

THE HONG KONG POLYTECHNIC UNIVERSITY DEPARTMENT OF MANAGEMENT AND MARKETING

Departmental Research Seminar

Current Trends in Servant Leadership Research By



Prof. Robert C. Liden
University of Illinois Chicago

Date : 27 Mar 2025 (Thu)
Time : 10:30 am – 12 noon
Venue : M802, PolyU

Abstract

Following a brief introduction to servant leadership, unique among leadership approaches for its focus on prioritizing the needs of followers, five studies (two published and three in press) will be presented. A wide range of methods were used across the five investigations, including cross-sectional and cross-lagged field studies, a longitudinal field study, and an experiment. Across the studies, data were collected in Belgium, Brazil, China, Germany, India, the Netherlands, Nigeria, and the United States, with samples representing a wide range of small to large private and public sector organizations. Results revealed that servant leadership: helps employees cope with a merger, enhances leader need satisfaction, and is viewed as being especially positive among followers who do not expect the leader to provide serving behaviors. Our results also show that CEO servant leadership is positively related to objective measures of firm financial performance. The last of the studies to be presented is a comprehensive study of 11 different leadership styles, including servant leadership, which indicated substantial overlap across the styles. The implications of this latter study will be discussed in terms of the future for servant leadership research.

Prof. Robert C. Liden (Ph.D., University of Cincinnati) is Professor of Management at the University of Illinois Chicago (UIC), where he is also Coordinator of the OB/HR Doctoral Program. His research focuses on interpersonal relationships within the context of leadership and groups. He has won best article of the year awards from the *Academy of Management Journal*, *Journal of Management*, *Human Resource Management* and two such awards from *Leadership Quarterly*. In 2015 he received the Academy of Management's Network of Leadership Scholars Eminent Leadership Scholar Award. Prof. Liden received a "Lifetime Achievement Award" from the International Leadership Association in 2024. He has over 125 publications, which have been cited over 80,000 times according to Google Scholar.

All interested are welcome.



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