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## Analysis of Relationship between Servant Leadership, Organizational Culture and Empowerment in Agriculture Ministry of Iran

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### ABSTRACT

**Background:** Psychological empowerment concept which has received much attention from researchers in fields of management and organizational behavior. Nowadays organizations trying to empower their employees are directed to examine their organizational cultures and servant leadership. When leaders involve everyone in organization progress, it shapes synergy and empowerment at all levels. By fostering a strong culture, leaders can engaging and empowering employees at all levels in the process of achieving quality service, increased efficiency, and realized purpose. **Objective:** to analysis effects of servant leadership (SL) and organizational culture (OC) on psychological empowerment (PE) in Iranian's Ministry of Agriculture. **Results:** The results indicate that psychological empowerment is mainly influenced by servant leadership and organizational culture. Also, involvement, mission and altruism had significant and positive relationship with PE. **Conclusion:** We conclude that organizations such as ministry of agriculture that have servant leadership can motivate employees, delegate authority and help them to involve in organization decisions thus empowered by this manner. In other hand, servant leadership provide the desirable and supportive environment for employees to foster empowerment skills them. A servant leader helps employees be empowered through involving them in programs and decision making process. Empowered employees established strong and stable relationship with coworkers and feel more responsibility in your job.

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## INTRODUCTION

In the 1980s, many organizations tried to perform participative management. More recently, the idea of empowerment has concluded to participative management by supporting employees to make internal their organization's culture and make self-reliant decisions (Mallak and Kurstedt, 1996). The level of empowerment is related to the strength of an organization's culture. Schein defines strong culture as "a culture based on the homogeneity and stability of group member ship and the length and intensity of the group's shared experiences" (Schein, 2004). An organizational culture that is encouraging to change is only part of the software that helps to program the behaviors of people towards change. To make change a pleasant practice and therefore an inherent motivator for change, people must be empowered to make changes happen (Chu, 2003). Good leaders and good followers are essential in improving an organization with a strong culture. Ideal leaders are leaders that interested to service followers and respect their dignity. These leaders emphasize to growth and development of organization and capacity building of their employees. If managers and leaders of public organization able to provide conditions until potential forces of personnel have been active therefore performance of these organizations will improve certainly. On the other hand, since empowerment is an effective trait of servant leadership. So servant leadership cans suitable solution for improving personnel empowerment in organization (Gholipour *et al.*, 2010).

### Psychological Empowerment:

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Empowerment can be assumed as a philosophy, a set of organizational behavioral practices and an organizational program. It can be mentioned to as a process whereby one's belief in his/her competence is enhanced (Conger and Kanungo, 1988). The empowerment means enabling and raising people's belief to achieve desired behavior rather than just raising their hope for favorable performance outcomes. From a service viewpoint such as ministry of agriculture, empowerment gives staffs the authority to make decisions about client service. In industrial and organizational psychology and management, empowerment is the improvement of the autonomy of employees in their work or increased contribution that results in increased decision making more generally within the broader program and interests of the organization (Wall *et al.*, 2004). Psychological empowerment concept which has received much attention from researchers in many management and organizational behavior fields (Thomas and Velthouse, 1990; Spreitzer, 1995). The focus of psychological empowerment is an individual's psychological empowerment state (Nauman *et al.*, 2010). Psychological empowerment is defined as inherent task motivation revealed in four cognitions: meaning, competence, self-determination, and impact (Gkorezis *et al.*, 2011). Meaning is perceived as "the value of a work goal or purpose, judged in relation to an individual's own ideals or standards" (Spreitzer, 1995). Competence, or self-efficacy, is "an individual's belief in his or her capability to perform work role activities with skill" (Spreitzer, 1995). Self-determination is termed as "an individual's sense of having choice in initiating and regulating actions" (Spreitzer, 1995). Impact is "the degree to which an individual can influence strategic, administrative or operating outcomes at work" (Spreitzer, 1995).

#### *Organizational Culture:*

Every organization has characteristic as organization culture (Robbins, 2005). Organization culture is set of values, beliefs; principles and thinking manner that organization member are similar and common in there (Connolly, 2008). Organizational culture is factor that on the one hand, it link internal components of organization together and on the other, it separate organization from other organizations (Ke and Wei, 2008). Moreover, organization culture is creating lifestyle in organization which be considered as major basis of organizational behavior. OC is an important factor which its effects refer to efficiency of organization members (Askarian, 2007). In related to OC there are several models and theories. Some scientists focused on environmental factors on OC such as: Charles Handy, Hersey and Blanchard, Lorsch and Lawrence. Others investigated OC with intercultural approach such as Gerard Hendrik Hofstede and Kluckhohn and stradback. Also, Richard hall and Quinn and Cameron emphasized on the focus of the organization. Other theorist such as Marvin and Izburn, Gordon and Brown attend to internal structure of organization and reward systems and internal mechanism. Some theorists such as Davis and Roy Pine focused on psychological and strategic issues (Rabins, 2005). After studying various model of organizational culture, in this research Denison model was selected for measuring organizational culture. There are some reasons for use Denison model in this study: it is new in related other models, its accordance with statistical population in this study, basis of behaviorism, perfect and comprehensive in indicators and measurement of culture. Generally, Denison model consisted of our subculture in organization as follows:

**Involvement-** Effective organization empowering their members, forming organization base on team work, developing human resource competency in all levels. Organization members are responsible to their work. This culture included in empowerment, team working, development of competency (Denison *et al.*, 2005).

**Consistency-** Effective organizations are integrated and stable. In these organizations, personnel behavior raised of basic values. Leaders and followers have been skilled to achieving of agreement. Even when they have an opposite viewpoint. Organization activities coordinated and consisted. Organization that covering these characters, those have strong and prominent culture and influence on personnel behavior sufficiently. Really, major values, agreement, coordination and solidarity are main components of consistency (Denison *et al.*, 2005).

**Adoptability-** Integrated organization change to hardly. So, internal consistency and external adoptability are superiority and merits of organization. Changing, client oriented, organizational learning are important characters of adoptability (Denison *et al.*, 2005).

**Mission-** important trait of OC is mission. Organizations successful organizations have a clear understanding from their goals and directions so that defining organizational and strategic goals and drawing organization perspective. Mission culture has some characteristics such as: strategic orientation, goals and objectives and organizational perspective (Denison *et al.*, 2005).

#### *Servant Leadership:*

Governmental organizations usually are formed to perform legal duties toward achieving the government goals, approved programs and services to people. Due to the expansion of government activities, increase of general costs and political and economic conditions of the world, attention to government organizations has become increasingly important. Therefore, attempt to improve performance of governmental organizations has become more important. Managers have the most important role in governmental organizations. If the managers

can convert potential forces to actual, performance of these organizations would be improved (Gholipour and Hazrati, 2010).

Servant leadership was proposed for the first time by Green Leaf in 1997. He consider servant leader as a person who consider achieving common views possible through empowerment and development of his/her followers. The concept of servant leadership originally is resulted from charismatic leadership theory and according to the opinions of many scholars; the primary motivation for leadership is a desire to serve (Washington *et al.*, 2006). Servant leadership has some implications and characteristics which are agreed by most of theorists. Servant leadership concept is formed in the minds with these characteristics, Spears (director of Greenleaf Servant Leadership Foundation) mentions ten following characteristics for servant leadership: listening, empathy, healing, persuasion, conceptualization, foresight, service and administration, commitment to the growth and development of others, group creation (Patterson, 2003). Some other characteristics have been defined by other authors for servant leadership including: vision, honesty, integrity, trust, service, modeling, pioneering, appreciation of others, empowering others. In the literature of servant leadership, these nine traits have been mentioned as practical characteristics of servant leaders. These needed traits are operational characteristics of the leader which are observable from the leader's behavior in the workplace. In addition to needed characteristics of servant leaders, some other traits have been mentioned in the literature of servant leadership as complementary features for the servant leader: communication, credibility, competence, supervision, clarifying the impact, effective listening, persuading, encouraging others, teaching, delegating. Complementary features are not secondary traits in their essence but also, are sometimes prerequisites for effectiveness of servant leadership and complete it (Dennis, 2004). In this study according to Paterson (2003) and Dennis (2004) four constructs are presented for investigating servant leadership in agriculture ministry as follows:

**Service-** Farling *et al.* (1999) believed that service is an important factor to servant leadership and service is a main purpose of leadership. Additionally, Russell and Stone (2002) and Winston (2003) clarified that leaders imitate a service model for followers. Patterson's (2003) model explains that the servant leader is named to serve and understand life as a duty of service, and this calling to service causes a confirmation of duty for others. The servant leader is ordered to serve their staffs and is committed to their well-being. Spears (1995) noticed that excellent leaders must first serve others, and that this ordinary fact is vital to his or her greatness (Earnhardt, 2008).

**Humility-** Humility is capability to put one's own fulfillments and talents in a good viewpoint (Patterson, 2003). Servant leaders recognize the contribution of others, not only towards obtaining organizational aims, but for their progress as well. Humility is also revealed by the scope of a leader puts the interest of others first. (Mittal and Dorfman, 2012).

**Trusty-** Fairholm and Fairholm (2000) defined trust as vital to an organization and a main factor for the leader and follower to integrate around. Gomez (2004) more described that servant leaders perceive trust in the follower by reacting to crisis by owning the problem. Russell (2001) and Story (2002) believed that honesty and trust leads to validity and is important to servant leadership. Omoh (2007) emphasized mutual trust between leader and follower. Patterson (2003) viewed trust as a way for the leader to empower to follower and the organization. Winston (2003) suggested that vision and trust occur concurrently in Patterson's model (Earnhardt, 2008).

Altruism-Altruism is defined by Patterson (2003) as an association between good motives and good behavior. Karra, Tracey, and Phillips (2006) described altruism as an ethical value that promotes staffs to act in the interests of others without expectation of reward or positive reinforcement in return. Thompson (2007) further defined altruism as total unselfish issue for others, a form of abstention. According to Scruton (2007), altruism extends from doing unselfish acts to sacrificing one's life for another. Berry and Cartwright (2000) joined altruism and servant leadership by describing that it pursues a essential fairness of persons by needing all to be servants for some better good than the individual's personality (Earnhardt, 2008).

#### *Leadership and empowerment:*

Leadership style clarify empowerment importance because of it's a strategy related to empowerment (Fry *et al.*, 2011). So that it promotes empowerment. Empowerment is manner of leader about perspective and leadership models (Patterson, 2003). An empowered organization is one in which leaders manage more people than in traditional hierarchies and give more decisions to their personnel (Malone, 1997). The most essential features that contribute to empowerment are based on their relationship with the leader (Sheridan and Vredenburg, 1978; Eisenberger *et al.*, 2002; Rhoades *et al.*, 2001). In modern organization, leaders interested to empowerment and its related managerial activities. If there is a strong relationship among leaders and followers in this way attend to personnel needs, supporting and empowering them thus organizational goals and perspective can available easily (Usman and Danish, 2010). Many scientist emphasized on influence of leadership on empowerment (Conger and Kanungo, 1985; Conger, 1989; Dohety, 1996; Konczak, Stelly and

Trusty, 1996; Gholipour *et al.*, 2010; Goudarzvand *et al.*, 2012; Divier *et al.*, 2002; Khanmohammadi Otaghsara and Mohseni, 2010; Allameh *et al.*, 2012)

#### Organizational Culture and Empowerment:

Change process in organization has difficulty and complexity. OC is profitable when it helps individuals' behavior intend to change. To creating change it is necessary to a competent motivator until empowering individuals to change. It leads to pleasure experience in clientele (Chu, 2003). It is necessary good leaders and staffs be empowered to contributing on organizational development with a strong and stable culture (Mallak and Kurstedt, 2006). One organization level of empowerment is related to culture of organization. A strong an sustainable culture in organization support empowerment process. Sparrowe (1995) presented a profitable organizational culture that consisted of humanism and reactive beliefs, achievement and self-actualization issues. This culture leads to foster empowerment feel. Several studies clarify positive relationship between OC and PE as follows: (Liden and Tewksbury, 1995; Sagie, 2002; Gholi far *et al.*, 2011; Hatami *et al.*, 2012; Moemeni and Pargari, 2011; Hosseinian *et al.*, 2011; Klakovich, 1995; Johnson, 2001; Bosley, 2005; Jiang and Fu, 2011).

#### Research Hypothesis and Conceptual Frame Work:

Hypothesis 1. There is a positive relationship between the organizational culture (OC) and psychological empowerment (PE).

H1a. There is a positive relationship between the involvement and psychological empowerment.

H2a. There is a positive relationship between the consistency and psychological empowerment.

H3a. There is a positive relationship between the mission and psychological empowerment.

H4a. There is a positive relationship between the adaptability and psychological empowerment.

Hypothesis 2. There is a positive relationship between the servant leadership (SL) and psychological empowerment.

H1b. There is a positive relationship between the service and psychological empowerment.

H2b. There is a positive relationship between the humility and psychological empowerment.

H3b. There is a positive relationship between the altruism and psychological empowerment.

H4b. There is a positive relationship between the trust and psychological empowerment.

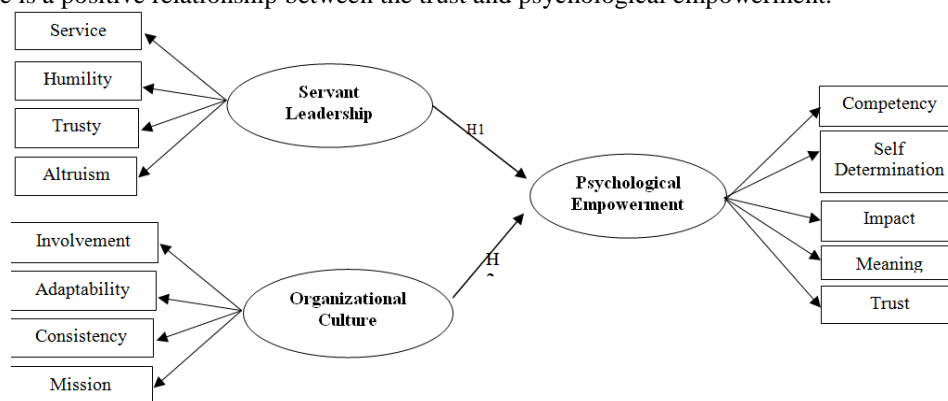


Fig. 1: Conceptual Framework.

## MATERIAL AND METHODS

In this study, Research design was a causal-relational design. This study used a survey approach to collecting data. The population for the study consisted of all full-time staffs who were working in five deputies of Iranian's ministry of agriculture (N=1222). The sample size was determined by kerjcie and Morgan table (n= 295) and stratified random sampling was used to select staffs. Regarding the questionnaire used in the study consisted of four main sections. The first section included the servant leadership scale (26 items). According to Paterson (2003) and Dennis (2004) four constructs that are of interest for this paper are altruism, humility, service, and trust. Researchers developed five questions to address altruism, eight questions to address humility, six questions to address service, and seven questions to address trust. In the second section, Organizational culture (OC) was measured using the Denison Organizational Culture Survey (DOCS) with 60 items. DOCS are consisted of four dimensions (each dimension consisted of 15 items): involvement, consistency, adoptability and mission (Dennison, 2000). Psychological empowerment was measured in section three. According to Spreitzer (1995) and Mishra (1999) we used a 20-item scale to measure psychological empowerment: competence, impact, meaning, self-determination and trust. The above mentioned sections were anchored by a five-point likerttype scale (1: Strongly disagree to 5: Strongly agree). The final section of the questionnaire obtained demographic (personal and organizational) information, including gender, age, education level, job background,

managing background, employment status, the affaire where they worked, and major. Participants were also asked for some organizational information. The questionnaire was applied face-to-face interviews to the sample. Of the 295 survey instruments distributed, 128 (43.4%) were returned within four weeks. A follow up study carried out to non-respondents four weeks after the initial survey instrument. As a result of this 2nd effort, an addition 129 (43.6%) responds were received. In all, 257 (87%) survey instruments were returned. The descriptive characteristics of the sample were assessed using SPSS 18.0 software. The research model (Figure 1) was tested using structural equation modeling (SEM) using LISREL 8.80. Data were analyzed using the two-step approach. In the first step, a confirmatory factor analysis (CFA) was performed, which helps assess the adequacy of the measurement model (Chang, 1998). In the second step of the data analysis, the structural model is tested using SEM; structural equation models specify causal relationships among latent variables (Lin and Lee, 2004).

### *Results:*

#### *Demographic profile of Respondents:*

The results show that, less than  $\frac{3}{4}$  of respondents (160 staffs) were men and more than  $\frac{1}{3}$  (87 staffs) were women. Average age of the Ministry of Agriculture staffs was 42 years. The youngest and oldest staffs were 27 and 57 years old respectively. The age of the majority of staff (176 people) was between 33 and 48 years and only 26 persons were younger than 32 years old and 55 persons were older than 49 years old. The average of respondents work experience was nearly to 18 years of which range was obtained between 1 and 35 years. Work experience of almost half of the respondents (48.2%) was between 11- 20 years, less than  $\frac{1}{3}$  of them (31.5%) was more than 21 years and the rest of them (20.2%) was 10 years and less. In terms of management experience, the majority of the staff (79%) had no management experience in the Ministry and only 9 persons had 22 years or more experience. Average of management experience was obtained less than 2 years of which the minimum and maximum were 0 and 28 years respectively. Education level of  $\frac{3}{4}$  of the respondents (182 persons) was B.Sc. and the rest of them (65 persons) was M.Sc. The field of study of more than half of the respondents (150 persons) was non-agriculture and for the rest of them (86 persons) was agriculture. In terms of the work place, less than half of the respondents (112 persons) worked in Deputy of Management and Human Resource Development, 40 persons in Deputy of Plant Production, 41 persons in Deputy of Animal Production, 39 persons in Deputy of Planning and Economic and 25 persons worked in Deputy of Water, Soil and Industry.

#### *Means, Standard Deviation and Ranks of SA, OC and PE components:*

The means and standard deviations for components of research variable are presented in table 1 separately. Calculated mean for servant leadership components showed that "altruism" (M=3.12, SD=0.95) and "humility" (M=2.89, SD=1.01) has highest and lowest ranks respectively. About organization culture, results indicated that means of "adaptability" (M=2.87, SD=0.61) is highest priority and "involvement" priority (M=2.70, SD=0.71) was lowest. Means for psychological empowerment components showed that "meaning" (M=3.95, SD=0.75) and "trust" (M=3.01, SD=0.99) had highest and lowest priority respectively. Generally, overall means for servant leadership and organizational culture calculated 2.96 and 2.86. Also overall mean for psychological empowerment was 3.41. Therefore as a result, situation of SL and OC in ministry of agriculture was undesirable and for PE was normal (Table 1).

#### *Measurement Model:*

##### *Content and Face validity:*

The instrument was assessed for content and face validity by a panel of experts whose involved in Tarbiat Modares and Tehran University and agriculture ministry.

##### *Construct validity:*

In this study, construct validity is assessed through explanatory factor analysis (EFA) and confirmatory factor analysis. In the first, based on EFA results 10 items of organizational culture and 4 items of servant leadership had factors loading less than 0.5 thus were deleted. Then, in second step with using CFA, discriminant validity was tested by examining average variance extracted (AVE) for each latent construct. The results of the measurement model fit are summarized in the following (Table 1).

##### *Reliability:*

The instrument was pilot tested using staffs (N = 30) at agriculture ministry who were not included in the study. Minor changes were made improve the clarity and readability of the instrument. Cronbach's alpha, an internal consistency measure, was used to estimate the reliability. Also, Composite reliability is tested for latent constructs. The reliability for the instrument was found to be acceptable (Table 1). Composite reliability helps assess the internal consistency of the measurement model (Chatzoglou and Vraimaki, 2009). There are many propositions in the relative literature regarding the reliability measures. Chin (1998) suggests that 0.7 should be

the recommended value for a reliable construct value, while Bagozzi and Yi (1988) recommend the benchmark of 0.6. In this study, the composite reliability of the latent constructs exceeds even the highest of the above recommended cut-off values (0.8), apart from Competency (one of the PE components) that is only marginally below (0.79).

**Table 1:** Validity and Reliability of Research Constructs.

Components	Construct	Mean*	SD	N of Items	AVE $\geq$ 0.5	CR $\geq$ 0.60	C- $\alpha$ $\geq$ 0.70
Servant Leadership (SA)	Altruism	3.12	0.95	6	0.61	0.90	0.91
	Service	2.93	0.99	5	0.62	0.87	0.91
	Trusty	2.92	0.99	5	0.70	0.92	0.93
	Humility	2.89	1.01	7	0.61	0.92	0.93
	Total	2.96	0.98	23	0.63	0.89	0.92
Organizational Culture(OC)	Adaptability	2.87	0.61	11	0.72	0.87	0.88
	Consistency	2.84	0.57	12	0.67	0.85	0.81
	Mission	2.79	0.62	13	0.63	0.88	0.88
	Involvement	2.70	0.71	14	0.87	0.90	0.90
	Total	2.80	0.63	50	0.72	0.87	0.87
Psychological Empowerment (PE)	Meaning	3.95	0.75	4	0.58	0.85	0.84
	Competence	3.93	0.66	4	0.51	0.79	0.78
	Impact	3.10	0.82	4	0.58	0.86	0.84
	Self-determination	3.04	0.94	4	0.69	0.89	0.90
	Trust	3.01	0.99	4	0.75	0.92	0.92
	Total	3.41	0.83	20	0.62	0.86	0.86

\*1: Strongly disagree, 2: Disagree, 3: No opinion, 4: Agree and 5: Strongly agree

**Overall Model Fit:**

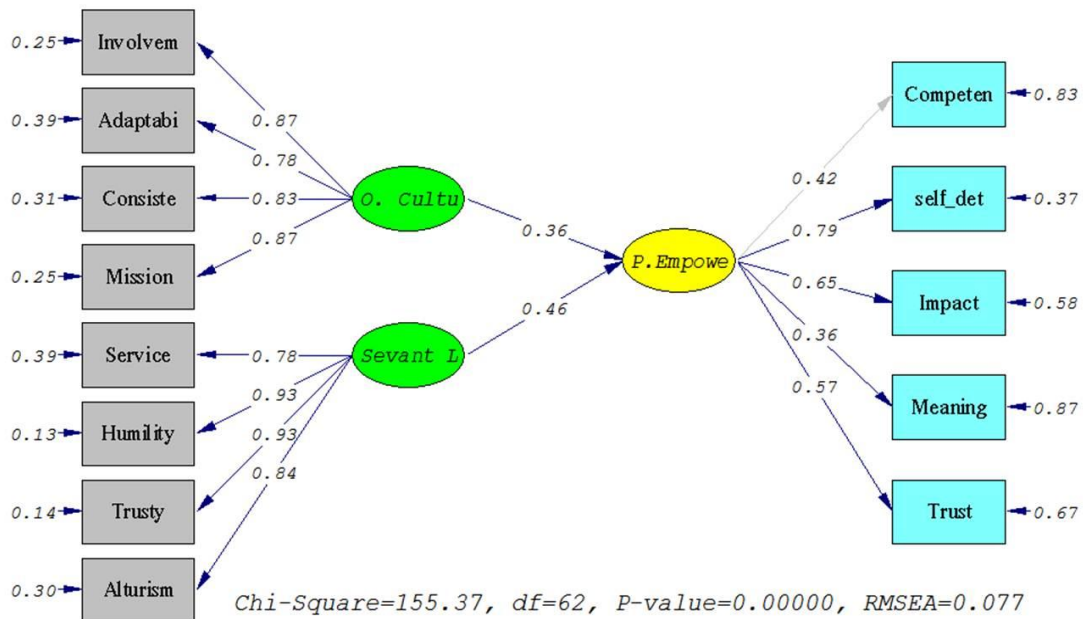
The overall model fit was assessed using four common fit measures from two perspectives: absolute fit and comparative fit (Ryuet *al.*, 2003). In more detail, the absolute fit measures used in the evaluation of the CFA model are:  $\chi^2/df$ , RMSEA, and GFI. CFI was used to measure comparative fit. Table 2 summarizes the overall fit indices of the CFA model. The CFA indicated that the measurement model fitted the data to a satisfactory level, as all fit indices are above commonly accepted levels.

**Table 2:** Overall fit indices of the CFA model.

Fit index	Scores	Recommended cut-off value
$\chi^2/df$	2.50	$\leq 2^a, \leq 5^b$
GFI	0.91	$\geq 0.90^a, \geq 0.80^b$
RMSEA	0.077	$< 0.08^a, < 0.1^b$
CFI	0.97	$\geq 0.90^a$

<sup>a</sup> Acceptability: acceptable.

<sup>b</sup> Acceptability: marginal.



**Fig. 2:** The Structural Model.

### Structural Model:

The first stage of analysis of the proposed research model (Figure 1), performed using EFA and then CFA, indicated the adequacy of the measurement model (Table1).The theoretical model was tested using SEM, in order to examine the causal relationships among the remaining latent variables. The Figure 2 shows the structural model, as produced by LISREL 8.7, along with path coefficients and factor loadings. Moreover, in order to examine the validity of the hypothesized paths, the statistical significance of each structural parameter estimate was examined. The following table3summarizes the structural parameter estimates, significance levels and hypotheses tests results.

### Results of hypotheses testing:

Results show that both path coefficients were significant at the p, 0.01 levels. H1 and H2 proposed a positive influence of organizational culture and servant leadership on psychological empowerment. Also, involvement and mission cultures and altruism aspect of SA have positive and significant effect on PE at the p, 0.01 levels. The coefficients indicate that OC and SL and their mentioned components such as involvement, mission and altruism have the moderate direct effect on the PE (Table 3).

**Table 3:** Hypothesis testing results.

Hypothesis	Path	Path Coefficient	t- Value	Remarks
H1	OC →PE	0.36**	3.87	Positive supported
H1a	Involvement →PE	0.36**	2.29	Positive supported
H2a	Adaptability →PE	0.17	1.02	Positive but insignificant
H3a	Consistency →PE	0.12	0.72	Positive but insignificant
H4a	Mission →PE	0.39**	2.15	Positive supported
H2	SL→PE	0.46**	4.50	Positive supported
H1b	Service →PE	0.02	0.27	Positive but insignificant
H2b	Humility →PE	0.12	0.92	Positive but insignificant
H3b	Altruism →PE	0.35**	2.52	Positive supported
H4b	Trusty →PE	0.20	1.93	Positive but insignificant

Note: \*\*Significant at the p <0.01 level.

### Discussion and Conclusion:

This study provides empirical evidence that organizational culture (as measured by involvement, mission, adaptability and consistency) and servant leadership (as measured by service, humility, altruism and trusty) helps us understand effects of these variable and their components on employee perceptions of psychological empowerment in Iranian ministry of agriculture. Thus, organizations trying to empower their employees are directed to examine their organizational cultures and servant leadership. In this study firstly, described situation of mentioned variable in ministry of agriculture. So that, results showed that employees' perception about independent variables (OC and SL) was undesirable and perception of employees about empowerment (dependent variable) was moderate. Results of path analysis showed that OC and SL influencing PE. So involvement and altruism have positive supported and significant relationship with empowerment. Creating an involvement culture that includes self-directed and empowered work teams is certainly the most challenging of all leadership activities, but it is also the most rewarding. Great leaders involve and participates employees from all levels in the organizational operations. Leaders are able to increasing of empowerment of employees turn over the responsibility of by creating an environment of altruism and participative culture among managers and employees. These leaders recognize the need and take active steps to produce ownership within the ranks. It is noticed that empowering employees is difficult. However, leaders can direct and provide them with the environment, the tools and the resources to empower themselves. It is noteworthy the process of involvement is complicated. There must be consistency in the handling, support and accountability processes. Resulted showed that for studied population, the level of involvement is very low. Thus leaders and manager should attend to enhancing involvement in ministry of agriculture. Employees of agriculture ministry interested to contribute to the organization's success and feel the results of their work. Achievement of studied ministry mainly depends on empowering employees as they take larger roles in shaping the organization's culture.

When leaders involve everyone in organization progress, it shapes synergy and empowerment at all levels. Leaders in ministry of agriculture should integrated employee involvement program into the empowerment and it is must be a self-driven process that gives employees a voice and empowerment within the deputies of ministry. By fostering a culture of involvement, leaders can engage employees at all levels in the process of achieving quality service, increased efficiency, and realized purpose. Effective programs also provide occasions for future's leaders.

Organizations such as ministry of agriculture (in this study) that have servant leadership can motivate employees, delegate authority and help them to involve in organization decisions thus empowered by this

manner. In other hand, servant leadership provide the desirable and supportive environment for employees to foster empowerment skills them. An altruistic leader helps employees be empowered through involving them in programs and decision making process. Empowered employees established strong and stable relationship with coworkers and feel more responsibility in your job.

*Recommendation:*

- To improve the psychological empowerment among employees of agriculture ministry and its deputies it is necessary to increase their partnership in all managerial level of ministry.
- Leaders should encourage employees to work enthusiastically and can involve them in program development process to increase productivity.
- Leaders should commiserate employees and understand them to empowering their competencies and capabilities.
- Use SWOTs matrix to develop strategic and comprehensive programs to improve situation of organizational culture, servant leadership in deputies of agriculture ministry.

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