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Appendix 1
Details of the Validators

1. Dr. Ali Khwaja, PhD: More than 25 years in counseling and leading volunteers. PhD in Behavioral Sciences. He runs a very practical and experiential part-time Diploma in Counseling Skills, he motivates and keeps together 200 volunteers working in 10 major hospitals, he is deeply involved in causes as wide as adoption, disability welfare, “true” education, life skills, and counseling. On the Boards of universities, visiting faculty or advisor to Defense, Central Government and some of the most prestigious National institutions. He has been presenting papers in national workshops, has written over thirty books on human behavior, life, children & counseling, and still writes regular columns in reputed publications like Deccan Herald, etc., and edits a unique newsletter on human dynamics called Banjara Life. He is widely quoted in the media, and has been repeatedly interviewed on radio and TV.

2. Mr. Bert Cherian: Post Graduate; More than 30 years in Corporate and NGO fields. Has managed many companies as Managing Director. Is a respected Leadership Trainer. Trained more than 6000 Managers in IBM. Has created and managed an NGO for many years. Has written and published two books (Level Next and Leadershift). Currently working in a third book titled Jugaad. Is pursuing a PhD in the topic of "Creativity in Organisations"

3. Dr. Chandrasekhar Sripada, PhD: An industry veteran with over three decades of work history. Currently heads the Human resources function for IBM in India. Dr Chandrasekhar brings a rare blend of experience across India’s leading firms in Public, Private and Multi-National sectors - both in the early economy areas of steel and manufacturing as well as in the more recent domains of Telecom, IT Services and Consulting. PhD in Organizational Behavior. He is among the first few Indians who have been accredited by the International Coach Federation - world’s leading Coach Certification body - in the professional practice of Corporate Coaching. As acknowledgement of his contributions to HR practice, he has been invited to the Boards / National councils of professional bodies like National HRD Network, CII’s National Committee on HR and Skills and Indian Society on Training & Development. He is a guide to a number of PhD students.

4. Ms. Deepti Menon, Post Graduate: 10 years of extensive experience working in National and International NGOs. Currently working in Pravah, an NGO as a Coordinator for Adolescent Intervention Program. Prepared the draft of the Revised edition of the ‘Important Instructions and Guidelines’ issued by the National Human Rights Commission, subsequently published by the NHRC in October 2004. Researched and prepared a Factsheet on Sexual Harassment of Women at workplace, which was subsequently published by the NHRC as a part of their ‘Know Your Rights’ series. Assisted the Senior Research Officer, NHRC, on diverse issues concerning the Rights of the Children and Women, such as Sexual Harassment of Women in Workplace and in public modes of
transport, critical review of India’s First Country Report on UNCRC, published by Department of Women and Child Development, Government of India, etc. Worked on a Research Assignment titled Globalisation, Indian Agriculture and Farmers Rights. Part of the team which produced the Annual Report of the National Human Rights Commission for the period 2001-2002 apart from contributing regularly to the monthly newsletter of the Commission and towards making the Brochure of the Commission.

5. **Dr. Gerson David, PhD**: Has had a long and distinguished career as an educator, researcher, author, and advocate for social justice. His many contributions span the specialty areas of social development, social justice, and aging. Dr. David was a founding faculty member of the Graduate School of Social Work (GSSW), established in 1968 at the University of Houston. Before joining the faculty at GSSW, he served on the faculty of West Virginia University and was director of the University of Toronto Family Diagnosis Research Project for more than four years. He earned his Ph.D. from the University of Pittsburgh. Prior to his academic career in the United States, he served with the Government of Burma and on the National Council of Churches Relief Committee of India. In addition, he served as a Congressional Delegate from Texas to the 1995 White House Conference on Aging (WHCoA), held in Washington, D.C. That same year, he also organized the Metropolitan Houston Area Pre- WHCoA and served as a faculty member for the National Association of Social Workers (NASW) 1995 Meeting of the Profession Seminar, held in Philadelphia. In 1996, he was appointed a member of the Presidential Leadership Task Force. The list of accolades and professional citations awarded to Dr. David is long. He received the Distinguished Alumnus Award of the University of Pittsburgh in 1984. In 1994, the Houston Unit of the NASW presented him with a Lifetime Achievement Award. In 1998, the NASW again honored him as a social work pioneer in recognition of his exceptional contribution to the social work profession and his ability to meet the needs of all people. He was listed as one of 14 preeminent social work internationalists in Internationalizing Social Work Education: A Guide to Resources for a New Century (Estes, 1992) for his dedication to fostering a more international perspective in social work.

6. **Mr. K L Srivastava**, Post Graduate: 38 years of experience. Started with teaching job, and then moved into NGO field. Currently chief Coordinator of Center for Social Initiative and Management (CSIM) Hyderabad. Previously has held positions like Associate Professor at the Orissa University of Agriculture and Technology, Bhubaneswar; Senior Scientist, Natural Resource Management, ICRISAT, Hyderabad; Consultant, Indo-Dutch APWELL project on participatory irrigation and rural development; and Natural Resource Management Specialist in some NGOs in Hyderabad.

7. **Dr. Lakshmi Sitaram, PhD**: 12 years of work experience in organisational psychology, including teaching as a research scholar for post-graduate students. PhD in Human Development, Title of the research is “The Study of relationship between intelligence, emotional intelligence and adjustment among adolescents”. Attended the “Consultation Meet on Adolescent Girls” at

8. **Mr. Manmohan Jain**, Post Graduate: 20 years of experience in Computer software field. Has been associated with NGOs since 2008. Council Member and Guest Faculty at Centre for Social Initiative and Management, Hyderabad Center (www.csim.in). An NGO focused on Social Entrepreneurship

9. **Mrs. Padmaja Sankaran**, Graduate: 18 years of experience in the service industry. Currently the Joint Managing Director and CEO of Siksha Group of companies. She is also the founder of an NGO Siksha Mehak Foundation working for the cancer infected children. Trained and certified by Telephone Doctor, USA, Time Manager International, Denmark, and accredited as an International Administrator for MBTI Instrument, KYKO Psychometric tool and Thomas DISC profiling for corporate houses globally. Amongst her other achievements she is also trained in NLP, FIRO, Corporate Breakthrough Strategies and has authored courses for the IGNOU certificate programs for BPO, ITeS and other Related Sectors. Recipient of “Corporate Social Excellence Award” from ‘The Shristi Academy’ in 2007 and ‘Sambhav Foundation’ in 2008, Padmaja was recognized for her ardent perseverance in supporting children with special needs. Padmaja was honored with the prestigious Talented Ladies Award, 2006, by Bharat Nirman, which was presented by Shri Buta Singh in New Delhi, in recognition of her outstanding contribution in the field of Communication.

10. **Dr. Punithvathy Pandian, PhD**: 33 years of Teaching, and guiding PhD students. Currently working as Professor, Dept of commerce, Madurai Kamaraj University. Published more than 47 papers. Written and published two books. Guided 9 PhD scholars, and currently Guiding 7 PhD Scholars

11. **Mr. Rajshekar Krishnan**, Post Graduate: Over 24 years of diverse work experience and leadership in technology and training, learning and education. Spent over a decade in Training, Learning and Organisation Development, including two years as Founder- Director for an entrepreneurial venture in education and training. Currently heading the Leadership development function in IBM. Pursuing a PhD in Leadership and Spirituality. Is a well known speaker at different management fora. Has participated in different Management seminars as speaker and panelist. Presented a paper on “A question of Leadership- Insights from the Mahabharata and Ramayana;” at an International Conference on Indian Management for Global Leadership. Led few sessions on HR Gurukul program in Tata Management Training Center.
12. **Mr. Rangarajan**, Post Graduate: Has about 20 years of experience in development work right from grass root action to top level NGO coordination. Involved in coordinating with lead NGOs in India, RIM USA and Government and CBOs for the last ten years. Serving as National Coordinator with Rejuvenate India Movement and Honorary Trustee of India Literacy Project. Co authored a Book entitled “In the foot steps of Mahatma Gandhi: Life and writings of N. Krishnaswamy” published by International Gandhian Institute for Non Violence and Peace, CESCI, Madurai. Documented several development efforts, processes and published various documents as and when needed. Made presentations at various forums relating to development work, quality education, human resource development, Corporate Social Responsibility, micro finance, disaster preparedness, micro enterprises etc., Article on Direct Taxes Code and its impact on the Voluntary sector (Published by Voluntary Action Network India in Civil Society Voices)

13. **Mr. Victor Chandran**, Post Graduate: Over 25 years of rich experience with International NGOs in the areas of Child Care, Community Development, Relief & Development, Housing, Teaching and Training Operations, Liaising/Coordination with Embassies, NGOs, Government, Corporates. Presently associated with Kalvikendra in Tamil Nadu (Centre for Education and Development involved in Micro Finance, Housing, Disaster Mitigation, Water and Sanitation, Development of Women, Infrastructure Development, Equipping 4500 Rural Youth every year under Social Security Scheme of Government of India ) as consultant and also involved in Study Guide India/Career Academy through Wintelligence as its Director. Has received Joan Levette Award in World Vision in recognition of exemplary services and commitment to Development (Management Studies - “Management of change and conflict in organization” in Maastricht in The Netherlands in 2000. Meritorious Service to Humanity, Awarded by Roorkee Adventist Community College, UP. Successfully implemented Adolescent Reproductive Health programmes in World Vision large scale Projects in collaboration with Academy for Education, US. Spearheaded mainstreaming of Infant Nutrition Project to large-scale development projects in North India. Worked with International Agencies/Embassies (DFID, World Bank, Newzeland, Japan Embassy on Water Development Projects, Housing Projects with Netherlands. Initiated Street Children/Child Labour Projects. Assisted more than 3000 students in Vocational Guidance/setting up small scale Business. Training of Church Leaders/Development Project Staff across the country to fight against HIV Pandemic to see a generation, free from HIV. Established Program Assisting Centers/Project Offices to facilitate effective process of Development work. USAID Program: Child survival project in Ballia,UP and ensured its successful implementation with the grant from USAID. (John Hopkins University, US rated this project as World Class Project). Tsunami Relief Housing Programs: During Tsunami times, built/retrofitted/repaired more than 4000 Houses in collaboration with 25 Project Partners and Government. Self Help Programs: Instrumental in forming over 10,000 self help Units in the Development Projects across North India.
Appendix 2:

Guidelines given to Validators of the Scale

1. **Background of the Research Work:** This research work is expected to establish the extent of prevalence of Servant Leadership in Indian NGOs. Correlation between Servant leadership and other factors will also be studied. The researcher plans to use a questionnaire for the study.

2. **Background on the Questionnaire:** The questionnaire for this research work has been used in empirical research work in the United States of America. The statistical validity of the questionnaire has been established by earlier researchers in the USA. *(Liden, Robert C.; Wayne, Sandy J.; Zhao, Hao; Henderson, David (2008) Servant Leadership: Development of a Multidimensional Measure and Multilevel Assessment: Leadership Quarterly 19, pp 161-177)*

3. **Background on the respondents to the questionnaire:** The questionnaire will be provided to employees in Indian NGOs. The typical qualification level of the employees is expected to be Graduate level, with some of them being 12th standard.

4. **Objective of the validation exercise:** The validation exercise is intended to establish the relevance, ease of understanding and suitability in the Indian Context.

5. **The researcher’s primary request to the Validators:** Validators are requested to evaluate and comment on the questionnaire on any aspect that comes to their mind. Specific feedback is requested on following matters.

   5.1. Are the instructions given in the questionnaire clear enough?

   5.2. Do the questions make sense?

   5.3. Are the questions grammatically correct?

   5.4. Are the questions easily understandable by employees in Indian NGOs.

   5.5. Do any of the questions sound like a repetition of another question in the questionnaire?

   5.6. Your observation on the length of the questionnaire and the number of questions.

6. **The Researcher’s additional request to the Validators:** Apart from the questionnaire, Validators are encouraged to comment on the Topic of Servant Leadership. While general comments are welcome, specific comments on the following aspects will be highly appreciated

   6.1. General awareness about Servant Leadership
6.2. Examples in the Indian context, that you are aware of, which might be closer to Servant Leadership

6.3. Your views on suitability of Servant Leadership in the NGO sector.

7. A brief note on Servant Leadership: The following seven dimensions of Servant Leadership are expected to be explored using the questionnaire

7.1. Emotional healing—the act of showing sensitivity to others' personal concerns

7.2. Creating value for the community—a conscious, genuine concern for helping the community

7.3. Conceptual skills—possessing the knowledge of the organization and tasks at hand so as to be in a position to effectively support and assist others, especially immediate followers

7.4. Empowering—encouraging and facilitating others, especially immediate followers, in identifying and solving problems, as well as determining when and how to complete work tasks

7.5. Helping subordinates grow and succeed—demonstrating genuine concern for others' career growth and development by providing support and mentoring

7.6. Putting subordinates first—using actions and words to make it clear to others (especially immediate followers) that satisfying their work needs is a priority (Supervisors who practice this principle will often break from their own work to assist subordinates with problems they are facing with their assigned duties.)

7.7. Behaving ethically—interacting openly, fairly, and honestly with others
Appendix 3:

Responses to the Questionnaire Validation Exercise

Validators were asked the following questions in additions to seeking general inputs. (as per the validation guidelines) These will be referred to as Validation Questions in the text following

a. Are the instructions given in the questionnaire clear enough?

b. Do the questions make sense?

c. Are the questions grammatically correct?

d. Are the questions easily understandable by employees in Indian NGOs.

e. Do any of the questions sound like a repetition of another question in the questionnaire?

f. Your observation on the length of the questionnaire and the number of questions.

Wherever there are specific comments on each of the validation questions, the same has been noted against the respective validation question itself. In addition when there are specific comments on the questions in the questionnaire, they have been captured against the Questionnaire questions. General comments are listed first, and then the specifics. The respondents are numbered R1 to R13 as per their sn in the separate list maintained.

General Comments

1. R1: In the 'Welcome' section of the questionnaire, could there be a section of why this topic is being studied and its possible relevance and importance. Could it answer for respondents 'why am I responding to these questions and what is the value of it?'

2. R2: Thanks for giving me an opportunity to be part of this.

3. R3: Very good effort

4. R4: No specific comments. I think the questions are good and people should be able to answer them easily.

5. R5: Try to limit the respondents to graduates only

6. R5: Since I have lived in the US for a long time, I am unable to comment on the ability of the Indian NGO employees to answer these questions. Will they think they are being judgmental while answering these questions about their Managers? I am not sure. Perhaps a pilot study might help.
7. R5: Be careful about the limitations of the study, like availability of computers, knowledge of English etc.

8. R6: There are no leading questions; that is good.

9. R7: The questionnaire is OK. No specific comments.

10. R8: I have only appreciation for your work so far and look forward to seeing your findings (as and when they are ready). I am sure your research will be immensely valuable for NGO leaders and academicians in this important field.

11. R9: Overall good set of questions - just little bit of duplication in few places, I felt.

12. R9: How about some questions in Sec 1 or Sec 2 on duration that respondent has been working with the NGO and what growth the respondent has experienced? (career growth or growth in terms of responsibilities etc.) This would be related to Servant Leadership caring for growth of the people they lead.

13. R10: Happy to be associated with the study. Will provide my inputs on the topic also separately.

14. R11: I would be really interested in your findings. It would be great if you could also keep me posted on your progress.

15. R12: Very happy to be associated with this work. I see good applicability for the research work.

16. R12: In the on line version, please drop the section headings. The respondents need not know what is being measured through the section headings.

17. R13: Very happy to participate in this effort.

Responses against the validation questions asked, but not against any specific questions in the questionnaire:

a. Are the instructions given in the questionnaire clear enough?
   
   a. R2: Instructions are clear and concise.
   
   b. R13: I think the instructions are clear, simple and fine.

b. Do the questions make sense?
   
   a. R2: Yes except for 'On job performance' section. I have included all my comments in the document.
b. R13: Since I am not an expert on The Servant Leadership concept, I am not able to advise much on this. But from a general perspective, they are OK.

c. Are the questions grammatically correct?
   a. R2: Couple of them need corrections. Refer document
   b. R13: I think they are OK

d. Are the questions easily understandable by employees in Indian NGOs.
   a. R2: Yes
   b. R13: May be when you get inputs from a worker (a grassroot level NGO worker) on some of the questions or its designs, the relevance and application be felt better. From my point of view, they are fine. For example, 2.20 to 2.25, how much a grassroot level, rural based worker will be able to articulate and how much opportunities and space he has are the factors to bear in mind.
   c. R13: I think the questions on Community citizens behaviour, organizational commitment could be related better by workers than Serial Item 2 based questions.

e. Do any of the questions sound like a repetition of another question in the questionnaire?
   a. R2: Yes..lot of them. Have marked up in the document
   b. R6: Some questions sound repetitive and that is good. It will establish consistency
   c. R13: From my point of view, some sound like repetition but I thought they are purposefully designed that way from the Servant Leadership concept point of view.

f. Your observation on the length of the questionnaire and the number of questions.
   i. R1: 57 questions is too long. Few have the time to go through such a long one. Having participated in questionnaires like this on, respondents have cited lack of time and fatigue as the reasons why they 'just ticked' what was in front of them
   ii. R2: Is just right..
   iii. R13: I think the length of the questionnaire is fine.
Chapter 1: Notes on the Questionnaire design

The Questionnaire is designed in five sections. Each section is expected to collect the required information for the hypotheses listed in the research synopsis.

Section 1 contains 16 demographic questions. These questions will enable the researcher to categorise the organisation accordingly, and explore linkages and differences between the different types of organisations as listed in the Sampling procedure of the research proposal (Figure 5 and Figure 6 of the proposal). Responses to the demographic questions will be collected once for each organisation at the time of getting their approval to include the organisation in the study.

Comment from Validators:

1. R5: Go only to the top person of the organisation for the response to the section 1

Section 2 contains 28 questions regarding Servant Leadership Characteristics and behaviours. All respondents are required to respond to this section. Responses to this section will be used to measure the extent to which such characteristics are demonstrated by the leaders of the organisation. The data collected from this section will be primarily used to test Hypothesis 1 (H1). The questions are taken from the validated questionnaire used by Liden et al (2008) in their study. (Liden, Robert C., Wayne, Sandy J., Zhao, Hao, Henderson, David (2008) Servant Leadership: Development of a Multidimensional Measure and Multilevel Assessment: Leadership Quarterly 19, pp 161-177)

Section 3 contains 3 questions regarding On the job performance of the employees in the organisation. All the respondents are required to respond to this section. Responses to this section will be used to measure the perception about the On the job performance of employees working in the organisations being studied, and will be used to test the Hypothesis 2 (H2). Supervisors are requested to evaluate the employees to whom they give work direction to and employees are requested to evaluate their co-workers. The questionnaire used for this are the three questions which Liden et al (2008) used in their study. Liden et al (2008) used three questions from the set of questions designed and validated by Williams & Anderson (1991) based on their factor loadings. The original study can be seen at Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship behavior. Journal of Management, 17, 601-617

Comments from Validators

2. R2: I am not sure how ‘perception’ can be measured or validated?

3. R2: Spelling error: “sued” instead of “used”

4. R2: What are the criteria for On job performance? What behaviors are we looking at when we say On job performance because ‘on job performance is very relative…..or how is On -Job performance defined??
Section 4 consists of 7 questions designed to measure the Organisational commitment. This is a self assessment of the employees taking the survey. Responses to this section will be used to test the Hypothesis 3 (H3), about the correlation between the Organisational Commitment and the Servant Leadership attributes in the organisation. The questions were used by Liden et al (2008) in their study. The questions were designed and validated by Wayne, Shore, & Liden (1997) during their study Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived organizational support and leader–member exchange: A social exchange perspective. Academy of Management Journal, 40, 82–111. The original study on this topic can be found at Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. Journal of Vocational Behavior, 14, 224–247.

Section 5 consists of 7 questions on Community Citizenship Behaviour. Responses to this section will be used to test Hypothesis 4 (H4) on the correlation between Servant Leadership and Community Citizenship Behaviour of the employees of the organisation. The questionnaire is designed and validated by Liden et al (2008) in their study referred above. (Liden, Robert C, Wayne, Sandy J., Zhao, Hao, Henderson, David (2008) Servant Leadership: Development of a Multidimensional Measure and Multilevel Assessment: Leadership Quarterly 19, pp 161-177)

Chapter 2: Process of collecting Data

Step 1: Selection of organisation: The researcher will select organisations from the Sample Frame available with him. The Sample Frame from where the organisation selection will be done is defined in Section 3.6 of the Research Proposal.

Step 2: The organisation thus selected will be contacted with a letter or mail explaining the research objectives and they will be requested to participate in the study. Wherever possible, meetings will be held with the leader(s) of the organisation to explain the purpose of the research and to seek their support. Where it is not possible to personally meet, telephonic conversations will be held for the same purpose.

Step 3: Once the in-principle agreement is obtained, the organisation will be requested to appoint a spokesperson/ Single Point of Contact (SPOC) for the purpose of the study

Step 4: The SPOC will be requested to fill in Section 1 of the questionnaire. Section 1 will be hosted at the website created exclusively for this purpose (www.menorahleadership.in ) . However the SPOC will have the option of providing the answers in writing, over telephone, or over a face to face interaction etc, based on the SPOC’s convenience and comfort level. The SPOC will be requested to read, understand and sign the Informed consent form, before collecting any information. If the SPOC is using the web, the webpage for section 1 will open only after the informed consent is electronically signed by the SPOC.

Step 5: A unique organisation code (OC) will be generated for each organisation. The OC will be communicated to the SPOC
**Step 6:** The SPOC will be requested to provide email ids of as many employees or volunteers (meeting the inclusion criteria and not falling within the exclusion criteria listed in Section 3.7 of the Research Proposal), as possible.

**Step 7:** The SPOC will be requested to communicate about this study to the employees nominated, through all means possible (mails, phone calls, meeting announcements etc.). Templates of such communication will be provided by the researcher.

**Step 8:** The Questions of Section 2 to 5 will be hosted in the website www.menorahleadership.in, exclusively created for the purpose of this research.

**Step 9:** The employees will receive individual mails giving them the link to the survey questionnaire and explaining the procedure to be used for completing the survey. Follow up mails and telephone calls will be put in place to ensure maximum response. The employees will be able to answer questions only after they electronically sign the Informed consent form.

**Step 10:** The responses being received will automatically be stored in a database. The employees will have the option to do the survey over one sitting or during multiple sessions. The responses given partially will be saved and the respondents will have the option to resume their surveys from the point where discontinued during the last attempt. The database will then be used during the analysis phase.

**Comments from Validators:**

1. R2: What is the maximum number of attempts the responds can take to complete the questionnaire? How do you ensure validity of test takers? How will you know whether the person completing the assessment is the same person who was authorized to take the assessment??

**Chapter 3: Questionnaire**

**Informed consent form for Section 1**

Welcome to the research project on “Servant Leadership in Indian NGOs”. This research is expected to measure the prevalence of Servant Leadership in NGOs operating in India, and measure some correlations on employee matters. Before taking part in this study, please read the consent form below and click on the “I Agree” button at the bottom of the page if you understand the statements and freely consent to participate in the study.

**Comment from Validators**

1. R12: Use “determine” instead of “measure”. You might not be “measuring” the correlation, but actually “determining” whether there is a correlation or not.
Consent Form

The Section 1 of study – Demographic information (the one that you are about to participate in) involves data collection about your organisation through a face to face discussion, telephonic conversation, written response from you or your input into a web-based questionnaire. The study is being conducted by Madana Kumar A under the Dept of Business Administration of Aligarh Muslim University, and has been approved by the Research committee of the university. The guidance to the research project is being provided by Dr. Parvaiz Talib of Aligarh Muslim University, Aligarh and Dr. Tony Sam George of Christ University, Bangalore.

No deception is involved, and the study involves no more than minimal risk to participants (i.e., the level of risk encountered in daily life).

Comment from Validators:

1. R12: Clarify “level of risk encountered in daily life”. This looks like a western term typically understood by cultures that have high safety standards. In a country like India, where this risk is not defined and could vary for different people, this might need more clarification, or drop it altogether

Participation in this step of the study (step 1 – Demographic information) typically takes 60 minutes. The demographic information questions are posted in the website www.menorahleadership.in and are made available to the respondent in advance. The respondent has the option of answering the questions directly on the website, or asking the research scholar or his representative for a face to face meeting, or provide the answers to the research scholar or his representative over telephone, or provide written information over conventional or electronic mail. If the method chosen is a face to face discussion or a telephonic conversation, the research scholar or his assistant will make notes during the validation exercise. The face to face or the telephonic discussion will also be audio recorded for further play back by the research scholar.

Comments from Validators:

1. R12: The actual filling up took only 20- 30 mins. Stating 60 mns upfront might drive away participants.

All responses are treated as confidential, and in no case will responses from individual participants be identified. Rather, all data will be pooled and published in aggregate form only.

The organisations are approached for the study based on the good work they are doing in their field. No monitory or material incentives are provided for participation. Participation is voluntary, refusal to take part in the study involves no penalty or loss of benefits to which participants are otherwise entitled, and participants may withdraw from the study at any time without penalty or loss of benefits to which they are otherwise entitled.
Comment from Validators:

1. **R12: Monetary or Monitory? Check the spelling and correct word.**

If participants have further questions about this study or their rights, or if they wish to lodge a complaint or concern, they may contact the research scholar, Madana Kumar at +91 9880271502; Dr. Parvaiz Talib, Dept of Business Administration, Aligarh Muslim University at +91 9412274252 or Dr. Tony Sam George, Head of Psychology Dept, Christ University, Bangalore at +91 9845079289

Comments from Validators:

1. **R12: Can e mail ids also be provided along with phone numbers?**

If you are 18 years of age or older, understand the statements above, and freely consent to participate in the study, please sign here.

I agree and give my informed consent to participate in the study

Signature.............................................
Section 1: Demographic Questions (to be answered by the Organisation spokesperson only, not by all respondents)

1.1 Name of the organisation

1.2 Name of the head of the organisation

1.3 Contact Person’s name and email id

1.4 Postal address of the organisation

1.5 Web address of the organisation

1.6 Mail id of the contact person

1.7 Area of operation 1 (Drop down menu consisting of 1) Health, 2) Old/destitute/child/disabled care 3) Education 4) Shelter 5) others (Others will have a provision of text entry for details)

Comment from Validators:

1. R12: Check use of capitals in Destitute, Child etc. (also in 1.8, 1.9 etc)

Note: If your organisation has more than one area of operation please use the questions 1.8 and 1.9

1.8 Area of operation 2 (Drop down menu consisting of 1) Health, 2) Old/destitute/child/disabled care 3) Education 4) Shelter 5) others (Others will have a provision of text entry for details)

1.9 Area of operation 3 (Drop down menu consisting of 1) Health, 2) Old/destitute/child/disabled care 3) Education 4) Shelter 5) others (Others will have a provision of text entry for details)

1.10 Religious faith based on which the organisation was founded (Note: The organisation might be serving people of all faiths, or might be legally registered as a secular organisation. The question is about the religious faith that encouraged the founders to establish this organisation.)

Drop down menu of 1) Hindu 2) Islamic 3) Christian 4) Secular 5) Others (Others will have text entry field to input more details)

R1: Question 1.10 seems to stumble and have caveats. It could well be that the founders came from different faiths and this possibility should be taken into account. Just because they come from different faiths does that bucket them into 'secular'? The last part of the question seems clear though not adequate.

Could it read: Religious faith(s) that encouraged the founders to establish this organization.
**R10:** It may be more appropriate to ask the religious faith of the founders of the institution.

**R11:** If the intent of this que. Is to deduce whether religion has a role in promotion of servant leadership its fine, but might be better to articulate it in some other manner, eg. Whether organization founded on religion/faith …While the option of being secular is there but I felt that the question in itself assumes alliance to a religion

Note: Questions 1.11 to 1.16 are meant to provide us with an idea of the size of the organisation. Individual information will never be reported, nor disclosed to anyone. Only collective information will be made public.

1.11 Number of Board members/trustees of the organisation

1.12 Number of paid employees of the organisation

1.13 Number of regular Unpaid employees/ Volunteers who spend substantial time for the NGO (at least 8 hours per week on the NGO work) regularly ( at least for 12 weeks in a year)

1.14 Approximate annual expenses

**Comment from the Validators**

1. R11: Q 1.11 to 1.14 While you may get a lot of this information in the annual reports, a line pointing out the need for these questions with respect to your research might help in getting sincere responses

1.15 Does the organisation receive any funding from Govt? If “yes” approximately what % of annual funds are from Govt?

**Comment from the Validators:**

1. R12: Expand “Government”. Not everyone will understand Govt.

1.16 Is the organisation Local/ National/ International

1.17 Details of some past projects, or number of persons served through the organisation etc ( any voluntary information which will help the researcher to assess the size of operations)

**Comments from Validators :**

1. R2: Do you want to consider ‘awards/recognition/rating’ for the organization to help you get a big picture of how they work??

2. R12: This question is likely to bias. How long back do we want to take this history to?
Section 2: Servant Leadership Characteristics and Preferences

Sections 2 to 5 are to be answered by all respondents

Informed consent form for Section 2 to 5

Welcome to the research project on "Servant Leadership in Indian NGOs". This research is expected to measure the prevalence of Servant Leadership in NGOs operating in India, and measure some correlations on employee matters. Before taking part in this study, please read the consent form below and click on the "I Agree" button at the bottom of the page if you understand the statements and freely consent to participate in the study.

Consent Form

The Sections 2 to 5 of study – (the one that you are about to participate in) involves answering some questions on how you feel about certain things in your organisation. No knowledge about the topic of research namely Servant leadership is required or expected for answering the questions. The questions are completely web based. The study is being conducted by Madana Kumar A under the Dept of Business Administration of Aligarh Muslim University, and has been approved by the Research committee of the university. The guidance to the research project is being provided by Dr. Parvaiz Talib of Aligarh Muslim University, Aligarh and Dr. Tony Sam George of Christ University, Bangalore.

No deception is involved, and the study involves no more than minimal risk to participants (i.e., the level of risk encountered in daily life).

Participation in this step of the study (step 2 to 5) typically takes 60 minutes. The questions are posted in the website www.menorahleadership.in and are made available to the respondent in advance. The respondent has the option of answering the questions directly on the website, or in case the respondent is not able to use the internet seek help from some one to fill it in on his/her behalf, without influencing the answers of the respondent. The data is automatically captured from the web page and saved.

All responses are treated as confidential, and in no case will responses from individual participants be identified. Rather, all data will be pooled and published in aggregate form only.

The organisations are approached for the study based on the good work they are doing in their field. No monitory or material incentives are provided for participation. Participation is voluntary, refusal to take part in the study involves no penalty or loss of benefits to which participants are otherwise entitled, and participants may withdraw from the study at any time without penalty or loss of benefits to which they are otherwise entitled.
If participants have further questions about this study or their rights, or if they wish to lodge a complaint or concern, they may contact the research scholar, Madana Kumar at +91 9880271502; Dr. Parvaiz Talib, Dept of Business Administration, Aligarh Muslim University at +91 9412274252 or Dr. Tony Sam George, Head of Psychology Dept, Christ University, Bangalore at +91 9845079289

If you are 18 years of age or older, understand the statements above, and freely consent to participate in the study, please sign here.

Button: I agree and give my informed consent to participate in the study

2. a) Your organisation code: (at the time of invitation you would have been given an organisation code. It is essential to enter the code correctly here. If you do not have the code with you, please contact the researcher to obtain the correct code):

2.b) Choose a code name/ Nickname for yourselves (This will be used only to save your partial work in-between, so that you can return to this survey some time later and complete it.) Please remember your code name or nickname exactly as you have entered here for future log ins:

Comments from Validators:

1. R12: Unlikely that any one will remember the code name etc. Can we not make the email id itself the code name? Can we link the code to the consent form?

3. c) Your tenure in the organisation (Drop down menu consisting of 1) Less than 6 months 2) 6 months to 1 year 3) 1 year to 2 years 4) 2 year to 5 years and 5) more than 5 years

Comments from the Validators:

1. R12: 0-6 months is too small a time to be able to understand the organisation. Do we need responses from employees who have not served less than an year?

For each of the statements, please rate as follows

a) Demonstration: This rating is based on your observation on how your leaders behave in the organisation. If you see them behave exactly as per the statement, you may rate this at ‘7: strongly agree’. If you do not see the behaviour or characteristic demonstrated at all you may rate it at ‘1: strongly disagree’. If the demonstration you see of this behaviour is in-between please choose an in-between number according to your assessment. Please put a tick mark in the column corresponding to the number you assign to each question
Comments from Validators:

1. **R12**: Give an example of response between 2 and 6, rather than 1 and 7. Responses 1 and 7 are pretty clear, but it is the in between scales that are ambiguous.

The term “manager” is used throughout this questionnaire to indicate any one from whom you receive work directions on a regular basis. The term is not used in the sense of a formal designation.

Comments from Validators:

1. **R3**: Please note that in many NGO’s the line of authority is not very clear, and many employees take orders from more than one person. How will the individual then decide who to label as “manager”?

2. **R5**: This is a simple ordinal scale, so mix it up with the exploratory discussions

3. **R5**: The responses will depend on the level of understanding the employee (respondent) has about the organisation and the “manager”

4. **R6**: Consider replacing the word “manager” with the word “Leader”. This is relevant since we are looking at Leadership and not just administrative management.

5. **R6**: The questions sound very “corporate” can we make them more NGO oriented?

6. **R11**: While most of the questions in this section are well framed, these questions assume that servant leadership is promoted through individual relationships, whereas, in the NGO sector also has very people (employee) centric organizations, where a lot of the pro-employee policies are promoted strategically and hence followed by all managers.

7. **R12**: Use Capital “M” for Manager in all questions

8. **R13**: The term “Manager” is used from whom the subordinate receives work directions on a regular basis. But mostly the term Manager is not that much used in NGO sector. I think the term Coordinator is more prevalent than the term Manager. But the choice is yours. People can understand this term.
<table>
<thead>
<tr>
<th>Sl No</th>
<th>Statement</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>I would seek help from my manager if I had a personal problem.</td>
<td>R6: Make the question sharper. It is supposed to bring about whether the employee will feel comfortable approaching the manager with a personal problem.</td>
</tr>
<tr>
<td></td>
<td>R12: In line with the other questions, can this start with a “Manager” behaviour? This and the Questions 2.8 and 2.16 start differently, while the other questions are based on Manager behaviour.</td>
<td>R12: In line with the other questions, can this start with a “Manager” behaviour? This and the Questions 2.8 and 2.16 start differently, while the other questions are based on Manager behaviour.</td>
</tr>
<tr>
<td>2.2</td>
<td>My manager cares about my personal well-being.</td>
<td></td>
</tr>
<tr>
<td>2.3</td>
<td>My manager takes time to talk to me on a personal level.</td>
<td>R2: 2.2 and 2.3 Evokes similar responses R5: This will depend on the level of the manager R6: Re-verify the correlation of 2.1 to 2.3 to the servant leadership characteristic</td>
</tr>
<tr>
<td>2.4</td>
<td>My manager can recognize when I'm down without asking me.</td>
<td>R10: Please replace “down” with a better word</td>
</tr>
<tr>
<td>2.5</td>
<td>My manager emphasizes the importance of giving back to the community</td>
<td></td>
</tr>
<tr>
<td>2.6</td>
<td>My manager is always interested in helping people in our community R10: Replace “in our community” with “In the community we serve”</td>
<td>R12: In line with the other questions, can this start with a “Manager” behaviour? This and the Questions 2.1 and 2.16 start differently, while the other questions are based on Manager behaviour.</td>
</tr>
<tr>
<td>2.7</td>
<td>My manager is involved in community activities.</td>
<td></td>
</tr>
<tr>
<td>2.8</td>
<td>I am encouraged by my manager to volunteer in the community.</td>
<td>R9: If the respondent is an employee of NGO, then is the intent to see if the respondent does volunteer work beyond the job role as employee of NGO?</td>
</tr>
<tr>
<td></td>
<td>R10: Not clear; volunteer for “what”</td>
<td>R12: In line with the other questions, can this start with a “Manager” behaviour? This and the Questions 2.1 and 2.16 start differently, while the other questions are based on Manager behaviour.</td>
</tr>
<tr>
<td>2.9</td>
<td>My manager can tell if something is going wrong.</td>
<td></td>
</tr>
<tr>
<td>2.10</td>
<td>My manager is able to effectively think through complex problems.</td>
<td></td>
</tr>
<tr>
<td>2.11</td>
<td>My manager has a thorough understanding of our organization and its goals.</td>
<td></td>
</tr>
<tr>
<td>2.12</td>
<td>My manager can solve work problems with new or creative ideas.</td>
<td></td>
</tr>
<tr>
<td>2.13</td>
<td>My manager gives me the responsibility to make important decisions about my job.</td>
<td></td>
</tr>
<tr>
<td>2.14</td>
<td>My manager encourages me to handle important work decisions on my own R2: 2.13, 2.14 Evokes similar response. I am sure if you have included this to check the consistency in the response.</td>
<td>R9: 2.13 and 2.14; both the questions are quite similar - may be you can have just one</td>
</tr>
</tbody>
</table>
2.15 My manager gives me the freedom to handle difficult situations in the way that I feel is best.

2.16 When I have to make an important decision at work, I do not have to consult my manager first.

*R2: 2.15 and 2.16 evokes similar response*

*R1: In line with the other questions, can this start with a “Manager” behaviour? This and the Questions 2.1 and 2.8 start differently, while the other questions are based on Manager behaviour.*

2.17 My manager makes my career development a priority

*R1: 2.17 to 2.20 For many NGOs it is a Cause and not a Career. Therefore it may be irrelevant, even offensive for many NGOs, since there is no question of 'advancement'. Being part of the movement meant you were to throw away your life for a cause bigger than your personal growth. (However this may well be my positive bias, since we have according to the Ministry of Statistics & Prog Imp that we have 3.3 million NGOs -1 for every 400 Indians. This can only smack of utter inefficiency at the charitable end to plain fraud at the other end. In which case this topic of servant leadership will be an amusing one!)*

2.18 My manager is interested in making sure that I achieve my career goals

*R2: 2.17 and 2.18 sounds similar to me...*

2.19 My manager provides me with work experiences that enable me to develop new skills.

2.20 My manager wants to know about my career goals.

2.21 My manager seems to care more about my success than his/her own.

*R10: The word “Seems” indicates ambiguity and may not truly convey the caring that is intended to be captured in the question.*

2.22 My manager puts my best interests ahead of his/her own.

*R2: 2.21 and 2.22 sounds similar.....*  
*R10: 2.22 and 2.23 appear similar*

2.23 My manager sacrifices his/her own interests to meet my needs.

*R9: 2.21, 2.22, and 2.23 Again the 3 questions are overlapping - can you reduce to 2 questions*

2.24 My manager does what she/he can do to make my job easier.

*R11: 2.21 to 2.24 If read in isolation, this only looks at the relation b/w a manager and a employee, in small and medium sized NGOs or in small program teams, success of the employee and manager might be closely related, putting once interest ahead of others, or sacrifices might not help in realizing the larger team goal. The best approach would be wherein there is collaboration, and the team works together. Assertiveness and constructive feedback would also be a critical component for a good manager-employee relationship*  

2.25 My manager holds high ethical standards
**Section 3. On the job Performance**

Please read each statement below, and think about it in the context of the employees working in your organisation. If you have supervisory responsibilities, please rate the statement as it applies to the employees who take work direction from you. If you do not have supervisory responsibilities, please rate the statement as it applies to your co-workers in the organisation.

<table>
<thead>
<tr>
<th>SI No</th>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>The employees in this organisation adequately perform assigned duties</td>
</tr>
<tr>
<td></td>
<td><em>R3: (can we put ALL employees in one bracket?)</em></td>
</tr>
<tr>
<td>3.2</td>
<td>The employees in this organisation perform tasks that are expected of them</td>
</tr>
<tr>
<td>3.3</td>
<td>The employees of this organisation fulfill responsibilities specified in their job description.</td>
</tr>
<tr>
<td></td>
<td><em>R3: There may be a wide range of responses regarding different employees, ranging from very responsible to totally inefficient. How does the respondent lump them all together?</em></td>
</tr>
</tbody>
</table>

**Comment from the Validators:**

1. **R2:** All three ‘On job Performance’ questions reads similar and not able to make out significant differences. May be it will help if the intent is clearly defined.

2. **R9:** Consider adding additional questions
   a. The employees in the this organisation have a clear picture of their responsibilities
   b. The employees in the this organisation have a clear documented job description
c. The roles and responsibilities for each employee are clearly defined

3. R12: In the section on Demographics, can we ask the spokesperson a question like, “what is the % goal achievement of the organisation and then link that answer to the on the job performance?”

Section 4: Organisational commitment

Please read each of the statements below and assess how much it applies to you. If you think it does not apply to you at all, please give a rating of “1: Strongly disagree”. If you feel that the statement completely applies to you, please give a rating “7: Strongly agree”. If you think it applies to you some where in-between, please choose an in-between number as per your assessment.

<table>
<thead>
<tr>
<th>Sl No</th>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>I am willing to put in great deal of effort beyond that is normally expected in order to help my organisation to the successful</td>
</tr>
<tr>
<td></td>
<td><strong>R2: Spelling error</strong></td>
</tr>
<tr>
<td></td>
<td><strong>R3: can he be objective in answering these questions about himself? I fear there may be a tendency to overrate oneself</strong></td>
</tr>
<tr>
<td></td>
<td><strong>R12: Spelling error</strong></td>
</tr>
<tr>
<td>4.2</td>
<td>I really care about the fate of my organisation</td>
</tr>
<tr>
<td></td>
<td><strong>R5: Careful in usage of the term “fate”</strong></td>
</tr>
<tr>
<td></td>
<td><strong>R6: The word “fate” sticks out. Can we find another word here?</strong></td>
</tr>
<tr>
<td>4.3</td>
<td>I am extremely glad that I chose this organisation, for which to work, over others I was considering at the time I joined</td>
</tr>
<tr>
<td>4.4</td>
<td>I talk up my organisation to my friends as a great organisation for which to work</td>
</tr>
<tr>
<td></td>
<td><strong>R2: Check Grammar</strong></td>
</tr>
<tr>
<td>4.5</td>
<td>I am proud to tell others that I am part of this organisation</td>
</tr>
<tr>
<td></td>
<td><strong>R2: 4.4 and 4.5 sounds similar</strong></td>
</tr>
<tr>
<td>4.6</td>
<td>I find that my values and the organisation’s values are very similar</td>
</tr>
<tr>
<td>4.7</td>
<td>For me, this is the best of all possible organisations for which to work.</td>
</tr>
<tr>
<td></td>
<td><strong>R6: This is a point in time response, can you add “at this time” to this?</strong></td>
</tr>
</tbody>
</table>

Comment from Validators:

1. **R2: Is there any way to identify ‘Socially desirable answers’ because you tend to get a lot of socially desirable response in this section.**

2. **R12: To save time of response, can we reduce Section 4 and section 5 to 3 to 4 questions instead of the 7 that is used now?**
Section 5: Community Citizenship Behaviour

Please read each of the statements below and assess how much it applies to you. If you think it does not apply to you at all, please give a rating of “1: Strongly disagree”. If you feel that the statement completely applies to you, please give a rating “7: Strongly agree”. If you think it applies to you some where in-between, please choose an in-between number as per your assessment.

<table>
<thead>
<tr>
<th>SI No</th>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>I am involved in community service and volunteer activities outside of work</td>
</tr>
<tr>
<td>5.2</td>
<td>I believe it is important to give back to the community <strong>R2: You might run risk of getting ‘Strongly agree’ on all questions wherever there is question on believe…..</strong></td>
</tr>
<tr>
<td>5.3</td>
<td>I take into consideration the effects of decisions I make in my job on the overall community</td>
</tr>
<tr>
<td>5.4</td>
<td>I believe that our company/organisation has the responsibility to improve the community in which it operates</td>
</tr>
<tr>
<td>5.5</td>
<td>I encourage others in the company/organisation to volunteer in the community <strong>R6: The word “company” is not relevant here</strong></td>
</tr>
<tr>
<td>5.6</td>
<td>When possible, I try and get my organization involved in community projects that I am involved in <strong>R6: Is this question required?</strong></td>
</tr>
<tr>
<td>5.7</td>
<td>I believe that an organization is obligated to serve the community in which it operates</td>
</tr>
</tbody>
</table>

Comments from Validators:

1. **R2: Check for social desirability in this questionnaire…**

2. **R6: Community citizenship could be different for an NGO, considering the fact that the purpose of the NGO itself is community service. We need to try and distinguish the questionnaire so that it means something beyond a job.**

3. **R11: A very critical area, and I am glad that this is included in the questionnaire, but this is an issue on which we have some extensive discussions within the organization. For many people, working in an NGO itself is active citizenship and community service, they might not feel the need for doing additional community service.**

4. **R12: To save time of response, can we reduce Section 4 and section 5 to 3 to 4 questions instead of the 7 that is used now?**

5. **R12: Can we ask an additional question to the employees: “How many hours per week do they spend in community service?” and link to the Community citizenship behaviour?**
Appendix 4:
Final Participant Questionnaire posted in the website

**Servant Leadership in Indian NGOs**

**A Research Study**

**To be filled in by participants of the study**

Welcome to the research project on “Servant Leadership in Indian NGOs”. This research is expected to measure the prevalence of Servant Leadership in NGOs operating in India, and determine some correlations on employee matters. Before taking part in this study, please read the consent form given in the website and “Agree” if you understand the statements and freely consent to participate in the study.

2.a) Your organisation code : ( at the time of invitation you would have been given an organisation code. It is essential to enter the code correctly here. If you do not have the code with you, please contact the researcher to obtain the correct code):

2. c) Your tenure in the organisation (years and Months): If you have less than an year experience with the organisation, please do not respond to the survey.

2. d) Your Educational Qualification

Please choose only one of the following:

- Graduate
- Double Graduate
- Post Graduate
- Professional Graduate
- Professional Post Graduate
- Theology Graduate
- Theology Post Graduate
- Management Post Graduate
- Doctorate
- Diploma
- Below Graduate
2.e) Is your spouse or parent or children or sibling employed in the same organisation?

No
Yes, Wife
Yes, Parent
Yes, Sibling
Yes, Child

2. f) Your Gender : Male/ Female

2. g) Your Age (Years and Months)

2. h) Your religion

Please choose only one of the following:

Hindu
Islam
Christian
Sikh
Buddhist
Others

2. i) Your annual income

2. j) Your overall work experience

Section 2 : Servant Leadership Characteristics

For each of the statements, please rate your perception on the Demonstration of the stated behaviour. This rating is based on your observation on how your leaders behave in the organisation. If you see them behave exactly as per the statement, you may rate this at ‘7: strongly agree’. If you do not see the behaviour or characteristic demonstrated at all you may rate it at ‘1: strongly disagree’. If the demonstration you see of this behaviour is in-between please choose an in-between number according to your assessment. Please put a tick mark in the column corresponding to the number you assign to each question

The term “Leader” is used throughout this questionnaire to indicate any one from whom you receive work directions on a regular basis. This could be a coordinator, a manager, a supervisor, a founder, a trustee etc. The term is not used in the sense of a formal designation.
<table>
<thead>
<tr>
<th>Sl No</th>
<th>Statement</th>
<th>Demonstration</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td>2.1</td>
<td>My Leader's behaviour encourages me to seek help from him/her if I had a personal problem.</td>
<td></td>
</tr>
<tr>
<td>2.2</td>
<td>My Leader cares about my personal well-being.</td>
<td></td>
</tr>
<tr>
<td>2.3</td>
<td>My Leader can recognize when I'm feeling low or down, without asking me.</td>
<td></td>
</tr>
<tr>
<td>2.4</td>
<td>My Leader emphasizes the importance of giving back to the community.</td>
<td></td>
</tr>
<tr>
<td>2.5</td>
<td>My Leader is always interested in helping people in the community that he/she lives in (apart from the work of the NGO).</td>
<td></td>
</tr>
<tr>
<td>2.6</td>
<td>My Leader is involved in community activities, apart from the work of this NGO.</td>
<td></td>
</tr>
<tr>
<td>2.7</td>
<td>My Leader can tell if something is going wrong.</td>
<td></td>
</tr>
<tr>
<td>2.8</td>
<td>My Leader has a thorough understanding of our organization and its goals.</td>
<td></td>
</tr>
<tr>
<td>2.9</td>
<td>My Leader can solve work problems with new or creative ideas.</td>
<td></td>
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<td>2.10</td>
<td>My Leader encourages me to handle important work decisions on my own.</td>
<td></td>
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<tr>
<td>2.11</td>
<td>My Leader gives me the freedom to handle difficult situations in the way that I feel is best.</td>
<td></td>
</tr>
<tr>
<td>2.12</td>
<td>My Leader gives me the confidence to make important decisions at work, without having to consult him/her first.</td>
<td></td>
</tr>
<tr>
<td>2.13</td>
<td>My Leader makes my career development a priority (&quot;Career&quot; as I see it. Some times I may be here for a cause, rather than a career, but I see my Leader interested in my growth in what motivates me)</td>
<td></td>
</tr>
<tr>
<td>2.14</td>
<td>My Leader provides me with work experiences that enable me to develop new skills.</td>
<td></td>
</tr>
<tr>
<td>2.15</td>
<td>My Leader wants to know about my career goals.</td>
<td></td>
</tr>
<tr>
<td>2.16</td>
<td>My Leader cares more about my success than his/her own.</td>
<td></td>
</tr>
<tr>
<td>2.17</td>
<td>My Leader puts my best interests ahead of his/her own.</td>
<td></td>
</tr>
<tr>
<td>2.18</td>
<td>My Leader sacrifices his/her own interests to meet my needs.</td>
<td></td>
</tr>
<tr>
<td>2.19</td>
<td>My Leader is always honest</td>
<td></td>
</tr>
<tr>
<td>2.20</td>
<td>My Leader would not compromise ethical principles in order to achieve success.</td>
<td></td>
</tr>
<tr>
<td>2.21</td>
<td>My Leader values honesty more than organisational results.</td>
<td></td>
</tr>
</tbody>
</table>
Section 3. On the job Performance

Please read each statement below, and think about it in the context of the employees working in your organisation. If you have supervisory responsibilities, please rate the statement as it applies to the employees who take work direction from you. If you do not have supervisory responsibilities, please rate the statement as it applies to your co-workers in the organisation. We realise that it is difficult to put all employees into one bracket. There might be exceptions always. The request is for you to make a general assessment of the group of employees that you are giving the response about.

<table>
<thead>
<tr>
<th>SI No</th>
<th>Statement</th>
<th>Level of agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>3.1</td>
<td>The employees in this organisation adequately perform assigned duties</td>
<td></td>
</tr>
<tr>
<td>3.2</td>
<td>The employees in this organisation perform tasks that are expected of them</td>
<td></td>
</tr>
<tr>
<td>3.3</td>
<td>The employees of this organisation fulfill responsibilities specified in their job description.</td>
<td></td>
</tr>
</tbody>
</table>
Section 4: Organisational commitment

Please read each of the statements below and assess how much it applies to you. If you think it does not apply to you at all, please give a rating of “1: Strongly disagree”. If you feel that the statement completely applies to you, please give a rating “7: Strongly agree”. If you think it applies to you some where in-between, please choose an in-between number as per your assessment.

<table>
<thead>
<tr>
<th>Sl No</th>
<th>Statement</th>
<th>Level of agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>I am willing to put in great deal of effort beyond that is normally expected in order to help my organisation to the successful</td>
<td></td>
</tr>
<tr>
<td>4.2</td>
<td>I really care about the future of my organisation</td>
<td></td>
</tr>
<tr>
<td>4.3</td>
<td>I am extremely glad that I chose this organisation, for which to work, over others I was considering at the time I joined</td>
<td></td>
</tr>
<tr>
<td>4.4</td>
<td>I talk highly about my organisation to my friends as a great organisation for which to work</td>
<td></td>
</tr>
<tr>
<td>4.5</td>
<td>I am proud to tell others that I am part of this organisation</td>
<td></td>
</tr>
<tr>
<td>4.6</td>
<td>I find that my values and the organisation’s values are very similar</td>
<td></td>
</tr>
<tr>
<td>4.7</td>
<td>For me, this is the best of all possible organisations for which to work.</td>
<td></td>
</tr>
</tbody>
</table>
Section 5: Community Citizenship Behaviour

We realise that you work in an NGO and the role of an NGO itself is to do community work. However, the following questions are about how you associate with community beyond the activities of the NGO that you work for. This is about your life outside the NGO.

Please read each of the statements below and assess how much it applies to you. If you think it does not apply to you at all, please give a rating of “1: Strongly disagree”. If you feel that the statement completely applies to you, please give a rating “7: Strongly agree”. If you think it applies to you some where in-between, please choose an in-between number as per your assessment.

<table>
<thead>
<tr>
<th>SI No</th>
<th>Statement</th>
<th>Level of agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>I am involved in community service and volunteer activities outside of work</td>
<td></td>
</tr>
<tr>
<td>5.2</td>
<td>I believe it is important to give back to the community</td>
<td></td>
</tr>
<tr>
<td>5.3</td>
<td>I take into consideration the effects of decisions I make in my job on the overall community</td>
<td></td>
</tr>
<tr>
<td>5.4</td>
<td>I believe that our organisation has the responsibility to improve the community in which it operates</td>
<td></td>
</tr>
<tr>
<td>5.5</td>
<td>I encourage others in the organisation to volunteer in the community, apart from the work of the NGO itself</td>
<td></td>
</tr>
<tr>
<td>5.6</td>
<td>When possible, I try and get my organization involved in community projects that I am involved in, apart from the work of the NGO itself</td>
<td></td>
</tr>
<tr>
<td>5.7</td>
<td>I believe that an organization is obligated to serve the community in which it operates</td>
<td></td>
</tr>
</tbody>
</table>
Appendix 5:

Questions used for collecting Organisation Demographic Information

Section 1

Demographic Questions (to be answered by the Organisation spokesperson only, not by all respondents) Items marked with * are mandatory.

This research is expected to measure the prevalence of Servant Leadership in NGOs operating in India, and determine some correlations on employee matters. Before taking part in this study, please read the consent form below and click on the "I Agree" button at the bottom of the page if you understand the statements and freely consent to participate in the study.

1. Name of the organisation*
2. Name of the head of the organisation*
3. Contact Person’s name *
4. Postal address of the organisation
5. Web address of the organisation
6. Mail id of the contact person*
7. Area of operation 1* (Drop down menu consisting of 1) Health, 2) Old/Destitute/Child/Disabled care 3) Education 4) Shelter 5) Others (Others will have a provision of text entry for details)

Note: If an organisation has more than one area of operation please use the questions 8 and 9

8. Area of operation 2 (Drop down menu consisting of 1) Health, 2) Old/Destitute/Child/Disabled care 3) Education 4) Shelter 5) Others (Others will have a provision of text entry for details)

9. Area of operation 3 (Drop down menu consisting of 1) Health, 2) Old/Destitute/Child/Disabled care 3) Education 4) Shelter 5) Others (Others will have a provision of text entry for details)

10. Religious faith of the founders of the organisation*. Or, Religious faith based on which the organisation was founded (Note: The organisation might be serving people of all faiths, or might be legally registered as a secular organisation. The question is about the religious faith that encouraged the founders to establish this organisation. Drop down menu of 1) Hindu 2) Islamic 3) Christian 4) Secular 5) Others (Others will have text entry field to input more details)
Note: Questions 11 to 20 are meant to provide us with an idea of the size of the organisation. Individual information will never be reported, nor disclosed to anyone. Only collective information will be made public.

11. Number of Board members/trustees of the organisation*

12. Number of paid employees of the organisation*

13. Number of regular Unpaid employees/ Volunteers who spend substantial time for the NGO* (at least 8 hours per week on the NGO work) regularly (at least for 12 weeks in a year)

14. Approximate annual expenses*

15. Does the organisation receive any funding from Government?* If “yes” approximately what % of annual funds are from Government?

16. Is the organisation Local/ National/ International*. If International, please describe the relationship with the parent body (like franchisee, accredited, managed by international body, only funded by international body, managed by International leaders living in India, Managed by Indians under the supervision of an international team etc)

17. Details of some past projects, or number of persons served through the organisation etc, in the past three years* (any voluntary information which will help the researcher to assess the size of operations)

18. Awards, recognitions etc, won by the organisation, or it’s key members (for the work associated with the organisation)

19. According to you, what % of the organisational goals are being met on a regular basis? (Over the past five years)

20. Please provide a brief of the benefits provided to the employees of the organisation, apart from Salary.
Appendix 6:

Informed Consent Form

Informed consent form

Welcome to the research project on "Servant Leadership in Indian NGOs". This research is expected to measure the prevalence of Servant Leadership in NGOs operating in India, and determine some correlations on employee matters. Before taking part in this study, please read the consent form below and click on the "I Agree" button at the bottom of the page if you understand the statements and freely consent to participate in the study.

Consent Form

The Sections 2 to 5 of study – (the one that you are about to participate in) involves answering some questions on how you feel about certain things in your organisation. No knowledge about the topic of research namely Servant leadership is required or expected for answering the questions. The questions are completely web based. The study is being conducted by Madana Kumar A under the Dept of Business Administration of Aligarh Muslim University, and has been approved by the Research committee of the university. The guidance to the research project is being provided by Dr. Parvaiz Talib of Aligarh Muslim University, Aligarh and Dr. Tony Sam George of Christ University, Bangalore.

No deception is involved, and the study involves no more than minimal risk to participants (i.e., the level of risk encountered in daily life).

Participation in this step of the study (step 2 to 5) typically takes 60 minutes. The questions are posted in the website www.menorahleadership.in and are made available to the respondent in advance. The respondent has the option of answering the questions directly on the website, or in case the respondent is not able to use the internet seek help from some one to fill it in on his/her behalf, without influencing the answers of the respondent. The data is automatically captured from the web page and saved.

All responses are treated as confidential, and in no case will responses from individual participants be identified. Rather, all data will be pooled and published in aggregate form only.

The organisations are approached for the study based on the good work they are doing in their field. No monetary or material incentives are provided for participation. Participation is voluntary, refusal to take part in the study involves no penalty or loss of benefits to which participants are otherwise entitled, and participants may withdraw from the study at any time without penalty or loss of benefits to which they are otherwise entitled.
If participants have further questions about this study or their rights, or if they wish to lodge a complaint or concern, they may contact the research scholar, Madana Kumar at +91 9880271502, or mail at madanakumar@in.ibm.com; Dr. Parvaiz Talib, Dept of Business Administration, Aligarh Muslim University at +91 9412274252, or mail at parvaiztalib@gmail.com; or Dr. Tony Sam George, Head of Psychology Dept, Christ University, Bangalore at +91 9845079289 or mail at tony.sam.george@christuniversity.in

If you are 18 years of age or older, understand the statements above, and freely consent to participate in the study, please sign here.

Button: I agree and give my informed consent to participate in the study
Appendix 7:

Details of NGOs that participated in the study

1. **Abhayam**; Headed by Albert P.J. This organisation provides rehabilitation services to destitute people.

2. **Advaith Foundation**; Headed by Asha Thomas; website: www.advaithfoundation.org. This organisation runs comprehensive residential education programme for underprivileged children.

3. **Agape Care Centre**; headed by: Immanuel Lalthlenglien. Provides health care services to poor and destitute persons.

4. **Aids Controlling Care, Education and Preservation Training (ACCEPT)**: Headed by Raja K. Matthew; website: www.acceptindia.org. Provides care and support of HIV/AIDS infected/affected people through health care, education, prevention, training etc.

5. **Alpha and Omega Drugs Care and Rehabilitation Centre**; Headed by Richard L. Joute. Provides medical care and rehabilitation for Drug addicts.

6. **Asia Society for Social Improvement and Sustainable Transformation (ASSIST)**; Headed by Sreenivas Narayanan; Website www.assistasia.org. This organisation help Small and medium organisations promote sustainability within their organization, and achieve the resilience to face present and future challenges. They take up projects towards improving the social conditions, especially in the developing world. Women form another part of their focus.

7. **ASSIST**; Headed by J Ranga Rao; Website www.assist.org.in. This organization works for the development of poor and marginalized communities in the rural areas. They develope innovative and adaptable strategies based on experience and continuous communication at the village-level, in order to achieve the over-all objective of “Making the community a viable unit for its own development”.

8. **Association Of Trinity**; Headed by John Phillips. Provides education for poor children


12. **Heroes AIDS Project**; Headed by Mr. Roy Wadia; Website: www.heroesprojectindia.org. Does strategic work on reducing HIV-related
stigma and discrimination via advocacy and communications by recruiting and partnering with societal leaders across the spectrum, as well as the media, on campaigns to raise awareness among the general population and empower marginalized and vulnerable communities (including injecting drug users, men who have sex with men, transgender persons and female sex workers).


14. **Holy Trinity Charitable Trust**; Headed by Kurien Daniel; Website: [www.holytrinitycharity.com](http://www.holytrinitycharity.com). Manages homes for the Aged and orphaned children Conducts tailoring School for poor women, Providing Wheelchair, Educational Aid, Medical Aid, Career guidance, Admission guidance etc

15. **Holy Trinity Educational and Social Trust Of India**; Headed by Sudhakar G Punith. Provides Education to the underprivileged.


17. **Hyderabad Karnataka Disabled Welfare Society**, headed by Smt Shobharani D Agrawal. This organisation works for rehabilitating disabled persons by providing employment opportunities in Chalk manufacturing unit, blind school, projects for blind people


19. **Institute For Youth and Development**; Headed by Shri. V.C. Joseph; Website: [www.iyd.org.in](http://www.iyd.org.in). This organisation takes up activities to strengthen youth, women and the marginalized poor with qualities and skills that will prepare them for life and enable them to function as catalyst in the process of change and development.

20. **Lamka Rehabilitation and Research Centre**; Headed by T. Langsanglian. Provides Health Care and rehabilitation of drug addicts.

21. **Light Ministries**; Headed by Mr. Srikanth S Ghargi; Website: [www.lightministries.in](http://www.lightministries.in). Provides Education, Psychological and Spiritual support for blind people.

22. **Madiga Dandora**; Headed by Parmesh Pakirappa. Provides health care services for the needy.

23. **Magic Bus India Foundation**; Headed by Sandhya Srinivasan; Website: [www.magicbus.org](http://www.magicbus.org). This organisation steers children towards a better life with better awareness, better life skills, and better opportunities, in the journey from childhood to livelihood.
24. **Matrix Association for Social Service (MASS)**; Headed by Syed Sumeer. Provides Education services specifically for neglected and poor children.

25. **Medico-pastoral association**; Headed by Dr. Mohan Isaac; Website: [www.mpa.org.in](http://www.mpa.org.in). Provides rehabilitation services for mentally ill persons. Provides a surrogate home for individuals with disabilities arising from psychiatric illness. Also addresses areas of suicide prevention, counselling, promotion of mental health and encourages family and community participation.


27. **New Ark Mission of India (Home Of Hope)**; Headed by T Raja; Website: [www.newarkmission.org](http://www.newarkmission.org). Manages the Home of Hope which is a place for the young destitutes for restoring their worth, a place of security, community and hope for the future. For the old and terminally ill, it is a place where they can experience love, care and die with dignity.

28. **New Life Ministries**; Headed by: James Lalrobul; Provides education and music training for children.

29. **North East India Drugs and Aids Care (NEIDAC)**; Headed by: Tosih Sanglir. Offers Care and support Services to children infected and affected by HIV.


31. **SEBA(Social Education & Basic Awareness)**; Headed by: Mohananda Bagh. Work on areas of women empowerment, food security of the tribal community, promotion of literacy, strengthening local governance, health awareness programme, right to food project.

32. **Sense International (India)**; Headed by: Mr. Akhil S. Paul; Website: [www.senseintindia.org](http://www.senseintindia.org). Works with deafblind people throughout India. Deafblindness is a unique disability, it is a combination of vision and hearing impairments in an individual. This organisation provides education for deafblind children, vocational training and livelihood support to adults, training for families and professionals, and help other NGOs to work with deafblind people. Also advocate for the rights of deafblind people with communities and government.

33. **Siksha Mehak Foundation**; Headed by Smt. Padmaja Vaswani; Website: [www.sikshamehak.in](http://www.sikshamehak.in). This organisation provides therapeutic and medical treatment of cancers that affect children of needy families.

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34. SMART Mini Health Center; Headed by Dr. K. Jeyachandran; Website: www.smartcare.org. The medical centre run by Samaritan Medical Aid and Research Trust, provides health care services to the poor in remote villages. Surgical camps are conducted regularly.

35. Society for People’s Action for Development (SPAD); Headed by Mr. Augustine C Kaunds. Provision of Health care services.

36. Srushti Foundation; Headed by: Daniel Koti; Provides care for the aged and destitute.

37. The Karuna Charitable Trust; Headed by: Michael D’Costa; Website: www.karunaleprosyministries.org. Rehabilitating leprosy affected people and give them a sense of worth & dignity, through acceptance and self reliance. Integrate them into society & church.

38. World Vision India; Headed by: Dr. Jayakumar Christian; Website: www.worldvision.in. Works to create lasting change in the lives of children, families and communities living in poverty and injustice. All development work the organisation carries out is focused on building the capacity and ability of communities and families to ensure the wellbeing of children. The wellbeing of children includes ensuring children have access to education, health, protection and participation.

39. YuvaLok Foundation; Headed by: Sam Rajshekhar; Website: www.yuvalok.org. Works with underprivileged street and slum children, rescued child labourers, girl child and disadvantaged women. Provides both formal and non-formal education, vocational training, nutrition, and healthcare.