

# Leadership Excellence and Gender in Organizations

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## Servant leadership: Fit and misfit deffects on turnover and conflict. The moderating effect of the subordinate's gende

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Servant leaders create the conditions for people to trust them by putting their interests and needs in first place, that is, by serving them (Greenleaf, 1977). Servant leaders display behaviors that instill in their followers “the self-confidence and desire to become servant leaders themselves” (Liden, Wayne, Zhao, & Henderson, 2008, p.162).

Despite the interest in Servant Leadership, to our knowledge, there is no research exploring the extent to which subordinates expect their own leaders to behave as servant leaders. Similarly, researchers have not explored whether the fit (or misfit) between expectations and perceptions of actual behaviors affect outcomes. Lastly, we do not know whether there are characteristics, such as the gender of the supervisor and of the subordinate, that make those differences have a bigger impact on outcomes.

In this paper we hypothesize that meeting employees’ expectations for servant leadership behaviors is bound to relate to certain outcomes of interest **for the company** (i.e. turnover intention), **for the leader** (i.e. being evaluated as a good leader), **and for the employee** (i.e. feeling satisfied in the job). We also explore the extent to which the gender of the supervisor and of the subordinate might moderate such relationship. This paper explores these two related and ambitious research questions by using data coming from a sample of 450 employees in Spain and 300 in Chile.