive that all cargo being cleared in the port in Mombasa to be handled by the railway, which led to an uproar among transporters. According to the article, cargo ferried by Truckers would reduce significantly. This would in turn affect sales output for the various suppliers and in such uncertain times, the

role of leadership in maintaining a competitive edge is essential and particularly the attributes of leadership that can contribute to increased sales performance.

The heavy commercial truck sales industry is often metrics based. This is evidenced by the monthly KMI statistics report the Kenya motor industry association sends to its members as stated on their Activities section on their 'About us' page on their website (<http://www.kmi.co.ke/index.php/about-us>). Thus, the role servant leadership attributes play on outcome-based performance measures of number of units sold is a critical point of note /which this study sought to research.

## **1.2 Statement of the Problem**

Previous researchers have been particularly interested in identifying factors that may explain how sales leaders can influence the performance of their followers (Ingram et al. 2005). However, these studies focused on transformation and transactional leadership. However, Ehrhart (2004) empirically showed that servant leadership is distinct from other leadership styles, such as LMX and transformational leadership. Although servant leadership is widely practiced in boardrooms and organizations, it remains understudied (Bass & Bass, 2008). In fact, only a limited number of studies have empirically examined this construct (Parris and Peachey, 2013), which has recently been identified as the ethical basis and leadership framework needed to address the challenges of the twenty-first century (Parris & Peachey, 2013).

The studies that focussed on Servant leadership and sales performance have taken servant leadership as a unidimensional construct. This means they have focussed on servant leadership as a unified indivisible construct and not on the various attributes of servant leadership. (Jaramillo et al 2009). As such, there is a dearth of research on the influence of the various attributes of servant leadership on sales performance. This is a gap that this study sought to address.

Moreover, the various studies on servant leadership have concentrated in the fields of leadership, education, business and psychology, whereas there is only a small number of studies in the fields of sales. (Paris & Peachey, 2013). Previous studies have also focussed on financial and organizational performance with a paucity on sales performance studies (Paris & Peachey, 2013). The current study addressed this gap by focussing on sales performance. The

crucial impact that sales have on an organizations' overall performance underscores the need to study this area.

Numerous studies have shown that sales leadership can affect sales performance both directly and indirectly (e.g., MacKenzie, Podsakoff, and Rich 2001). This highlights the need for a study that looks at the impact of servant leadership attributes on sales performance. Liden et al., (2008) established that there is no scholarly consensus on the number of attributes. Thus, we have found it prudent to look at the three most common attributes within peer reviewed studies which are empowerment, humility and trust.

The heavy commercial vehicle sales industry in Nairobi is cutthroat more so due to a directive issued by the Kenyan Government on haulage of cargo from Mombasa by the Standard Gauge Railway. The COVID 19 aftershocks are still being felt within the industry. The reduced customer portfolio and increased competition brings to the fore the role of leadership in maintain competitive edge in an industry that is metrics based. With pressure to improve sales volumes and the strain it puts on salespersons; we now have a unique opportunity to study the influence of leadership particularly servant leadership with its emphasis on followers' well-being.

Finally, servant leadership studies have focussed on the US and Asia Pacific regions with little study carried out within the African Context and Sub-Saharan Africa in particular. It is with this in mind that the Kenyan context particularly Nairobi was chosen as a locus of study.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objectives**

The general objective of this research was to study the impact of the servant leader attributes of empowerment, humility and trust on sales performance within the context of heavy commercial vehicle sales in Nairobi.

#### **1.3.2 Specific Objectives**

- i. To determine the influence of the servant leader attribute of empowerment on performance of salespeople within the context of heavy commercial vehicle sales in Nairobi.
- ii. To determine the influence of the servant leader attribute of humility on performance of salespeople within the context of heavy commercial vehicle sales in Nairobi.

- iii. To determine the influence of the servant leader attribute of trust on performance of salespeople within the context of heavy commercial vehicle sales in Nairobi.

#### **1.4 Research Questions**

- i. Does the servant leader attribute of empowerment have an influence on performance of salespeople within the context of new heavy commercial vehicles in Nairobi?
- ii. Does the servant leader attribute of humility have an influence on performance of salespeople within the context of new heavy commercial vehicles in Nairobi?
- iii. Does the servant leader attribute of trust have an influence on performance of salespeople within the context of new heavy commercial vehicles in Nairobi?

#### **1.5 Scope of the Study**

The study looked at the impact a servant leader attributes has on sales performance within the heavy commercial industry in Nairobi. The specific servant leader attributes of empowerment, humility and trust and their impact on sales performance were the subject of study. The study was underpinned by the theories of social learning and social exchange.

The study focussed on sellers of heavy commercial vehicles in Nairobi as it is the capital city of Kenya which is a key transport hub within the region. The companies chosen for the study include Isuzu East Africa Limited, TATA Motors, Toyota East Africa, Trans Africa Motors, DT Dobie, Mobikey and Renault. The sales teams in the selected companies were the primary respondents of the study. Questionnaires patterned after the Servant Leadership Questionnaire (SLQ) were modified and administered to the respondents accordingly.

The choice of the heavy commercial industry was informed by the significant impact it has on the Kenyan economy and the region at large. Furthermore, with the assembling of most units locally, the industry's impact on the Big Four Agenda Pillar Four of Enhancing Manufacturing, was a determinant in choosing this industry. The role it has in employment creation and its contribution to GDP is in alignment with the stated Vision 2030 which is to create employment and increase contribution to the GDP by at least 10% per annum (Bigsten, 2010).

The study was conducted between March and July 2022 and was limited to quantitative research methods.

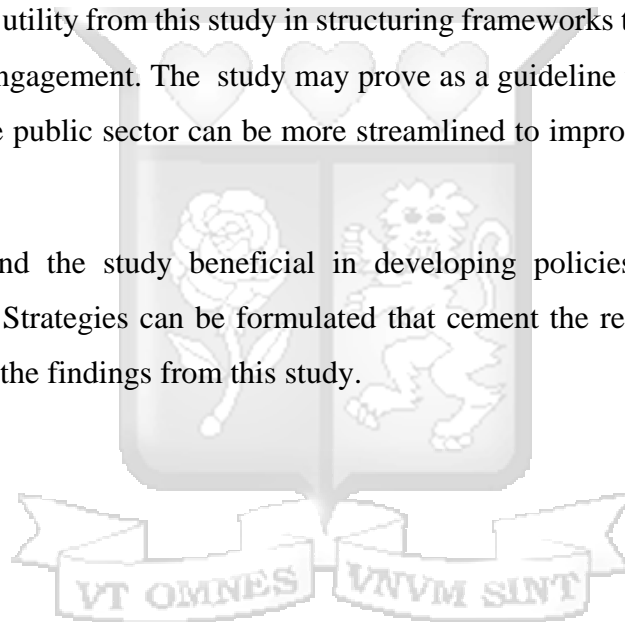
## 1.6 Significance of the Study

Servant leadership is a relatively new field of study where more research is needed. This study is of relevance to future scholars who wish to add to the body of literature on servant leadership. Past studies that have sought to establish the role between servant leadership and sales Performance have looked at servant leadership as a unidimensional construct thus not looking at the individual attributes and the impacts they have on individual sales performance.

With the increased shifts in the business landscape recently including shocks to the system such as the COVID-19 pandemic, the competitive edge that can be gleaned from adopting servant leader attributes can prove to be of immense significant to management not just in Heavy Commercial Sales Industry but other sectors as well.

Government may find utility from this study in structuring frameworks that affect public sector employer-employee engagement. The study may prove as a guideline to how leader-follower interactions within the public sector can be more streamlined to improve the service delivery required of them.

Policymakers may find the study beneficial in developing policies for leader- follower relationship building. Strategies can be formulated that cement the real-world impact of the policies buttressed by the findings from this study.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter assessed the theoretical framework, empirical review and conceptual framework of the study. The theoretical framework studies the various theories that underpin servant leadership, the various servant leader attributes and sales performance. The empirical review details prior studies on servant leadership and sales performance. Existing gaps which form as the *raison d'être* for this study are brought to the reader's attention. This chapter concludes with the conceptualization and operationalization of the study variables.

#### **2.2 Theoretical Literature**

The theories of leadership styles have evolved over the years from transactional leadership to more ethical based types of leadership in which the leader plays a pivotal role and emphasis is placed on inter-personal relationships (Garrick, 2006). Ethical leadership has been studied in relationship to concepts such as spiritual, authentic and transformational leadership (Brown & Trevino, 2006). Servant leadership is an extension of ethical leadership that has garnered renewed interest in scholarly research (Avolio et al 2009).

##### **2.2.1 Social Exchange Theory**

Social exchange theory is one theory put forth to expound on servant leadership. Social exchange theory is guided by rules of reciprocity, or repayment in kind (Cropanzano & Mitchell, 2005). Sociologist Robert K. Merton (1969, Pg. 2615) described leadership in general as a social exchange. He stated that, "Leadership must involve attributes of the transactions between those who lead and those who follow." He further posits that, "Leaders assist their associates in achieving personal and social goals. In exchange, they receive the basic coin of effective leadership: trust and respect." This risks a possibility of transactional leadership which, though a part of management theories that expound on leadership is not considered a form of ethical leadership. It is with this in mind that Kuhnert and Lewis (1987) state that in some cases leadership can be both transactional and transformational, but "leaders must know the limitations, the defects, and the strengths of all perspectives.

Social exchange theories treat social life as involving a series of sequential transactions between two or more parties (Mitchell, Cropanzano, & Quisenberry, 2012). The social exchange process begins when an individual in an organization, usually a supervisor or colleague, treats a target individual in a positive or negative fashion (Eisenberger, Lynch,

Aselage, & Rohdieck, 2004). These initial behaviors referred to as initiating actions can be positive activities such as providing organizational support (Riggle, Edmondson, & Hansen, 2009) or negative such as abusive supervision (Tepper, Carr, Breaux, Geider, Hu, & Hua, 2009).

To demonstrate, social exchange theory would predict that a positive initiating action would increase trust and this increased trust would promote positive behavioral responses. This possibility was supported in research conducted by Konovsky & Pugh (1994). Similar findings were obtained in a study of public sector employees by Aryee, Budhwar, & Chen (2002).

Drawing on Eva, Newman, Miao, Cooper and Herbert's (2018) work on the emotional exchange between participative leaders and their followers, it can be argued that the emotional bond between the servant leader and the followers plays an important role in the development of a cohesive exchange relationship. Specifically, that servant leaders can engage in productive exchange relationships due to the covenantal relationships they form with each follower (Sendjaya, 2015).

Thus, social exchange theory underpins servant leadership in that both the leader and the follower reinforce positive behaviours in each other due to the positive nature of their relationship dynamic which in turn improves performance. Thus, this theory sheds light on the relevance of the various servant leader attributes of empowerment, humility and trust on the salesperson's sales performance.

### **2.2.2 Social Learning Theory**

Social learning theory was popularized in 1954 by Julian B. Rotter in his book, "Social learning and Clinical Psychology." It states that learning is a cognitive and not purely behavioural process that occurs in social contexts. The theory focuses on learning that occurs within a social context, and it considers that people learn from one another (Ormond, 1999); however, the theory adds a social element. It proposes that people can learn new information and behaviors by observing other people.

Learning is thought as taking place in a social setting and as such can take place due to observation. Servant leaders exhibit behaviours such as humility, empowerment or trust and the follower is imbued to adopt this in their own interactions. When followers perceive the leader as possessing desirable qualities, they aspire to be like the leader and thus model their leaders' behavior which improves performance (Mayer et al., 2009). Servant leaders are often

seen as credible role models as they put their employees first, act altruistically, and are motivated to serve others without expecting anything in return (Sendjaya et al., 2018). Liden, Wayne, Liao, & Meuser, (2014) argue that with servant leadership, followers learn via a trickle-down effect, where the servant leader demonstrates the required behaviors (i.e., walks the talk) and then motivates and encourages followers to emulate these behaviors.

Thus, as sales happens in a social setting, servant leaders' attributes influence their sales performance in that the followers observe and inculcate their leaders' positive behaviours and this improve performance( Mayer et al., 2009).

## **2.3 Empirical Review**

This section looks at prior research into servant leadership attributes and sales performance.

### **2.3.1 Servant Leadership Attributes and Sales Performance**

There being no scholarly consensus on the attributes of servant leadership, various attributes and measures of servant leadership have been put forth (Parris & Peachey 2013). The essence of the servant leader attributes is that they seek to demonstrate the leader-follower dynamic and the interactions that ensue from it. Patterson (2003) developed the following seven attributes of the servant leaders: Agapao love, humility, altruism, vision, trust, service and empowerment. Dennis & Bocarnea (2005) investigated the empirical assessment of Patterson's (2003) dimensions and distilled it to five; agapao love, humility, vision, trust and empowerment of followers. Liden et al (2015) proposed seven attributes or dimensions; Emotional healing, creating value for the community, conceptual skills, empowering, helping subordinates grow and succeed, putting subordinates first, behaving ethically.

Van Dierendonck et al (2017) set forth Empowerment, accountability, standing back, humility, authenticity, courage, interpersonal acceptance, stewardship as their dimensions for servant leadership. There being no scholarly consensus on servant leader attributes and with replicability and validity as our premise, this study focussed on the three attributes of empowerment, humility and trust because they overlap in the above-mentioned studies.

Jaramillo et al (2009) looked at the relationship between servant leadership and sales as a unidimensional construct. The study was conducted in the USA with their sample being drawn with the help of a market research supplier company. Their respondents were 501 salespeople with an average of 10 years of experience. The salespeople worked in a variety of industries

including insurance, healthcare, manufacturing, financial services, technology, consumer products, business services and others.

Jaramillo et al (2009) focussed on servant leadership as a whole and not on the various attributes of servant leadership and its impact on sales performance. Their study revealed that servant leadership conceptually and empirically relates to sales success in at least two ways: by creating genuine customer focus and a related chain of associated positive outcomes, and by contributing to higher levels of performance-enhancing salesperson well-being. However, they did not find a direct relationship between servant leadership and performance rather strong indirect relationships through job attitudes and stress variables.

Bande et al (2016) explored the relationship among servant leadership, intrinsic motivation and performance in an industrial sales setting. Their study was based in Spain and data was gathered from 145 industrial salespeople and their supervisors across a variety of businesses and sectors.

The study focussed on the salespeople in the Spanish industry. The study was unidimensional looking at servant leadership as a whole and not its various dimensions / attributes of the servant leaders. The study revealed that servant leadership enhanced motivation among individuals with motivation being a strong predictor of task performance.

Krafft (1999) targeted 1099 chief sales executives of German sales forces. He posits that the sales force is the only revenue-capturing component of an organization and the most important connection between an organization and its customers. The dynamic nature of the modern corporate world and increasing competitiveness and desire for greater and more stable market share has brought to the fore the increased importance of the sales force and enhancing the benefits of effective sales force management (Krafft et al., 2004). Research indicates that one primary way sales leaders can stimulate salespeople to achieve higher performance is by helping to create an employee-friendly work environment (Martin & Bush, 2006). Studies have also shown that sales leadership can affect sales performance both directly and indirectly (MacKenzie, Podsakoff, & Rich 2001). Romig (2001) highlights that servant leadership practices when implemented in a company, improve performance by 15-20 per cent, and group productivity improves by 20-50 per cent.

Servant leadership attributes of trust was studied but outside the servant leadership context. Lagace (1991) explored the manager-salesperson relationship as a unit of analysis and the impact of reciprocal trust in the relationship and its role on performance. The conclusion of the findings was that the critical role of trust in the manager-salesperson relationship was

established. Performance of both the salesperson and manager were higher when trust between the salesperson and manager were high. Thus, the higher the trust the higher the performance.

Rego, Cunha and Simpson (2018) undertook an empirical study on the role of humility on team effectiveness. They targeted ninety-six middle level managers from different organizations in sectors such as energy, consulting, software, telecommunications, electronics, pharmaceutical and healthcare, banking, retail and IT. All were participants in a leadership developmental program conducted in an MBA course provided in partnership between two European/Portuguese business schools and a top US business school.

Their findings indicate that humble leaders engender positive team attitudes and behaviours, work satisfaction, lower turnover rates and all this contributes to leaders' effectiveness in achieving team objectives. They found that humility is relevant to leadership and suggests a positive association between humble leadership and effective team performance.

Newman et al (2017) studied the influence of servant leadership on organizational citizenship behaviour: The Roles of LMX, Empowerment and Proactive Personality. With regards to empowerment in particular their study found that servant leadership was positively related to psychological empowerment.

### **2.3.2 Empowerment and Sales Performance**

Van Dierendonck et al (2017) state that empowerment aims at fostering a pro-active, self-confident attitude among followers and gives them a sense of personal power. Greenleaf (1998) states that empowerment is all about recognition, acknowledgment, and the realization of each person's abilities and what the person can still learn. Servant leaders empower their followers through the provision of work autonomy and participative decision making (Ehrhart 2004). Laub (1999) argues that servant leaders empower followers by engaging in shared leadership. They treat their followers with benevolence and respond to their individual developmental needs (Van Dierendonck 2011).

This inspires their followers to feel more confident in fulfilling their roles. In fact, Walumbwa et al. (2010) found strong evidence of a link between servant leadership and self efficacy. Kim and Kim (2013) state that empowered employees are likely to take an active orientation to work and do more than is required in their job description. Sales researchers have identified self-efficacy as one of the most important personal variables in sales performance models (Mulki et al., 2008). Empowered employees thus feel motivated to not only perform but surpass the expected performance targets.

### **2.3.3 Humility and Sales Performance**

In the corporate world where profit maximization and pursuing competitive edge are the dominant narratives some people tend to view humility as a weakness. (Weiss & Knight 1980). It is not viewed as being a personality trait leader should possess in modern and competitive environments. However, in recent years due to corporate scandals resulting from hubris and greed of corporate executives e.g., Enron, the negative narrative surrounding humility has been dwindling with humility garnering more interest in academia (Owens & Hekman 2012). The Economist (2013, p.59), reasoned that arrogance breeds mistakes” and that “If leadership has a secret sauce, it may well be humility.”

Several scholars have claimed that humility is critical for leaders’ effectiveness (Collins 2001: Owens and Hekman 2012; Schrage 2015; Weick 2001). Argandoña (2015) argues that leader humility is imperative in organizational effectiveness. In the modern complex world, leaders who admit they do not have all the answers are more credible (Weick 2001). Humble leadership fosters innovation as team members feel safer and, in turn, freer to take on risks and experiment with new ideas (Owens & Hekman 2012). This is even more critical in the competitive sales environment where achieving performance metrics can place undue stress on the salesperson. The dynamic nature of sales necessitates innovation and an environment which fosters innovation will lead to improved sales performance.

### **2.3.4 Trust and Sales Performance**

Trust may be defined as an attitude which allows a person to commit himself to possible loss depending on the subsequent behavior of a specific- other person (Matthews & Shimoff 1979). Cook & Wall (1980) state that trust is fundamental for ensuring effectiveness within organizations. Knovsky & Pugh (1994) state that trust is an essential factor that motivates employees to spend more time on required tasks and to perform beyond standards. When employees believe that their leaders cannot be trusted they spend more time being exceedingly cautious and “covering their backs”, which affects their performance. (Mayer & Gavin 2005). In a study conducted by Tyagi (1985) on sales manager's leadership behavior, he found that one construct which is found to influence work motivation and productivity is leader trust.

Bachmann & Akbar (2006) dispute the extent to which trust in leaders affects employee performance. Nevertheless, most scholarly output in this is for the argument that there is a positive correlation between employee trust in their leaders and employee motivation & performance. (Gillespie & Mann, 2004). Fairholm (1997) states that trust is always present as

an important factor that is central to leadership. Dirks and Ferrin (2002) posit that subordinates who trust their supervisors are more willing to accept their supervisor's influence. They also state that good leaders are trusted more by their followers than poor leaders.

Servant leaders foster a sense of psychological safety, trust and fairness in the work context. (Liden et al, 2014). In the context of sales, trust is necessary to open communication between the salesperson and their manager (Busch, 1980). When high standards of ethical conduct are set, salespeople can better cope with the ethical dilemmas that the selling job brings and develop trust and a psychological attachment to the organization (Weeks et al, 2004).

## **2.4 Research Gap**

Studies that have looked the role of leadership on performance have focussed on transformational and transactional leadership (Bass 1997; MacKenzie, Podsakoff, & Rich 2001). There have also been studies that looked comparatively at servant leadership versus transformational leadership and their impact on organizational performance. (Choudhary, Akhtar & Zaheer, 2013). This reveals a paucity of studies that focus on servant leadership despite its strong resurgence in Academia and its potentially powerful impact on organizational performance. We plugged this gap in this study by looking at servant leadership and in particular the attributes of servant leadership and their impact on sales performance.

The emphasis on attributes is occasioned by the fact that the few studies that investigated servant leadership and sales performance took servant leadership as a unidimensional construct (Jaramillo et al 2015). Thus, there is a gap in addressing the impact of the various attributes of the servant leader on sales performance. Trust was highlighted as very few empirical studies on the relationship between leadership and trust have been reported (Park, 2012). With regards to humility, most research on it is theoretical indicating a need for more empirical studies on the outcomes of humble leadership (Owens & Hekman 2012).

Previous studies looked at performance in organizational contexts from a financial perspective (Choudhary, Akhtar, & Zaheer, 2013). The underlying assumption that other aspects of performance are antecedents to these ultimate measures, yet sales is a unique construct that is extremely critical to achieving the financial objectives of the organization. In this study, we bridged this gap by focussing on sales performance rather than the broad organizational perspective.

There seems to be pronounced interest in investigating servant leadership in the U.S. and throughout the Asia Pacific region; however, there is a paucity of studies being conducted in

other parts of the world (Paris & Peachey 2013). To bridge this gap, we looked at the Sub-Saharan Africa particularly the Kenyan Context. This is due to the pivotal role Kenya plays as an economic hub within the greater East Africa region.

The uniqueness of the heavy commercial sector in particular stems from the fact that it is a crucial sector that serves the transport economy. Kenya is a gateway to many of its landlocked neighbours and a lot of goods are ferried within its various transport corridors. The recent government directive that cargo from the port of Mombasa be ferried to Nairobi via the Standard Gauge railway brought to light the stiff competition that will arise amongst transporters. Couple this with the Covid-19 Pandemic that wrought havoc on the economy since 2020 and the challenges facing not just transporters, but sellers of heavy commercial trucks come to light. The increased competitiveness that ensues in such a climate brings to the fore the question of whether leadership and in particular servant leaders attributes can improve sales performance and ensure sustainable competitive edge.

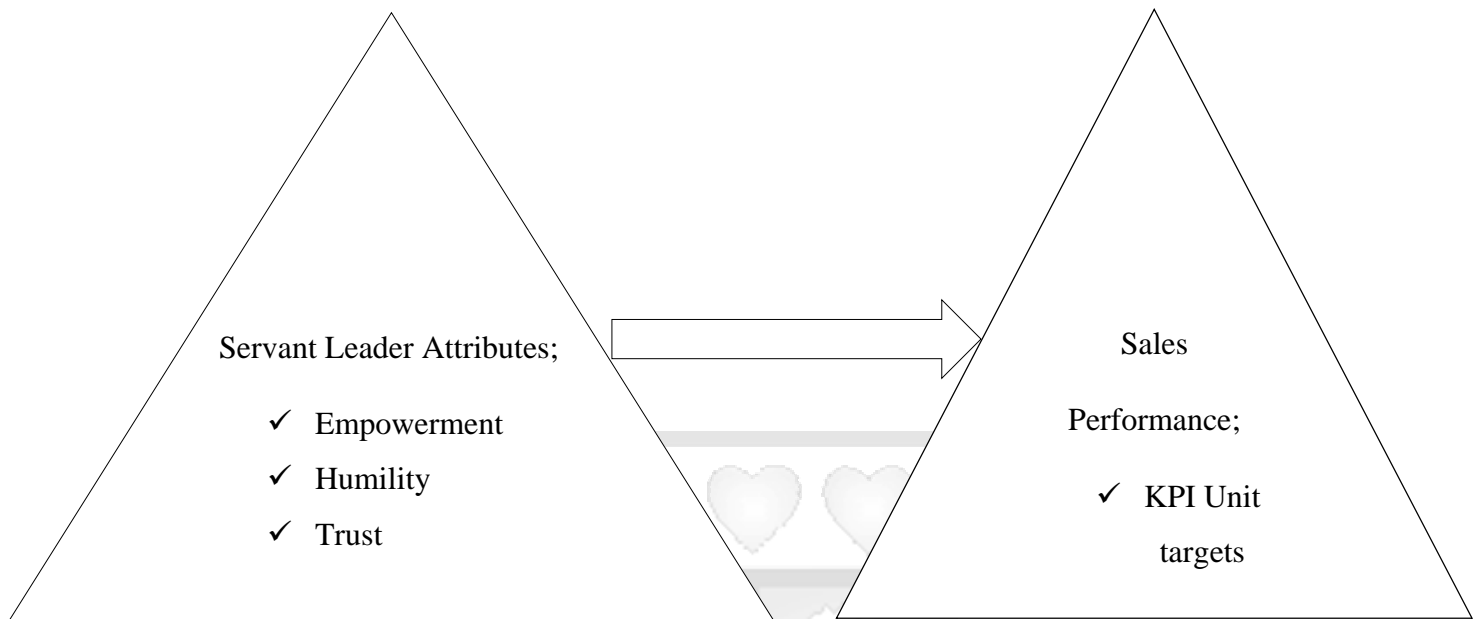
## **2.5 Conceptual framework**

Conceptual framework refers to the schematic representation of the relationship between the dependent and the independent variables (Kothari, 2011). This study was premised on the hypothesis that the servant leader attributes of empowerment, trust and humility affect sales performance in sales of heavy commercial vehicles within Nairobi. The study operationalized empowerment, humility and trust by measuring four items in each and five in the context of trust. One item was used to measure sales performance that of sales units sold. This gave a clearer framework to operationalize the variables.

## 2.5 Conceptual Framework

### Independent Variables

### Dependent Variable



Source: Researcher 2022

Figure 2.1 Conceptual Framework

**Table 2.1 Operationalization of variables**

| <b>Variable</b>              | <b>Definition of Operation</b> | <b>Measures for Rating</b>  | <b>Supporting Literature</b>   |
|------------------------------|--------------------------------|---|--|
| <b>Independent Variables</b> |                                |   |  |
| Empowerment                  | Descriptive statistics         | Empowerment will be tested using four items on the questionnaire eliciting a response that can be captured on a 7-point Likert scale. | Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. <i>The Leadership Quarterly</i> , 19, 161–177. |
| Humility                     | Descriptive statistics         | 4 items used to measure humility on the questionnaire. The responses will be captured on a 7-point Likert scale.                      | Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. <i>The Leadership Quarterly</i> , 19, 161–177. |
| Trust                        | Descriptive statistics         | 5 items used to measure trust in the questionnaire and responses captured on a 7-point Likert Scale.                                  | Dennis, R. S., & Bocarnea, M. C. (2005). Development of the servant leadership assessment instrument. <i>Leadership and Organization Development Journal</i> , 26(8), 600–615.                         |
| <b>Dependent Variable</b>    |                                |   |  |
| Sales Performance            | Descriptive statistics         | One item used to capture sales performance still based on a 7-point Likert Scale.   | Van Dierendonck, D., & Nuijten, I. (2011). The servant leadership survey: Development and validation of a multidimensional measure. <i>Journal of Business and Psychology</i> , 26, 249–267            |

## 2.6 Chapter Summary

The theoretical underpinnings of social exchange and social learning were discussed. The various literature that addresses servant leadership and the three attributes of empowerment, humility and trust were investigated. Sales performance was also reviewed, and an empirical review of previous studies touched upon. The research gap was addressed. Finally, the conceptual framework was drawn, and variables operationalized.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the approaches used in this study to address its objectives. The purpose of this research was to study the impact of the servant leader attributes of empowerment, humility and trust on sales performance within the context of heavy commercial vehicle sales in Nairobi. The study was quantitative in nature. The chapter proceeds to explain the research process by expounding on the research philosophy, research design, target population, data collection methods, data analysis and the research quality.

#### **3.2 Research Philosophy**

Research philosophy deals with the source, nature and development of knowledge (Bajpai,2011). It is also defined as a framework that guides how research should be conducted based on ideas about reality and the nature of knowledge (Collis & Hussey, 2014). Johnson and Clark (2006) note that, as business and management researchers, we need to be aware of the philosophical commitments we make through our choice of research strategy, since this will have a significant impact on what we do and how we understand what it is we are investigating. According to an ontological view, reality is usually considered to exist outside the mind (Neuman, 2011). In the context of this study, this means that sales performance is a reality all organizations grapple with. What affects it is thus off note and hence the subject of this study particularly the role servant leadership attributes have on it.

This research study was underpinned by positivism. Positivists look for causal relationships in their data to create law-like generalisations like those produced by scientists (Gill & Johnson 2010). These universal rules and laws help one to explain and predict behavior and events in organizations. Positivism has a philosophical commitment to objectivity and neutrality (Gill & Johnson, 2010). Thus, the researcher sets hypotheses and proceeds to test them. Positivist researchers are likely to use a highly structured methodology to facilitate replication (Gill & Johnson 2010). Thus, as this study was quantitative in nature, it adopted positivism as its research philosophy.

### 3.3 Research Design

This study adopted a descriptive research design. Descriptive research portrays an accurate profile of persons, events, or situations (Saunders, Lewis, & Thornhill, 2003). This method is relevant since it can describe the population's characteristics such as opinions, attitudes, and knowledge of a certain phenomenon (Cooper & Schindler, 2008). The descriptive research design is relevant as it gives an accurate and valid representation of factors or variables relevant to the research questions to investigate the influence of servant leadership attributes on sales performance. The study adopted cross-sectional research design as data was collected from various salespeople within the heavy commercial vehicle industry at a single point in time and correlations identified between their performance and the servant leader attributes of their sales leader.

### 3.4 Target Population

A target population is a well-defined set of people, elements, events, groups of things, or households that are being studied for generalization of results (Kerlinger & Lee, 2007). Mugenda and Mugenda (2003) define a population as the combination of all elements possessing a familiar behaviour or characteristics. In this study, the population was the salespeople of seven companies that sell heavy commercial vehicles within Nairobi as shown in Table 3.1 below.

**Table 3.1 Target Population**

| <b>Company that deals with HCV Sales</b> | <b>Number of Salespeople</b> |
|--|------------------------------|
| Isuzu East Africa Ltd                    | 40                           |
| Tata Motors                              | 10                           |
| Toyota East Africa                       | 7                            |
| Trans Africa Motors                      | 5                            |
| DT Dobie                                 | 5                            |
| Mobikey                                  | 15                           |
| Renault                                  | 5                            |
| <b>Total Population</b>                  | <b>87</b>                    |

**Source: Primary Data**

### 3.5 Sampling

Asgodom (2019) defines a sample as a set of respondents obtained from a targeted population with the aim of establishing the features of the population. Saunders, Lewis and Thornbill, (2016) state that a sample frame is a list of population elements from which the sample is drawn to represent the target population. Cooper and Schindler (2008) define a sample size as the proportion of the subjects of study used to represent the whole population. Sampling technique refers to the specific process used to select study participants or respondents (Saunders, Lewis, & Thornbill, 2016). This study focused on the total salespeople within the seven companies in the heavy commercial vehicle sales industry within Nairobi. In this study sampling was not employed due to the small target population.

### 3.6 Data Collection Methods

This study used a self-completing questionnaire administered to the employees to evaluate their leaders in the data collection stage. This was preferred for two reasons. It was cost effective to administer and the anonymity provided increases probability of truthful responses from respondents.

A modified questionnaire based on the Servant Leadership Questionnaire (SLQ) developed by Liden et al (2008) was employed. The questions were used to measure the dimensions or attributes of servant leaders. They were devised following 7-point scale, asking respondents to indicate the extent to which they agree or disagree with the following statements as they pertain to one's leadership:

1 = Strongly disagree 2 = Disagree somewhat 3 = Disagree 4 = Undecided 5 = Agree somewhat  
6 = Agree 7 = Strongly agree.

The original SLQ seven is a 28-item scale that measures seven major dimensions of servant leadership: conceptualizing, emotional healing, putting followers first(humility), helping followers grow and succeed, behaving ethically, empowering, and creating value for the community.

The modified version, however, was based on eight items used to measure the attributes of empowerment and humility: Four items for empowerment and four items for humility. This approach was borrowed in this study to maintain consistency of the seven-scale measurements and allow for standardized information to be collected, which could be expressed numerically for correlation analysis.

Further modification of the questionnaire in the present study was that of the introduction of trust. Five items were used to measure it based on the study by Dennis & Bocarnea (2005). Sales Performance were measured on a one item scale based on remodelling of Van Dierendonck and Nuijten (2011) performance measurement scale.

### 3.7 Data Analysis

Within a week, the questionnaire responses were checked for completeness and data analysis begun. The Statistical Package for Social Sciences (SPSS) was employed for analysis of final data. Descriptive statistics such as mean, standard deviation and frequency were used to present a summary of the variable findings. The mean and standard deviation of the results were included. Explorative factor analysis was used to identify important factors under each objective as used in Chua (2012). Factor analysis is a data reduction technique which is carried out using a correlation matrix of variables of interest. A set of variables are combined to a new smaller set of variables called factors. These factors represent a weighted mean of the original data which are latent in the variables that cannot be observed (Hair, Black, & Babin, 2010).

Correlation analysis was used to apply inferential statistics and determine the nature of the relationship between the servant leader attributes of empowerment, humility and trust and sales performance as well as whether there was statistical significance. The study also employed multivariate regression model to further investigate the effects of the three servant leader attributes on sales performance within the heavy commercial vehicle industry in Nairobi.

The fitted model was defined as;

$$\text{logit } [P(y < 3)] = \beta_0 + \beta_1 \times \text{Empowerment} + \beta_2 \times \text{Humility} + \beta_3 \times \text{Trust} + \varepsilon$$

$$\text{Where } y = \begin{cases} 1 = \text{Agree} \\ 2 = \text{Neutral} \\ 3 = \text{Disagree} \end{cases}$$

According to (Long, 2014), an ordinal logistic regression is a statistical technique used to predict behavior of ordinal level dependent variables with a set of independent variables. Thus, the method was used because the dependent variable was in Likert scale. The dependent variable was transformed into three categories; Scores above 4 were coded as agree (Value =3), below 4 as disagree (3) and 4 was considered neutral and reference value.

### 3.8 Research Quality

#### 3.8.1 Reliability

Kotter J (2012) states that in testing reliability, a researcher seeks to ensure as minimal variation as possible in the results from the research instrument and the study methodology. The Cronbach's Alpha coefficient was used to test the reliability in this study .It usually ranges between 0 and 1, with a higher alpha coefficient value implying more reliability. In this study the loadings were set at (0.70) and the loading derived from SPSS package from data set used.. Below is a Table summarizing the interpretation of Cronbach's Alpha coefficients as advanced by Kotter (2012).

**Table 3.2 Co-Efficient Range and Description**

| Co-Efficient Range | Description   |
|--------------------|---------------|
| >0.9               | Excellent     |
| >0.8               | Good          |
| >0.7               | Acceptable    |
| >0.6               | Questionable  |
| >0.5               | Poor          |
| <0.5               | Unacceptable. |

The Cronbach's Alpha obtained from this study is shown in the table below.

**Table 3.3 Reliability Statistics**

| Reliability Statistics |                  |              |             |
|------------------------|------------------|--------------|-------------|
| Constructs             | Cronbach's Alpha | No. of Items | Description |
| Empowerment            | 0.719            | 4            | Acceptable  |
| Humility               | 0.853            | 4            | Good        |
| Trust                  | 0.907            | 5            | Excellent   |

#### 3.8.2 Instrument Validity

Content and construct validity are used in evaluating the meaningfulness of the research findings (Greene, 2012). Content validity seeks to establish the degree to which items on the questionnaire represented empowerment, humility and trust as servant leaders' attributes and

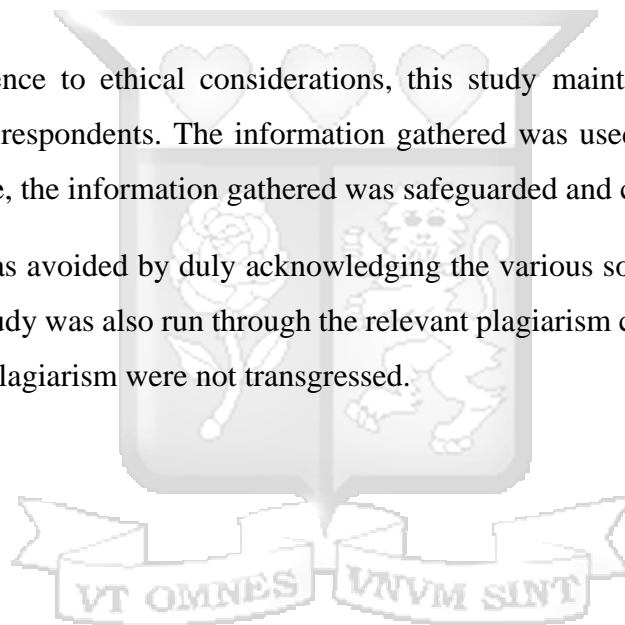
their impact on sales performance. Construct validity seeks to establish the extent to which the research instrument could be interpreted as meaningful to some characteristics. To address these two aspects of validity, the research instrument used in this study were adapted from widely used and acknowledged tools. The criterion-related validity and construct-related validity were established empirically.

### **3.9 Ethical Considerations**

Permission was sought from Strathmore University Institutional and Ethics Review Committee, who allowed this research. Moreover, as is required by law, letter from NACOSTI was sought and obtained. The researcher then proceeded to collect the data from various respondents. Informed consent was gathered with the respondents being made aware of the research at hand.

To ensure the adherence to ethical considerations, this study maintained the privacy and confidentiality of the respondents. The information gathered was used strictly for academic purposes. Furthermore, the information gathered was safeguarded and collected responsibly.

Finally, plagiarism was avoided by duly acknowledging the various sources information was gathered from. The study was also run through the relevant plagiarism checker to ascertain the ethical standards for plagiarism were not transgressed.



## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATIONS AND INTERPRATIONS

#### 4.1 Introduction

This chapter discusses the interpretation and presentation of the findings. The purpose of the study was to analyze the relationship between servant leader attributes and sales performance within the context of new heavy commercial truck sales in Nairobi. The findings aimed at answering the study research questions. Data collected was collated and reports were produced in form of tables and figures for better comprehension.

#### 4.2 Questionnaire Response Rate

The study targeted 87 salespeople of companies that sell heavy commercial vehicles within Nairobi. The questionnaires were sent both electronically and physically. Out of 87 respondents targeted only 54 respondents fully filled the questionnaire contributing to 62% response rate. The remaining 38% failed to respond to the questionnaire despite follow ups being made. Saunders et al., (2003) pointed that a response rate of 50% is adequate, a rate of 60% is good and a response rate of 70% and above is very good. Therefore, this implies that the response rate in this study was beyond satisfactory. This positive response rate was possible due to the questionnaires being administered electronically and follow up made by the researcher in person. For those who requested for time, the researcher consented and came back on a subsequent day to pick up the questionnaire.

**Table 4.1 Questionnaire Response Rate**

|              | <b>Frequency</b> | <b>Percentage</b> |
|--------------|------------------|-------------------|
| Responded    | 54               | 62                |
| Non-response | 33               | 38                |
| <b>Total</b> | <b>87</b>        | <b>100</b>        |

**Source : Researcher 2022**

#### 4.3 Demographic respondents' profile

This section discussed the demographic profile of the respondents. It outlined the respondents which include gender of the respondent, age, number of years that respondents have been in the company, education level obtained by the respondent and numbers of years that respondents have been in the sales profession. This information was critical for this study since it forms the

foundation that shows the level of knowledge and reliability of the responses given by the respondents.

**Table 4.2 Demographic respondents' profile**

| <b>Characteristics</b>                             | <b>Frequency</b> | <b>Percent</b> |
|--|------------------|----------------|
| <b>Gender</b>                                      |                  |                |
| Male   | 45               | 83.3           |
| Female   | 9                | 16.7           |
| <b>Total</b>                                       | <b>54</b>        | <b>100.0</b>   |
| <b>Age</b>   |                  |                |
| Under 20 years                                     | 3                | 5.6            |
| 21-30 Years  | 12               | 22.2           |
| 31-40 Years  | 21               | 38.8           |
| 41-50 Years  | 9                | 16.7           |
| 51 Years and above                                 | 9                | 16.7           |
| <b>Total</b>                                       | <b>54</b>        | <b>100.0</b>   |
| <b>Years of employment within the organization</b> |                  |                |
| Less than 1 Year                                   | 13               | 24.1           |
| 1-3 Years  | 11               | 20.3           |
| Over 3 Years                                       | 30               | 55.6           |
| <b>Total</b>                                       | <b>54</b>        | <b>100.0</b>   |
| <b>Education level</b>                             |                  |                |
| Certificate/Diploma                                | 20               | 37.0           |
| Degree   | 25               | 46.3           |
| Masters  | 9                | 16.7           |
| PhD  | 0                | 0              |
| <b>Total</b>                                       | <b>54</b>        | <b>100.0</b>   |
| <b>Sales position in Years</b>                     |                  |                |
| 0-5 Years  | 15               | 27.8           |
| 6-10 Years   | 19               | 35.2           |
| 11-20 Years  | 12               | 22.2           |
| Above 20 years                                     | 8                | 14.8           |
| <b>Total</b>                                       | <b>54</b>        | <b>100.0</b>   |

**Source: Researcher 2022**

#### **4.3.1 Gender Versus Age of Respondents**

The results presented in Table 4.2 show that 83% of the respondents were male and 17% were female. This shows that the heavy commercial sector in Nairobi is male dominated as females occupy less than a third of the sector.

#### **4.3.2 Age of the Respondents**

The study also sought to establish the age category of the respondents. The research findings showed that most of the respondents 39% were between the ages of 31-40, 22% were aged between 21-30 years, 17% were aged between the ages of 41-50, 17% were aged over 51 years, while 5% were aged less than 20 years. The findings illustrated that majority of the respondent were adults above the age of 31 years.

#### **4.3.3 Years of employment with the organization**

The number of years within the organization was also a subject of inquiry in the study. Off the 54 respondents, 24% of them worked with their company for less than a year, 20% for more than a year but less than three and 56% for more than three years. This showcased the familiarity the respondents had with their sales leader and would increase the confidence that their responses would be more objective.

#### **4.3.4 Level of Education**

Majority of the respondents 46% had a bachelor's degree, 37% had at least a certificate/diploma whereas the other 17% had obtained a master's degree. There was no respondent who had a PhD. This shows that a 46% of respondents, a significant majority, had obtained a University Degree. The respondents were highly educated and thus could be expected to give objective feedback based on an understanding of what the questionnaire entailed.

#### **4.3.5 Sales Experience**

The respondents had varying years of experience within the sales profession. 28% were in the industry for less than five years, 35% for less than 10 years, 22% for less than 20 years and 15% for more than 20 years. Thus, 72% of respondents had experience of more than six years within the heavy commercial industry. This shows that majority of the respondents have had significant experience within the sales profession.

## 4.4 Descriptive Statistics

### 4.4.1 Empowerment

The study aimed at finding out the influence of empowerment as an attribute of servant leadership on sales performance of sellers of heavy commercial vehicles in Nairobi. The respondents were required to indicate on the level of agreement regarding the attribute of empowerment as associated with independent variables. A 7-point scale: 1 = Strongly disagree 2 = Disagree somewhat 3 = Disagree 4 = Undecided 5 = Agree somewhat 6 = Agree 7 = Strongly agree was describes empowerment as an attribute of servant leadership. Four items that explain the empowerment as an attribute of servant leadership on sales performance were used in this study as shown in Table 4.3.

**Table 4.3 Descriptive Statistics: Empowerment**

| <b>Items (Cronbach's Alpha=0.719)</b>                               | <b>N</b> | <b>Mean</b> | <b>Std. Deviation</b> | <b>CV (%)</b> |
|---|----------|-------------|-----------------------|---------------|
| If I need to make important decisions at work, I do not need to     | 54       | 3.09        | 2.174                 | 70%           |
| My sales leader gives me the freedom to handle difficult situations | 54       | 5.13        | 1.770                 | 35%           |
| My Sales leader encourages me to handle important work decisions    | 54       | 5.56        | 1.701                 | 31%           |
| My Sales leader gives me the responsibility to make important       | 54       | 5.46        | 1.622                 | 30%           |
| Overall   |          | 4.81        | 1.82                  | 38%           |

**Source: Researcher 2022**

The findings revealed that the overall mean for empowerment was 4.81, standard deviation of 1.82 and the coefficient of variation of 38%. This shows most respondents on average agree that empowerment is an influence on sales performance. The statement that “My Sales leader encourages me to handle important work decisions” had the highest mean (Mean = 5.56, SD = 1.701 and CV = 31%) implying that most respondents have built their confidence from the sales leader to handle important work decisions. However, the statement that “If I need to make important decisions at work, I do not need to consult my sales leader.” had the lowest mean below average (Mean = 3.09, SD = 2.174 and CV = 70%). This statement also had the highest variability with a coefficient of variation of 70%. This shows that most respondents had divergent views with regards to this statement with regards to empowerment.

#### 4.4.2 Humility and Sales Performance

The study also sought to find out how humility as an attribute of servant leadership influenced sales performance of sellers of heavy commercial vehicles in Nairobi. The respondents were required to indicate on the level of agreement regarding the attribute of humility as associated with independent variables.

Table 4.4 shows the obtained results.

**Table 4.4 Descriptive Statistics: Humility**

| Items (Cronbach's Alpha=0.853)                                    | N  | Mean | Std. Deviation | CV (%) |
|---|----|------|----------------|--------|
| My Sales leader does what he/she can make others' jobs easier.    | 54 | 5.67 | 1.648          | 29%    |
| My Sales leader provides me with work experiences that enables me | 54 | 5.59 | 1.754          | 31%    |
| My Sales leader puts my best interests above his/her own.         | 54 | 4.70 | 1.939          | 41%    |
| My sales leader cares more about my success than his/her own.     | 54 | 4.46 | 1.860          | 42%    |
| Overall   |    | 5.11 | 1.80           | 0.36   |

**Source: Researcher 2022**

The respondents were presented with four statements on the influence of empowerment on sales performance of heavy commercial vehicles in Nairobi. The findings showed most of the respondents strongly agreed that sales leader does make others' jobs easier as indicated with a mean of 5.67 with a standard deviation of 1.648. Most of the respondents also agreed that their sales leader provides them with work experiences that enables them to develop new skills (Mean = 5.59, SD = 1.754). The statement "My sales leader cares more about my success than his/her own" had the highest coefficient of variation of 42% which shows majority of the respondents were divided with regards to this question.

The overall mean as far as humility as an attribute of servant leadership is concerned was 5.11, standard deviation of 1.80 and the coefficient of variation of 36%. This depicts great influence of sales performance by humility within the heavy commercial vehicle industry in Nairobi.

#### 4.4.3 Trust

The study also looked at the influence of trust as an attribute of servant leadership on sales performance within the context of heavy commercial vehicle sales in Nairobi. The respondents were required to indicate on the level of agreement regarding the attribute of trust as associated with independent variables. The respondents were presented with five statements on the

influence of empowerment on sales performance of heavy commercial vehicle in Nairobi.

Table 4.5 shows the obtained results.

**Table 4.5 Descriptive Statistics: Trust**

| Items (Cronbach's Alpha=0.907)                               | N  | Mean | Std. Deviation | CV (%) |
|--|----|------|----------------|--------|
| The level of trust my sales leader places in me increases my | 54 | 5.76 | 1.529          | 27%    |
| My sales leader shows trustworthiness in me by being open to | 54 | 5.52 | 1.871          | 34%    |
| My sales leader knows I am above corruption                  | 54 | 5.63 | 1.674          | 30%    |
| My sales leader trusts me to keep a secret                   | 54 | 5.67 | 1.705          | 30%    |
| My sales leader communicates trust to me                     | 54 | 5.63 | 1.719          | 31%    |
| Overall  |    | 5.64 | 1.70           | 30%    |

**Source: Researcher 2022**

The findings showed most of the respondents strongly agreed that the level of trust their sales leader places in the increases their morale towards the job (Mean = 5.76, SD = 1.53) as shown in Table 4.5. The respondents also agreed that their sales leader shows trustworthiness in them by being open, their sales leader knows they are above corruption and that their sales leader trusts them to keep a secret as portrayed by an overall mean score of 5.64 with standard deviation of 1.70.

#### 4.4.4 Sales Performance

The researcher sought to find the performance of salespersons within the new heavy commercial vehicle industry in Nairobi.

Table 4.6 indicates the results obtained.

**Table 4.6 Descriptive Statistics: Sales Performance**

|   | N  | Mean | Std. Deviation | CV  |
|---|----|------|----------------|-----|
| I meet my KPI unit targets within set duration. | 54 | 5.26 | 1.443          | 27% |
| Valid N (listwise)                              | 54 |      |                |     |

**Source: Researcher 2022**

The results indicate that many respondents agree (Mean = 5.26, SD = 1.443) that they did meet their set targets within the specified period.

#### 4.4.5 Descriptive Statistics Summary

The table 4.7 provides a summary of the average means and standard deviations of the independent variables (empowerment, humility and trust) and the dependent variable (sales performance).

**Table 4.7 Descriptive Statistics Summary**

| Area of Focus      | Item Description | N  | Mean | STD   |
|--------------------|------------------|----|------|-------|
| Servant Leadership | Empowerment      | 54 | 4.81 | 1.82  |
| Attributes.        | Humility         | 54 | 5.11 | 1.80  |
|                    | Trust            | 54 | 5.64 | 1.70  |
| Average            |                  | 54 | 5.19 | 1.77  |
| Sales Performance  |                  | 54 | 5.26 | 1.443 |

**Source: Researcher (2022)**

According to the study of findings, trust had the highest mean score of 5.64 and standard deviation of 1.70. This indicated that, as compared to other independent variables, empowerment and humility, it had the greatest effect on the sales performance of heavy commercial vehicles, and respondents overwhelmingly agreed with the constructs associated with this variable. With a mean score of 5.11 and a standard deviation of 1.80, humility came in second. This suggested that respondents agreed that humility has significant impact on sales of heavy commercial vehicles, albeit not to the same degree as that of trust. The mean scores for empowerment had a mean score of 4.81 with a standard deviation of 1.82. This proved empowerment had an impact on sales of heavy commercial vehicles as well, though not as much as the other two variables (trust and humility). Trust, humility and empowerment have a significant impact on the sales performance of heavy commercial vehicles as indicated by overall mean of servant leadership (M=5.19, SD=1.77), and sales performance (M=5.26, SD=1.433).

#### 4.5 Explorative Factor Analysis

Explorative Factor analysis was used to extract latent variables that well explain Servant Leader Attributes. Prior to performing explorative factor analysis, the suitability of data for factor analysis was assessed. Table 4.8 shows that Kaiser- Meyer-Olkin value was above 0.5

exceeding the recommended value of .5 (Kaiser ,1970) and Bartlett’s Test of Sphericity (Bartlett, 1954) reached statistical significance, supporting the factorability of the correlation matrix for the three **Servant Leader Attributes**.

**Table 4.8 1 KMO and Bartlett's Test**

| Table 4.8: KMO and Bartlett's Test |            |                           |           |             |
|------------------------------------|------------|---------------------------|-----------|-------------|
| <i>Constructs</i>                  | <b>KMO</b> | <b>Approx. Chi-Square</b> | <b>df</b> | <b>Sig.</b> |
| Empowerment                        | 0.716      | 47.975                    | 6         | 0.000       |
| Humility                           | 0.681      | 122.103                   | 6         | 0.000       |
| Trust                              | 0.780      | 202.595                   | 10        | 0.000       |

**Source: Researcher 2022**

#### 4.5.1 Empowerment

The principal component analysis was used to identify items that account for more variability and extract new factors based on the total variance explained as shown in Table 4.9 below.

**Table 4.9 Total Variance Explained**

| Table 4.9: Total Variance Explained |                     |               |              |                                     |               |              |
|-------------------------------------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
| Component                           | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              |
|                                     | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % |
| 1                                   | 2.253               | 56.321        | 56.321       | 2.253                               | 56.321        | 56.321       |
| 2                                   | 0.797               | 19.932        | 76.253       |                                     |               |              |
| 3                                   | 0.569               | 14.233        | 90.486       |                                     |               |              |
| 4                                   | 0.381               | 9.514         | 100.000      |                                     |               |              |

Extraction Method: Principal Component Analysis.

**Source: Researcher 2022**

Principal Components Analysis revealed that there is one main component driving empowerment which has an eigenvalue of 2.253 as shown in Table 4.9, explaining 56% of the variance. This is in line with eigenvalue minimum value of 1.0 for analysis (Yong & Pearce, 2013). An inspection of the scree plot revealed a clear break after the first component as shown in Figure 4.1 below.

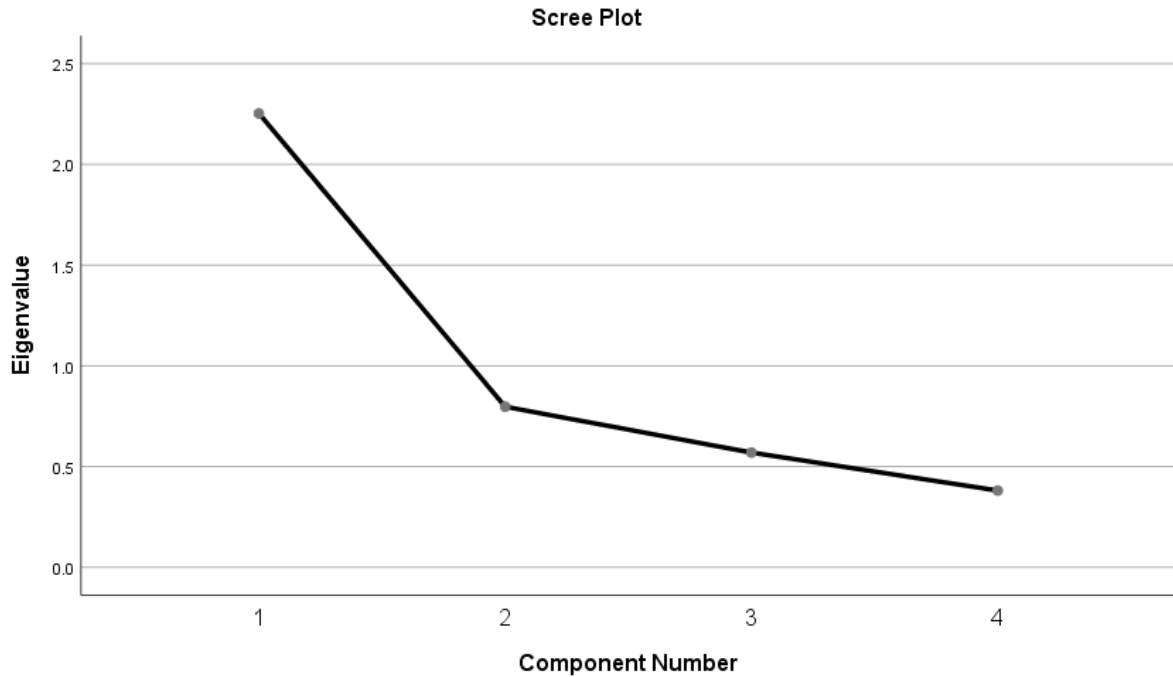


Figure 4.1: Empowerment Scree plot

From principal component analysis, only one component was extracted hence factor rotation was not necessary. All the questions had factor loading of more than 0.4 hence they were all used for computing a single score. The factor loadings in the factor are shown in the Table 4.10.

**Table 4.10 1 Component Matrix<sup>a</sup>**

| <b>Table 4.10: Component Matrix<sup>a</sup></b>                     |           |
|---|-----------|
|   | Component |
|   | 1         |
| My Sales leader encourages me to handle important work decisions    | 0.838     |
| My sales leader gives me the freedom to handle difficult situations | 0.792     |
| My Sales leader gives me the responsibility to make important       | 0.759     |
| If I need to make important decisions at work, I do not need to     | 0.590     |
| Extraction Method: Principal Component Analysis.                    |           |
| a. 1 components extracted.  |           |

**Source: Researcher 2022**

#### 4.5.2 Humility

The principal component analysis was used to identify items that account for more variability and extract new factors based on the total variance explained as shown in Table 4.11 below.

**Table 4.11 Total Variance Explained**

| <b>Table 4.11: Total Variance Explained</b> |                     |               |              |                                     |               |              |
|---|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
| Component                                   | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              |
|   | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % |
| 1   | 2.784               | 69.606        | 69.606       | 2.784                               | 69.606        | 69.606       |
| 2   | 0.797               | 19.923        | 89.529       |                                     |               |              |
| 3   | 0.265               | 6.617         | 96.146       |                                     |               |              |
| 4   | 0.154               | 3.854         | 100.000      |                                     |               |              |

Extraction Method: Principal Component Analysis.

**Source: Researcher 2022**

Principal Components Analysis revealed that there is one main component driving empowerment which has an eigenvalue of 2.784 as shown in Table 4.11, explaining 70% of the variance. This is in line with eigenvalue minimum value of 1.0 for analysis (Yong & Pearce, 2013). An inspection of the scree plot revealed a clear break after the first component as shown in Figure 4.2 below.

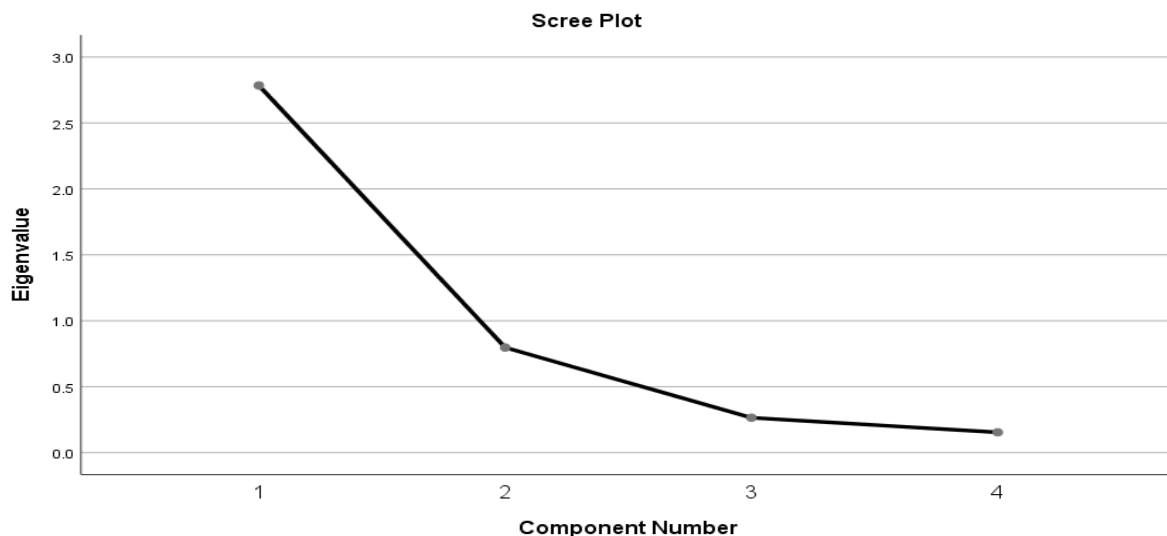


Figure 4.2: Humility Scree plot

From principal component analysis, only one component was extracted hence factor rotation was not necessary. All the questions had factor loading of more than 0.4 hence they were all used for computing a single score. The factor loadings in the factor are shown in the Table 4.12.

**Table 4.12 1Component Matrix<sup>a</sup>**

| <b>Table 4.12: Component Matrix<sup>a</sup></b>                   |           |
|---|-----------|
|   | Component |
|   | 1         |
| My Sales leader puts my best interests above his/her own.         | 0.894     |
| My Sales leader does what he/she can make others' jobs easier.    | 0.839     |
| My sales leader cares more about my success than his/her own.     | 0.813     |
| My Sales leader provides me with work experiences that enables me | 0.788     |
| Extraction Method: Principal Component Analysis.                  |           |
| a. 1 components extracted.  |           |

**Source: Researcher 2022****4.5.3 Trust**

The principal component analysis was used to identify items that account for more variability and extract new factors based on the total variance explained

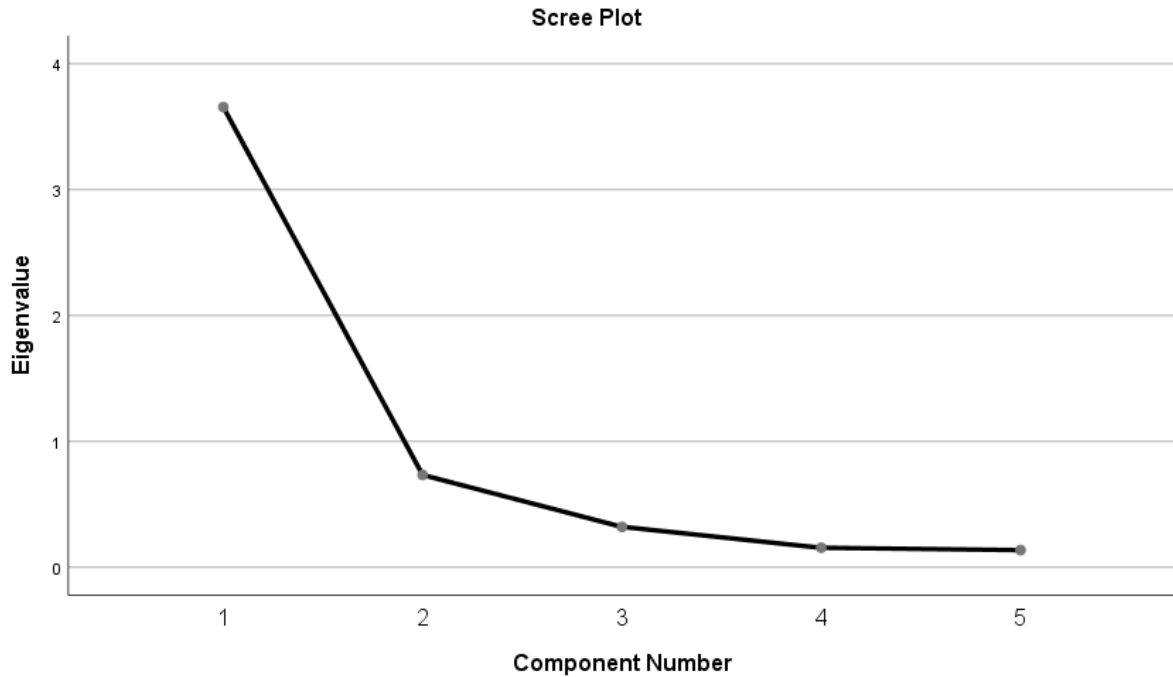
as shown in Table 4.13 below.

**Table 4.13 Total Variance Explained**

| <b>Table 4.13: Total Variance Explained</b>      |                     |               |              |                                     |               |              |
|--|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
| Component  | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              |
|  | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % |
|  | 1                   | 3.655         | 73.107       | 73.107                              | 3.655         | 73.107       |
| 2  | 0.733               | 14.663        | 87.770       |                                     |               |              |
| 3  | 0.321               | 6.413         | 94.182       |                                     |               |              |
| 4  | 0.155               | 3.095         | 97.277       |                                     |               |              |
| Extraction Method: Principal Component Analysis. |                     |               |              |                                     |               |              |

**Source: Researcher 2022**

Principal Components Analysis revealed that there is one main component driving empowerment which has an eigenvalue of 3.655 as shown in Table 4.13, explaining 73% of the variance. This is in line with eigenvalue minimum value of 1.0 for analysis (Yong & Pearce, 2013). An inspection of the scree plot revealed a clear break after the first component as shown in Figure 4.3 below.



**Figure 4.3: Trust Scree plot**

From principal component analysis, only one component was extracted hence factor rotation was not necessary. All the questions had factor loading of more than 0.4 hence they were all used for computing a single score. The factor loadings in the factor are shown in the Table 4.14.

**Table 4.14 1 Component Matrix<sup>a</sup>**

| <b>Table 4.14: Component Matrix<sup>a</sup></b>              |           |
|--|-----------|
|  | Component |
|  | 1         |
| My sales leader knows I am above corruption                  | 0.883     |
| My sales leader trusts me to keep a secret                   | 0.877     |
| My sales leader shows trustworthiness in me by being open to | 0.875     |
| My sales leader communicates trust to me                     | 0.859     |
| The level of trust my sales leader places in me increases my | 0.776     |
| Extraction Method: Principal Component Analysis.             |           |
| a. 1 components extracted.                                   |           |

**Source: Researcher 2022**

## 4.6 Inferential Statistics

Inferential statistics is a field of statistics that deals with inferences, generalizations, estimates, and approximations based on sample data (Mugenda & Mugenda, 2003). Based on information gathered from that target population, it is utilized to make decisions concerning that population. Correlation analysis was used to apply inferential statistics and determine the nature of the relationship between the dependent variable and the independent variables as well as whether there was statistical significance. In order to investigate the effects of Empowerment, humility and trust (independent variables), the study also employed multivariate regression model. The dependent variable was sales performance of new heavy commercial truck sales in Nairobi which was measured by number of units sold.

### 4.6.1 Normality tests

To perform inferential statistics, it is important to understand the distribution of all elements in the research questionnaire to determine whether to perform parametric or non-parametric tests. If the items are normally distributed, parametric approaches are used for further analysis. Otherwise, non-parametric methods are chosen.

A Shapiro Wilk test performed on the primary data gathered indicated that all the constructs do not follow a normal distribution, *since the p value* < 0.05 as shown in Table 4.15. Since all our variables of interest do not follow a normal distribution, a non-parametric method of analysis was therefore used for inferential statistics.

**Table 4.15 One-Sample Shapiro Wilk Test**

|                    | N  | Mean   | Std. Deviation | Skewness | Kurtosis | S-W   | Asymp. Sig. (2-tailed) |
|--------------------|----|--------|----------------|----------|----------|-------|------------------------|
| Empowerment        | 54 | 4.8102 | 1.34755        | -0.827   | 0.581    | 0.943 | 54                     |
| Humility           | 54 | 5.1065 | 1.50283        | -0.788   | 0.149    | 0.925 | 54                     |
| Trust              | 54 | 5.6407 | 1.45492        | -1.417   | 1.559    | 0.837 | 54                     |
| Valid N (listwise) | 54 |        |                |          |          |       |                        |

**Source: Researcher 2022**

### 4.6.2 Correlation Analysis

The general objective of this research was to study the impact of the servant leader attributes of empowerment, humility and trust on sales performance within the context of heavy

commercial vehicle sales in Nairobi. Correlation analysis was first used to determine the association between Sales performance and servant leader attributes.

Correlation analysis is a measure of association or relationship between two variables. Spearman rank correlation coefficient since the constructs derived from factor analysis did not follow a normal distribution.

Spearman Rank correlation coefficient,  $r$ , can take a range of values from +1 to -1. The degree of the association between the variable is determined by the value of the correlation coefficient. The higher the absolute value of this coefficient the higher the degree of association and vice versa. A value of 0 indicates that there is no association between the two variables.

**4.6.2.1 To determine the influence of the servant leader attribute of empowerment on performance of salespeople within the context of heavy commercial vehicle sales in Nairobi.**

Spearman Rank correlation analysis was used to determine the relationship between servant leader attribute of empowerment and Sales performance.

The null hypothesis was that there is no relationship between Empowerment and sales performance. The findings of the correlation analysis are presented in Table 4.16 below.

**Table 4.16 Correlation analysis**

| <i>Spearman's rho Correlations</i>                           |                         |                   |             |
|--|-------------------------|-------------------|-------------|
|  |                         | Sales Performance | Empowerment |
| Sales Performance  | Correlation Coefficient | 1.000             | .346*       |
|  | Sig. (2-tailed)         |                   | 0.010       |
|  | N                       | 54                | 54          |
| Empowerment  | Correlation Coefficient | .346*             | 1.000       |
|  | Sig. (2-tailed)         | 0.010             |             |
|  | N                       | 54                | 54          |
| **. Correlation is significant at the 0.05 level (2-tailed). |                         |                   |             |

**Source: Researcher 2022**

It is observed in Table 4.16 above that there was a weak positive correlation ( $r=0.346$ ) between empowerment and performance of salespeople within the context of heavy commercial vehicle sales in Nairobi. This means the more sales leader within the context of heavy commercial vehicle sales in Nairobi exhibit servant leader attribute of empowerment, the more likely their salespersons sales performance will improve. The null hypothesis that there is no relationship between Empowerment and sales performance is rejected at 95% confidence level where  $R(54) = 0.346, p\ value < 0.05$  at 5% level of significance. This means the correlation the influence of the servant leader attribute of empowerment on performance of salespeople within the context of heavy commercial vehicle sales in Nairobi is statistically significant.

**4.6.2.2 To determine the influence of the servant leader attribute of humility on performance of salespeople within the context of heavy commercial vehicle sales in Nairobi.**

The second objective of this study was to determine the relationship between servant leader attribute of humility and Sales performance. The null hypothesis was that there is no relationship between Humility and sales performance. The findings of the correlation analysis are presented in Table 4.17 below.

**Table 4.17 Correlation analysis**

| <i>Spearman's rho Correlations</i>                           |                         |                   |          |
|--|-------------------------|-------------------|----------|
|  |                         | Sales Performance | Humility |
| Sales Performance  | Correlation Coefficient | 1.000             | .467**   |
|  | Sig. (2-tailed)         |                   | 0.000    |
|  | N                       | 54                | 54       |
| Humility   | Correlation Coefficient | .467**            | 1.000    |
|  | Sig. (2-tailed)         | 0.000             |          |
|  | N                       | 54                | 54       |
| **. Correlation is significant at the 0.05 level (2-tailed). |                         |                   |          |

**Source: Researcher 2022**

The findings in Table 4.17 above shows that there was a weak positive correlation ( $r=0.467$ ) between humility and performance of salespeople within the context of heavy commercial vehicle sales in Nairobi. This means the more sales leader within the context of heavy commercial vehicle sales in Nairobi exhibit servant leader attribute of humility, the more likely their salespersons sales performance will improve. The null hypothesis that there is no relationship between humility and sales performance. is rejected at 95% confidence level where  $R(54) = 0.467, p\ value < 0.05$  at 5% level of significance. This means the correlation the influence of the servant leader attribute of humility on performance of salespeople within the context of heavy commercial vehicle sales in Nairobi is statistically significant.

**4.6.2.3 To determine the influence of the servant leader attribute of trust on performance of salespeople within the context of heavy commercial vehicle sales in Nairobi.**

The third objective of this study was to determine the relationship between servant leader attribute of Trust and Sales performance. The null hypothesis was that there is no relationship between Trust and sales performance. The findings of the correlation analysis are presented in Table 4.18 below.

**Table 4.18 Correlation analysis**

| <i>Spearman's rho Correlations</i>                           |                         |                   |        |
|--|-------------------------|-------------------|--------|
|  |                         | Sales Performance | Trust  |
| Sales Performance  | Correlation Coefficient | 1.000             | .508** |
|  | Sig. (2-tailed)         |                   | 0.000  |
|  | N                       | 54                | 54     |
| Trust  | Correlation Coefficient | .508**            | 1.000  |
|  | Sig. (2-tailed)         | 0.000             |        |
|  | N                       | 54                | 54     |
| **. Correlation is significant at the 0.05 level (2-tailed). |                         |                   |        |

**Source: Researcher 2022**

As shown in Table 4.18 above, there was a moderate positive correlation ( $r=0.508$ ) between Trust and performance of salespeople within the context of heavy commercial vehicle sales in

Nairobi. This means the more a sales leader within the context of heavy commercial vehicle sales in Nairobi exhibit servant leader attribute of trust, the more likely their salespersons sales performance will improve. The null hypothesis that there is no relationship between humility and sales performance. is rejected at 95% confidence level where  $R(54) = 0.508, p \text{ value} < 0.05$  at 5% level of significance. This means the correlation the influence of the servant leader attribute of Trust on performance of salespeople within the context of heavy commercial vehicle sales in Nairobi is statistically significant.

#### 4.6.2.4 Summary of correlation analysis

From Table 4.16, Table 4.17 and Table 4.18, all the predictor variables (empowerment, humility and trust) were found to have a positive association with the strongest (0.508) being trust, followed by humility (0.476) and empowerment (0.346) with sales performance of heavy commercial truck sales in Nairobi. The result indicates that sales performance is influenced to a great extent by trust, humility and empowerment in that order with the relations being statistically significant at 5% level of significance.

#### 4.6.3 Regression Analysis

After confirming the existence of relationship between Sales performance and servant leader attributes of trust, humility and empowerment, an ordinal logistic regression was performed to determine the influence of servant leader attributes of trust, humility and empowerment. According to (Long, 2014), an ordinal logistic regression is a statistical technique used to predict behavior of ordinal level dependent variables with a set of independent variables. Thus, the method was used because the dependent variable was in Likert scale. The dependent variable was transformed into three categories; Scores above 4 were coded as agree (Value =3), below 4 as disagree (3) and 4 was considered neutral and reference value.

The fitted model is defined as;

$$\text{logit } [P(y < 3)] = \beta_0 + \beta_1 \times \text{Empowerment} + \beta_2 \times \text{Humility} + \beta_3 \times \text{Trust} + \varepsilon$$

$$\text{Where } y = \begin{cases} 1 = \text{Agree} \\ 2 = \text{Neutral} \\ 3 = \text{Disagree} \end{cases}$$

Prior to determining the effects of independent variables on the dependent variable, there was need to test whether the model improved ability to predict the outcome. This was done by comparing a model without any of the variables (Baseline or “Intercept only” model) against

one with the variables (Final) as shown in Table 4.19. This comparison was to see which model significantly improved the fit to the data.

**Table 4.19 Model Fitting Information**

| <b>Table 4.19: Model Fitting Information</b> |                   |            |    |       |
|--|-------------------|------------|----|-------|
| Model  | -2 Log Likelihood | Chi-Square | df | Sig.  |
| Intercept Only                               | 77.554            |            |    |       |
| Final  | 59.940            | 17.614     | 3  | 0.001 |
| Link function: Logit.                        |                   |            |    |       |

**Source: Researcher 2022**

If the new model has a significantly reduced -2LL compared to the baseline, then it suggests that the new model is explaining more of the variance in the outcome and is an improvement. Here the chi-square is highly significant (chi – square = 59.940, df = 3,  $p < .05$ ) so our new model is significantly better in prediction of the dependent variable.

A goodness of fit test using Pearson's chi-square statistic and deviance chi-square statistic was done to test whether the observed data was consistent with the fitted model. The null hypothesis being that the fit is good, if the p value is large, the null hypothesis is not rejected.

**Table 4.20 1 Goodness-of-Fit**

| <b>Table 4.20: Goodness-of-Fit</b> |            |     |       |
|------------------------------------|------------|-----|-------|
|                                    | Chi-Square | Df  | Sig.  |
| Pearson                            | 104.890    | 103 | 0.430 |
| Deviance                           | 59.940     | 103 | 1.000 |
| Link function: Logit.              |            |     |       |

**Source: Researcher 2022**

The results in table 4.20 revealed ( $p = 0.430 > .05$ ) thus the model does fit very well leading to conclusion that the data and the model predictions are similar, and the model is good. A further analysis of the goodness of fit was assessed using the Pseudo R squared as shown in Table 4.21. Two models (Nagelkerke and Cox & Snell) were used for estimating the coefficient of determination.

**Table 4.21 1 Pseudo R-Square**

| <b>Table 4.21: Pseudo R-Square</b> |       |
|------------------------------------|-------|
| Cox and Snell                      | 0.278 |
| Nagelkerke                         | 0.365 |
| McFadden                           | 0.227 |

Link function: Logit.

Source: Researcher 2022

From the table above, Nagelkerke R squared of 36.5% indicates that servant leader attributes of trust, humility and empowerment explains a relatively a weak proportion of the variation between sales performance.

The parameter estimates in Table 4.22 summarized the effect of each predictor.

**Table 4.22 0-1 Parameter Estimates**

| Table 4.22: Parameter Estimates |                         |          |            |       |    |       |                         |             |
|---------------------------------|-------------------------|----------|------------|-------|----|-------|-------------------------|-------------|
|                                 |                         | Estimate | Std. Error | Wald  | df | Sig.  | 95% Confidence Interval |             |
|                                 |                         |          |            |       |    |       | Lower Bound             | Upper Bound |
| Threshold                       | [SalesPerformance1 = 1] | 2.710    | 1.412      | 3.681 | 1  | 0.055 | -0.058                  | 5.478       |
|                                 | [SalesPerformance1 = 2] | 4.114    | 1.509      | 7.435 | 1  | 0.006 | 1.157                   | 7.071       |
| Location                        | Empowerment             | 0.147    | 0.318      | 0.215 | 1  | 0.643 | -0.475                  | 0.770       |
|                                 | Humility                | 0.245    | 0.347      | 0.500 | 1  | 0.479 | -0.434                  | 0.924       |
|                                 | Trust                   | 0.633    | 0.321      | 3.898 | 1  | 0.048 | 0.005                   | 1.262       |

Source: Researcher 2022

Only servant leader attribute of trust was statistically significant in the model. Trust coefficient is positive and significant (Wald = 3.898, df = 1, p < .05) indicating that increasing trust is associated with increase in odds of sales performance. The Exp (0.633) tells us that servant leader attribute of trust is (1.883) times more likely to improve performance of salespeople within the context of heavy commercial vehicle sales in Nairobi, holding other factors constant. servant leader attribute of Empowerment and Humility were also positive but not significant at 5% significance level.

## CHAPTER FIVE

### DISCUSSIONS

#### 5.1 Introduction

This chapter provides a summary of the key findings, discussion and conclusion drawn from the study findings. Further, the study presents recommendations on further studies on this topic to help fill in the gaps left out as a result of the scope limitations of this study.

#### 5.2 Discussion of Findings

The purpose of this study was to determine relationship between servant leader attributes and sales performance: a study of new heavy commercial truck sales in Nairobi. Primary data was collected using structured questionnaire and analysis was run for the data set.

The following were the findings:

##### 5.2.1 Empowerment and Sales Performance

The study aimed to investigate the effect of empowerment on sales performance of heavy commercial vehicle in Nairobi. In the four items within this construct the mean was above 5 with the exception of the item that if they need to make important decisions at work, they do not need to consult their sales leader. The average mean score of 4.81 shows that respondents agreed that the empowerment constructs used in this study influence sales performance of heavy commercial vehicle in Nairobi.

The correlation analysis result obtained indicates that there was weak positive correlation ( $r=0.346$ ) between empowerment and sales performance within the context of heavy commercial vehicle sales in Nairobi. The null hypothesis that there is no relationship between Empowerment and sales performance was thus rejected at 95% confidence level where  $R(54) = 0.346, p \text{ value} < 0.05$  at 5% level of significance. This means the correlation the influence of the servant leader attribute of empowerment on performance of salespeople within the context of heavy commercial vehicle sales in Nairobi is statistically significant.

The findings of this study concur to the findings of Al-Dmour, Yassine and Al-Dmour (2019) revealed that both structural and psychological empowerment together had a positive significant influence on sales workforce performance and work engagement. In addition, Ukil, (2016) states that employee empowerment was found to have a significant effect on delivery of service and in enhancing the job satisfaction level. This is in line with the findings of Walumbwa et al. (2010) who found strong evidence of a link between servant leadership and

self efficacy. Kim and Kim (2013) state that empowered employees are likely to take an active orientation to work and do more than is required in their job description. Thus, managers should keep the employee empowered highly to achieve high results. This is because empowered people have a favorable attitude towards their job, and self-motivated to involve in a constant improvement at work.

The findings are in tandem with the theories underpinning the study of social exchange and social learning as the servant leader attribute of empowerment does have an influence on the performance of salespersons within the context of the heavy commercial vehicle industry in Nairobi.

### **5.2.2 Humility and Sales Performance**

With regard to the effect of humility on sales performance, the study found that with regards to the four items with the construct, the respondents agreed to the items as indicated by an overall mean of 5.11. This average mean score obtained indicates that the respondents agree that the humility construct used in this study influence sales performance of heavy commercial vehicle in Nairobi.

The correlation analysis conducted, established that there was a weak positive correlation ( $r=0.467$ ) between the servant leader attribute of humility and performance of salespeople within the context of heavy commercial vehicle sales in Nairobi. The null hypothesis that there is no relationship between humility and sales performance was rejected at 95% confidence level where  $R(54) = 0.467, p \text{ value} < 0.05$  at 5% level of significance. This means the correlation on the influence of the servant leader attribute of humility on performance of salespeople within the context of heavy commercial vehicle sales in Nairobi is statistically significant.

The finding of this study conform to Christie (2019) in that manager humility has a significant, positive correlation with salesperson trust for and satisfaction with that manager. Humility is an important component of effective leadership in modern organizations. Onyemah et al., (2018) found a significant positive correlation between humility and salesperson satisfaction. Kim, Wang & Chen (2018) added that leaders who express humility can significantly reduce levels of counterproductive work behaviors and even increase trust levels between subordinates and themselves by augmenting their perceptions of interpersonal justice. This is in line with the findings of Schrage (2015) with regards to humility and leaders' effectiveness.

The findings reflect a concurrence with the theories underpinning the study of social exchange and social learning as the servant leader attribute of humility does have an influence on the performance of sales persons within the context of the heavy commercial vehicle industry in Nairobi

### **5.2.3 Trust and sales performance**

As to the effect of trust on sales performance of heavy commercial vehicle in Nairobi, the respondents had five items within the construct. The study established that most of the respondents agreed with the five items. The average mean score of 5.64 illustrates that respondent agreed that constructs of trust used in this study influence sales performance of heavy commercial vehicle in Nairobi County positively.

The correlation analysis conducted, established that there was a moderate positive correlation ( $r=0.508$ ) between trust and performance of salespeople within the context of heavy commercial vehicle sales in Nairobi. The null hypothesis that there is no relationship between humility and sales performance. is rejected at 95% confidence level where  $R(54) = 0.508, p \text{ value} < 0.05$  at 5% level of significance.

The results of this study are in stark contrast with studies that found no significant relationship between trust and performance such as Fryxell, Dooley, & Vryza (2002); Palmatier et al., (2006). Nevertheless, it is in line with most scholarly output in that there is a positive correlation between employee trust in their leaders and employee motivation & performance. (Gillespie & Mann, 2004).

The findings in this section highlight the fact that the theories underpinning the study of social exchange and social learning are relevant as the servant leader attribute of empowerment does have an influence on the performance of sales persons within the context of the heavy commercial vehicle industry in Nairobi

### **5.3 Conclusion**

In general, the study concludes that the servant leader attribute of empowerment does influence sales performance within the context of heavy commercial truck sales in Nairobi. Thus, the sales leader who empowers his team will realize better performance. Thus, empowered sales persons will be more motivated to meet their targets and thus lead to improved performance.

On humility and sales performance, the study also concludes that there was significant relationship between humility and sale performance of new heavy commercial truck .A sales leader who is humble will positively influence the performance of his or her sales person.

On the effect of trust on sales performance of heavy commercial vehicle in Nairobi, the study concludes that the construct of trust had the highest positive association. Furthermore, it was found to be more 1.833 times more likely to improve performance of salespeople within the context of heavy commercial vehicle sales in Nairobi. This highlights the importance of a sales leader giving his sales force the autonomy to perform based on trust. Trust motivates the sales person and thus resources can be preserved that would have otherwise been expended on micro management. These resources such as time and money can be redirected to other outlets that will be beneficial to the organization.

Thus, in conclusion the servant leader attributes of empowerment, humility and trust do have an influence on the sales performance within the context of heavy commercial truck sales in Nairobi.

#### **5.4 Study contributions and suggestions for further studies.**

Depending on their needs, different stakeholders will find the study results valuable. Managers, academics, and policymakers will especially find utility from the study.

##### **5.4.1 Contribution to Management**

This study will help management to understand the effect of servant leadership and its relationship to employees' performance that results to achievement of organization performance. It will give them a competitive edge in their leadership arsenal to achieve their performance targets. The influence of the three servant leadership attributes of empowerment, humility and trust on sales performance within the heavy commercial truck sales in Nairobi will broaden the insight management have on what motivates employees to achieve their targets.

Management will be able to improve their relationship with their teams. The knowledge gleaned from this study will also be an aid in formulating better strategies in pursuit of organizational goals.

##### **5.4.2 Contribution to Policy**

Servant leadership is an essential component in policy governance. The influence of the servant leader attributes of empowerment, humility and trust on performance will illuminate policy

makers on tailoring more strategic frameworks to streamline the employee-employer relationship dynamic. These policies will be instrumental in streamlining the daily interactions between leaders and their subordinates within the institutions both private and public.

#### **5.4.3 Contribution to Knowledge**

The findings of this study will be used by other scholars, academicians and researchers on increasing their insight on how servant leadership attributes influence sales performance. This study will also be crucial in pinpointing the influence of the three attributes of empowerment, humility and trust on sales performance.

The study will make empirical contribution to the field of servant leadership and sales performance in general and particularly to the sub-Saharan context.

Furthermore, the study will add to the understanding scholars have on what influences the performance of sales persons.

#### **5.5 Study Limitations**

The study focused on three of the attributes of servant leadership which were empowerment, humility and trust and their influence on sales performance. As such the influence of other attributes was not studied.

The study was based within the geographical locus of Nairobi in particular implying a geographical scope limitation. Furthermore, the respondents were in one industry and as such questions arise on whether these findings would be similar in other industries.

Finally, the focus of the study was on the influence of the three attributes of servant leadership of empowerment, humility and trust on sales performance. Thus, other organizational performance metrics were not analyzed.

#### **5.6 Suggestion for further studies**

The study recommends further research to be conducted on more attributes of servant leadership and their impact on sales performance.

Further studies on what motivates salespersons within the heavy commercial industry not just in Nairobi County but within other counties and countries in sub-Saharan Africa.

The study also recommends that a study be done on the effect of servant leadership attributes on other performance metrics such as financial performance.

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## APPENDIX A: LETTER OF INTRODUCTION

Ole Sangale Rd, Madaraka Estate,  
P.O Box 59857 00200, Nairobi, Kenya.  
Cell: +254 703 414/6/7, Twitter: @SBSKenya  
Email: [info@sbs.ac.ke](mailto:info@sbs.ac.ke) or visit [www.sbs.strathmore.edu](http://www.sbs.strathmore.edu)



24<sup>th</sup> July 2022

Dear Respondent,

I am the undersigned, currently undertaking a master's degree in Commerce at Strathmore Business School. I am conducting a study that involves collecting data for writing and compiling the final thesis as a partial requirement for the degree's award. The research is a study on servant leader attributes and sales performance with focus on new heavy commercial truck sales in Nairobi. The information collected will be used solely for academic purposes and will be handled with the utmost confidentiality.

Please direct any inquiries to Leila Abdi through the email [leilaabdi91@gmail.com](mailto:leilaabdi91@gmail.com)

Sincerely,

A handwritten signature in black ink, appearing to read 'LA' followed by a stylized flourish.

Leila Abdi.

Association of African  
Business Schools



Strathmore Business School is a Proud member of;



## **APPENDIX B: INFORMED CONSENT FORM**

**Study Title:** The servant leader attributes and sales performance: A study of new heavy commercial truck sales in Nairobi.

### **Researcher's Contact**

Leila Abdi, Strathmore University +254 705036916

### **Introduction**

My name is Leila Abdi an MCOMM Student at Strathmore University Business School. I am the principal researcher in the study on the impact of servant leader attributes on sales performance within new sales of heavy commercial vehicles in Nairobi.

You are being asked to participate in this study because you are eligible. The questionnaire will take approximately 20 minutes to complete. You can ask any questions you have at any time.

This consent form gives you information about the purpose, procedure, risks, benefits, confidentiality/privacy, and expected process during the study.

If you agree to take part, please sign your name at the bottom of this form.

### **Purpose of the study**

The study is on the impact of servant leader attributes on sales performance in the new heavy commercial sales within Nairobi, Kenya.

### **Procedure of Study**

If you decide to join the study, you will be asked to fill in a questionnaire principally on Servant leader attributes and sales performance.

### **Voluntariness**

Study participation will be voluntary. Partial participation is allowed; if you wish not to respond to all/any questions kindly inform the researcher. You will not be penalized or victimized in any way for refusing to participate or for not completing the questionnaire.

### **Risks of study participation**

Although we shall write your details on paper, every effort will be made to protect your privacy and confidentiality while participating in the study.

### **Benefits of participating in the study**

The information you provide will increase the body of knowledge in academia on servant leadership and sales performance. This will prove beneficial to various stakeholders in the business landscape.

### **Study Costs**

There are no financial costs to you for participating in this study.

### **Research Related Injury**

It is unlikely that any form of injury could happen to you due to your participation in the study. It is crucial that you inform the researcher if you feel uncomfortable taking part in the study.

### **Confidentiality**

Every effort will be made to keep the information you provide confidential. The information in the questionnaire cannot be identified as belonging to you. You will not be personally identified in any publication about this study.

### **Contacts and questions**

This research will be approved and reviewed by the Strathmore Ethical Review Committee. This committee will review this study to help protect participants.

If you have any questions about your right as a research participant, you may contact the researcher Leila Abdi on her email address: leilaabdi91@gmail.com and the Strathmore Ethical Review Committee:

P. O. Box 59857, 00200, Nairobi ; email ethicsreview@strathmore.edu, Tel : +254 703 034 375. 58

### **Your statement of consent and signature:**

I have read and understood the above information. I consent voluntarily to participate in this study.

.....  
Participants initials

.....  
Participants Signature

.....  
Date

.....  
Researcher's name

.....  
Researcher's signature

.....  
Date



## APPENDIX C: QUESTIONNAIRE

This questionnaire aims to collect information regarding the impact of the sales leader attributes of empowerment, humility and trust on sales performance in heavy commercial vehicles within Nairobi. Confidentiality clause.

The responses you provided in this questionnaire will be used in strict confidence and solely for academic purposes advanced by this research.

### SECTION A:

1. Gender: Male  Female
2. What is your age? Under 20 years  21-30 years  31-40 years  41-50 years  51 years and above
3. For how long have you been with the company? Less than 1 year  Between 1 and 3 years  Over 3 years
4. Level of education Certificate/Diploma  Degree  Masters  PhD
5. Number of years in the Sales position \_\_\_\_\_

### SECTION B:

This section describes servant leadership attributes of empowerment, humility and trust using a 7-point scale: 1 = Strongly disagree 2 = Disagree somewhat 3 = Disagree 4 = Undecided 5 = Agree somewhat 6 = Agree 7 = Strongly agree

Please tick in the box that best represents your opinion of the following statements.

| Servant Leader Attribute (E) |  |   |   |   |   |   |   |   |
|------------------------------|--|---|---|---|---|---|---|---|
| 1.                           | If I need to make important decisions at work, I do not need to consult my sales leader.       | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2.                           | My sales leader gives me the freedom to handle difficult situations in the way I feel is best. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3.                           | My Sales leader encourages me to handle important work decisions on my own.                    | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4.                           | My Sales leader gives me the responsibility to make important decisions about my own job.      | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Servant Leader Attribute (H) |  |   |   |   |   |   |   |   |

|    |  |   |   |   |   |   |   |   |
|----|--|---|---|---|---|---|---|---|
| 5. | My Sales leader does what he/she can make others' jobs easier.                           | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. | My Sales leader provides me with work experiences that enables me to develop new skills. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. | My Sales leader puts my best interests above his/her own.                                | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. | My sales leader cares more about my success than his/her own.                            | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**Servant Leader Attribute (T)**

|    |   |   |   |   |   |   |   |   |
|----|---|---|---|---|---|---|---|---|
| 1. | The level of trust my sales leader places in me increases my commitment to the organization | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. | My sales leader shows trustworthiness in me by being open to receive input from me          | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. | My sales leader knows I am above corruption   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. | My sales leader trusts me to keep a secret  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. | My sales leader communicates trust to me  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**SECTION C**

| <b>Sales Performance</b> |   |  |  |  |  |  |  |  |
|--------------------------|---|--|--|--|--|--|--|--|
| 1.                       | I meet my KPI unit targets within set duration. |  |  |  |  |  |  |  |

## **APPENDIX D: PROPOSED WORK PLAN**

**Faculty: School of Business Studies**

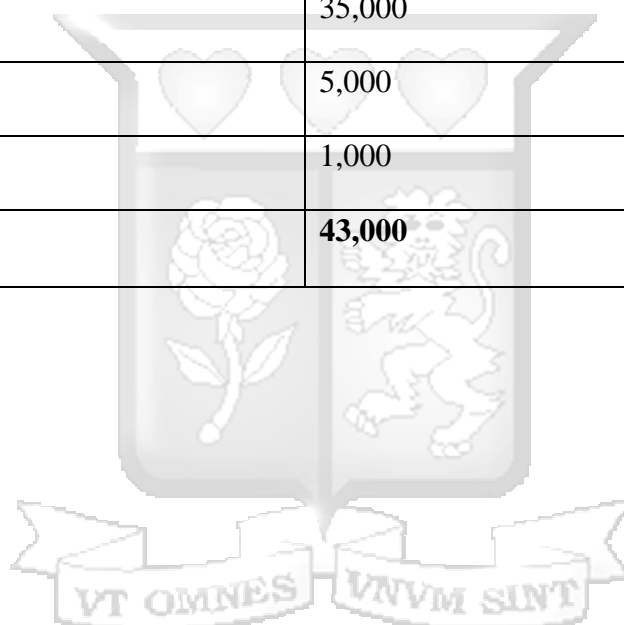
**Title of Dissertation: The servant leader attributes and sales performance; A study of new heavy commercial truck sales in Nairobi.**

### **Work Plan**

| <b>Stage</b> | <b>Details</b>   | <b>Timeframe</b>                  |
|--------------|--|-----------------------------------|
| <b>1</b>     | Research Problem clarification, Research objectives, Purpose, and Significance | <b>December 2021-January 2022</b> |
| <b>2</b>     | Literature Review  | <b>February 2022</b>              |
| <b>3</b>     | Research Methodology   | <b>March 2022</b>                 |
| <b>4</b>     | Proposal Presentation  | <b>April 2022</b>                 |
| <b>5</b>     | Data Collection, Analysis & Interpretation                                     | <b>May 2022</b>                   |
| <b>6</b>     | Dissertation Report Writing  | <b>June 2022</b>                  |
| <b>7</b>     | Submission of Dissertation   | <b>June 2022</b>                  |
| <b>8</b>     | Oral Defense   | <b>June 2022</b>                  |

## APPENDIX E: PROPOSED BUDGET

| Purpose                | Cost (KES)    |
|------------------------|---------------|
| Questionnaire Printing | 500           |
| Printing of Report     | 1,000         |
| Binding                | 500           |
| Software Analysis      | 35,000        |
| Field expenses         | 5,000         |
| Miscellaneous          | 1,000         |
| <b>Total Cost</b>      | <b>43,000</b> |



## APPENDIX F: ETHICAL REVIEW CERTIFICATE

RHInnO Ethics - SU-IERC1403/22 - 1 of 1 - Date Issued: 2022-07-07

Strathmore University Institutional Scientific and Ethical Review Committee (SU-ISERC)

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### Final Decision

This is to certify that the application for ethics clearance submitted by:

**Principal Investigator:** Ms. Abdi, Leila

**Reference number:** SU-IERC1403/22

**For Study:** \\\"Servant leader attributes and sales performance.\\\"


Was reviewed and received the following status: \\\"approved\\\"


**The SU-ISERC wishes you all the best with this research understanding, may it bring social value.**

**07 July 2022 09:55:50**

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# APPENDIX G: NACOSTI LICENSE

  
**REPUBLIC OF KENYA**

  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **169942** Date of Issue: **19/July/2022**


**RESEARCH LICENSE**




**This is to Certify that Miss.. Leila Abdi of Strathmore University, has been licensed to conduct research in Nairobi on the topic: SERVANT LEADER ATTRIBUTES AND SALES PERFORMANCE: A STUDY OF NEW HEAVY COMMERCIAL TRUCK SALES IN NAIROBI. for the period ending : 19/July/2023.**

License No: **NACOSTI/P/22/18874**

Applicant Identification Number: **169942**

  
Director General  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY &  
INNOVATION**

Verification QR Code



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