

SERVANT LEADERSHIP IN SOCIAL ENTERPRISE (COOPERATIVE): THEY FIT! , A REVIEW OF LITERATURE

Maizura Mohamad

Faculty of Business Management, Kolej RISDA, Lot 2020 Ayer Paabas, 78000 Alor Gajah Melaka, Malaysia

Email : ajuemai@yahoo.com

Izaidin Abdul Majid

Faculty of Technology Management and Technopreneurship, Universiti Teknikal Malaysia Melaka (UTeM)

Email : izaidin@utem.edu.my

ABSTRACT

Leadership and its impact on business performance is a popular research topic among researchers more than 50 years ago. However, lack of leadership studies in social enterprise focuses on cooperative organization. Cooperative enterprise is a unique business entity, but important as a mechanism for developing social and economic growth. The mission of this enterprise is working together to achieve better economic and well being of their members and stakeholders. They are known as social enterprise as their role creates positive impact not only to society, as well for the country. The functions of leader as a key person in the cooperative are important to serve the best for its members and the stakeholder benefits. However, specific empirical research findings on best cooperative leadership practice are infrequently found. Accordingly, this paper reviewed and analyzed empirical literature of similarities between servant leadership elements (example: definition, characteristics, values, behavior) and cooperative (definition, principles, values) to synchronize both them.

Keywords: Servant Leadership, Cooperative Enterprise, Cooperative Leader (cooperative board of cooperative members)

INTRODUCTION

Cooperative organization is one form of social enterprise and considered as a mechanism for country economic and social development (Prabhu, 1999; CIRIEC, 2000). The cooperative model is utilized for all kinds of social and economic enterprise (Rural Business-Cooperative Service, 2001). According to (Skurnik, 2002) cooperative enterprise started more than 150 years ago and can be one of the oldest forms of enterprise. It also agreed by scholars the importance of cooperative as a mechanism for social and economic growth for many countries worldwide (Mohamad, Othman, & Mohamed, 2013; Basin & Agency, 2012; Tan & Selvarani, 2008; Gibson, 2005; Gandhi and Marsh, 2003; Levin, 2002; Somavia, 2002 and Gertler, 2001). However, the issues in cooperative such as board of members manipulated, weak leadership, poor supervision, mismanagement, financial scandals and failure of democracy have been revealed by scholars (Banishree Das et al., 2006, Nkhoma, A. A., & Conforte, D., 2011; Lees and Volkens, 1996 and Lees 1995) and these findings argued that the failure of cooperative management caused by their leader. As a special purpose of organization, cooperative need effective board of members to lead the cooperative and their members. Reflected in the issues, it is suggested to encourage effectiveness and talented board of directors in managing cooperative (Kenkel and Park, 2011). In addition, (M., Karthikeyan, 2013) encouraged a study to scale up and mainstream cooperative leadership because they can improve social impact. But, what is the effective leadership approach to be practiced for cooperative? And what are the leadership characteristics that suit to cooperative organization? Yet, until now there are insufficient empirical findings on what is the best leadership practice for cooperatives. Hence, this is strong reasons for this literature to be carried out to find the similarity between servant leadership and cooperative organization for future research of best leadership practice for social enterprise.

SERVANT LEADERSHIP VS COOPERATIVE: LITERATURE REVIEW AND ANALYSIS

The idea and origin of the theory of Servant Leadership began in 1970 by Robert Greenleaf. His publication title "The Servant as Leader" become famous and most cited among servant leadership scholars. This theory highlights leader behavior which places the needs of followers before personal interests. The questions advocates to this leadership philosophy, is *do others around the servant-leader become wiser, freer, more autonomous, healthier, and better able themselves to become servants? And Will the least privileged of the society be benefited or at least not further deprived?* (Gonzaga University & Robert K. Greenleaf Center, 2005, p. 7). The statements of the questions argued about the ability and the sincerity of the leader, and at the end concern to the impact on society. How about cooperative enterprise mission? International Cooperative Alliance (ICA, 1995) defined cooperative as *an autonomous association of person united voluntarily to meet their common economic, social and cultural needs and aspiration through a jointly-owned and democratically controlled enterprise* together with the seven values of *voluntary and open membership, democratic member control, member economic participation, autonomy and interdependence, educational, training and information, co-operation among cooperatives and concern for community*. The aim of cooperative organization establishment is to serve more than just their member-owners and to have a positive impact on their community, economy, environment, and broader cooperative community (Daman Prakash, 2003 and Kamsi, R., 2008). A cooperative is a business entity based on democracy which all members are participating in decisions that direct the policy and governance of the business. The top down (basic cooperative structure) in cooperative (Illustration 1) empower members to appoint the board of

cooperative members as a key person to govern their cooperative direction (Rural Business-Cooperative Service, 2001). The board carries the duty once they have been elected by the members in the Annual General Meeting. The responsibilities of the board of directors include ensuring adherence to the Cooperative Act, Articles of Incorporation and By-laws, articulating the cooperative's mission, purpose and other policies, establishing and ensuring adherence to appropriate financial procedures, selecting and supervising management, approving the cooperative budget and monitoring operations, developing and monitoring long-term strategic plans, recruiting and orienting new board members, recommending by-law amendments or new by-laws to the membership, ensuring implementation of member and public communications plans, managing and protecting the assets of the co-operative, participating in board training/education sessions and accepting or rejecting new membership applications (Newfoundland and Labrador Federation of Co-operative, 2006).

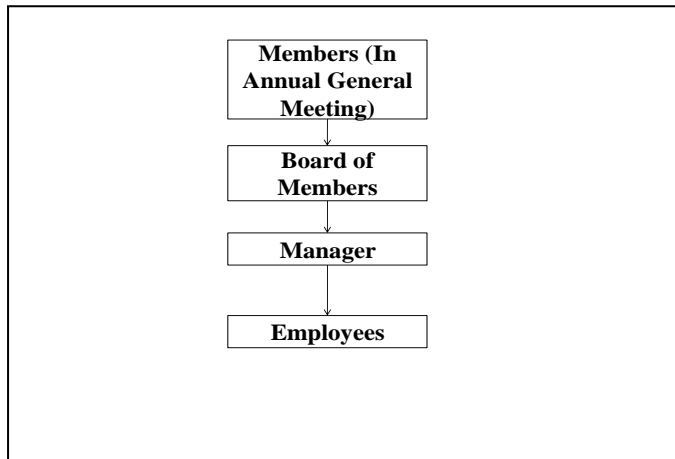


Illustration 1: Basic Cooperative Management Structure adapted from Rural Business-Cooperative Service, (2001)

The questions of the servant leadership philosophy by Greenleaf closely related to cooperative objectives which need leader to serve rather than controlled the organization. Similarly, the functions of leader in cooperative is to lead the organization on behalf of key stakeholder group – able to formulate the goals through group activity, providing a vision, inspiring, guiding, and listen to both members and the management to achieve the cooperative objectives (Puri, 1979; Parnel, 1995). Spears (1995) another most cited scholar in servant leadership continued Greenleaf's study by expressed 10 characteristics of servant leadership - listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people and community building. In addition, the servant leader leads and serves with an altruistic approach, empowers followers, act with humility, exhibits love, leads to service, trusting and is visionary for the followers as highlighted by (Patterson, 2003). These criteria also parallel to cooperative values because this type of organization is established to serve and concern for the people (members and stakeholders) to improve their life. The people in this organization are guided by cooperative principles. In spite of that, the leader must empowered the members to help cooperative to grow, proper guiding the members and provide the cooperative pathway through mission and vision for benefit of all (Puri, 1979; Parnel, 1995 and Allemant & Raimbault, 2013).

Since servant leadership theory introduced by Greenleaf in 1970, the ideas and definitions embarking until this time. Many scholars in more 15 years ago analyzed the definitions, characteristics and values of this leadership comparing to others leadership styles. They argued that servant leadership is a unique ideology by putting other person's interest as first priority. Person with servant leadership characteristics are concern to followers well-being, always help through emotional healing, encourage positive environment, but sacrifices their own interest (Greenleaf, 1977; Vanourek, 1987; Lubin, 2001; Jennings, 2002; Kezar, 2002; Sartain, 2003; Spears, 2004; Joseph & Winston, 2005 and Brewer, 2010) with the values of being ethical and morally act, love, caring and persuasive, developing others, visionary, wisdom, stewardship, develop community, openness, humility and altruism (Greenleaf, 1970; Spears, 1998; Farling et al., 1999; Laub, 1999; Page & Wong, 2000; Russell & Stone, 2002; Patterson, 2003; Blanchard & Hodges, 2003; Dennis & Bocarnea, 2005; Barbuto & Wheeler, 2006; Covey, 2006; Sendjaya, Sarros & Santora, 2008; Reed, Vidaver-Cohen & Colwell, 2011; van Dierendonck & Nuijten, 2011 and Mahembe & Engelbrecht, 2013). From the definition, elements of servant leadership extracted congruence in the aspects of cooperative values, aims and objectives such as voluntary joint to meet common economic, social and cultural needs by democratically controlled by members (USDA, 1967; Otito O. & Ogionwo W., 1994; ICA 1995; CIRIEC, 2000; Daman Prakash, 2003; Antonio Thomas, 2004 and Kamsi R., 2008) supported with the values of self-help, self-responsibility, democracy, equality, solidarity, openness, caring for others, concern for community and sharing the benefits (Fauquet, Georges, 1965; ICA, 1995; USA Cooperative Information, 1995 and Das, 2006).

Moreover, International Labor Office Geneva (2005) in their *Leadership Training Manual for Women Leader of Cooperative* categorized two orientation for cooperative leaders characteristics so called attitudinal (personal integrity, determination, courage, self responsibility, understanding people, self confidence, humility, and openness) and skill (thinking and planning ahead, making things happen, calculated risks taking, decision making, initiative taking, creative and experimental, conceptualizing, listening, team playing, monitoring and evaluating). It is supported also in article by Robert Cropp (2005) that cooperative leaders must have the criteria of integrity, able to resist pressure, able to work with people, must have knowledge, progressive, loyal, constructive and energetic. These cooperative leader traits are interrelated with servant leadership

characteristics analyzed by scholars. Selected literature about definition and overview of servant leadership and cooperative summarized in the table 1, 2 and 3.

Table 1: The definition of servant leadership and cooperative

THE DEFINITION			
SERVANT LEADERSHIP		COOPERATIVE	
Greenleaf (1977)	Servant-leaders are servants first, who place the needs of others above their own self interest and seek to produce more.	USDA (1960)	A cooperative is a voluntary contractual organization of persons having a mutual ownership interest in providing themselves needed service(s) on a non-profit basis. It is usually organized as a legal entity to accomplish an economic objective through joint participation of its members. In a cooperative the investment and operational risks, benefits gained, or losses incurred are shared equitably by its members in proportion to their use of the cooperative's services. A cooperative is democratically controlled by its members on the basis of their status as member-users and not as investors in the capital structure of the cooperative.
Vanourek (1987)	Effective servant leaders place the needs and well-being of their followers above their own desires and abandon all selfishness.	Otito O & Ogionwo W, (1994)	Cooperative societies are group made of individuals whose inter-related task and specialties enable the total aggregate to achieve set goals, perform complimentary, reciprocal functions
Lubin (2001)	The servant leader helps create an opportunity to influence others' emotional and spiritual healing process that supports the healing of past hurts.	ICA (1995)	An autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise.
Jennings (2002)	Servant leaders employ stewardship to focus on a strong commitment to serve the needs of others and emphasize use of openness and persuasion rather than control.	CIRIEC (2000)	Cooperative are part of the social economy (with mutual and voluntary organizations or non-profit) which forms a prominent part of developed economies.
Kezar (2002)	Helping people feel comfortable and creating an open environment where everyone has a voice, works cooperatively, collectively and uses truth telling skills.	Daman Prakash (2003)	The cooperative is autonomous – it is as independent of government and private firms as possible It is an association of persons. Cooperatives are free to define 'persons' in any legal way they choose – individual and or legal persons
Sartain (2003)	Servant leader has a natural inclination to serve the needs of others in a meaningful way		Members of a cooperative 'meet their common economic, social and cultural needs'. Indeed, in the future helping to provide a better way of life – cultural, intellectual and spiritual – may become one of the most important ways in which the cooperatives can benefit their members and contribute to their communities
Spears (2004)	Is a way of life that has the potential for generating positive change throughout the culture. Is a way of life that has the potential for generating positive change throughout the culture.		The cooperative is a 'jointly-owned and democratically-controlled enterprise'. Within the cooperative control is distributed among members on a democratic basis. The dual characteristics of ownership and democratic control are particularly important in differentiating cooperatives from other kinds of organizations
Joseph & Winston (2005)	Place followers' interests above one's own	Antonio Thomas (2004)	Co-operatives have mutualized institutional purpose for their members or share/stakeholders who are the statutory but not exclusive beneficiaries of goods and services produced. The main aim of co-operatives is not much to achieve the highest return on capital investment as to satisfy a common pre-existing requirement or need, in order to give members or share/stakeholders a greater advantage or saving

			than would otherwise have been possible separately
Brewer (2010)	Is a unique style of leadership ideology which flows against the grain of self-interest human behavior	Kamsi, R., (2008)	The cooperative are formed and owned by a group of individuals for the purpose of improving their standard of living and enjoying the services provided

Table 2: The principles, criteria and values of servant leadership and cooperative

SERVANT LEADERSHIP	
Greenleaf (1996)	Honest, love, responsibility
Spears (1998)	Listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people and building community
Farling et al. (1999)	Vision, influence, credibility, trust, service
Laub (1999)	Valuing people, developing people, displaying authenticity, offering leadership, building communities, sharing leadership
Page & Wong (2000)	Integrity, humility, servanthood, caring for others, developing for others, empowering others, visioning, goal setting, leading, team building, shared decision making
Russell & Stone (2002)	Vision, honesty, integrity, trust, service, modeling, pioneering, appreciation of others, empowerment
Patterson (2003)	Agapao love, humility, altruism, vision, trust, empowerment, service
Blanchard & Hodges (2003)	Selflessness, integrity, honesty, fearlessness, humility, values-driven behavior, faith in unconditional love, openness to feedback, a sense of community, self-acceptance, act as visionary role – (doing the right thing), comprising and an implementation role – (doing things right)
Dennis & Bocarnea (2005)	empowerment, love, humility, trust, and vision
Barbuto & Wheeler (2006)	Altruistic calling, emotional healing, persuasive mapping, wisdom, organizational stewardship
Covey (2006)	Humility, reverence, openness, ability to teach, respectfulness, caring
Liden et al. (2008)	Emotional healing, creating value for community, conceptual skills, empowering, helping subordinates grow and succeed, putting subordinates first, behaving ethically
Sendjaya, Sarros & Santora (2008)	Voluntary subordination, authentic self, covenantal relationship, responsible morality, transforming influence
Reed, Vidaver-Cohen, & Colwell (2011)	Interpersonal Support, building community, altruism, egalitarianism, moral Integrity
van Dierendonck & Nuijten (2011)	Empowerment, accountability, standing back, humility, authenticity, courage, stewardship
Mahembe & Engelbrecht (2013)	Altruistic calling, emotional healing, wisdom, persuasive mapping, organisational stewardship
COOPERATIVE	
Fauquet, Georges (1965)	To make men-men with a sense of responsibility and fellowship, seeking to enjoy full life, both individual and social
ICA (1995)	Cooperatives are based on the values of self-help, self-responsibility, democracy, equality, equity and solidarity.
	In the tradition of their founders, cooperative members believe in the ethical values of honesty, openness, social responsibility and caring for others.
	Cooperative is based on seven (7) principles: Voluntary and open membership, democratic member control, member economic participation, autonomy and interdependence, educational, training and information, co-operation among cooperatives, concern for community
USA, Cooperative Information (1995)	Cooperatives have unique management implications of business ownership and control. Maintaining or improving good member-patron relations involves providing good, honest service and helpful information about the cooperative and the products it handles.
International Labour Office, (2005)	Attitude: personal integrity, determination, courage, self responsibility, understanding people, self confidence, humility and openness. Skills: thinking and planning ahead, making things happen, calculated risk taking, decision making, initiative taking, creative and experimental, conceptualizing, listening and questioning, team playing, monitoring and evaluating.

Robert Cropp (2005)	Integrity, resist pressure, able to work with people, knowledgeable, progressive, loyal, constructive and energetic
Das (2006)	Mutual help, sharing and reduces the social cleavages

To analyze the similarities, the contextual factors in (Barbuto, 2006) servant leadership study being used as indicator to fit servant leadership and cooperative (table 3).

Table 3: The congruence elements between servant leadership and cooperative

CONTEXT	SERVANT LEADERSHIP	COOPERATIVE
Role of Leader	To serve followers	<ul style="list-style-type: none"> • Self help/responsibility • Mutual help • Openness • Ethical value of honesty • Caring for others
Role of follower	To become wiser, freer, more autonomous	<ul style="list-style-type: none"> • Democracy/equality • Openness
Individual level	Desire to serve	<ul style="list-style-type: none"> • Self help/responsibility
Interpersonal level	Leader serve followers	<ul style="list-style-type: none"> • Caring for others
Group level	Leader serve group to meet members need	<ul style="list-style-type: none"> • Mutual help/solidarity
Organizational level	Leader prepares organization to serve community	<ul style="list-style-type: none"> • Social responsibility
Outcome expected	Leader leave positive legacy for betterment of society	<ul style="list-style-type: none"> • Ethical value of honesty • Social responsibility

CONCLUSION

From literature and reviewing, servant leadership criteria congruence with cooperative organization principles and values. It is focused to give more effort in their servicing, encourage others, building community and share decision making (Greenleaf Centre for Servant-Leadership, 2013). Cooperative and their boards can make significant difference through servant leadership concept to enhance better understanding of all of their constituencies: members, employees, management and the greater community. It can be concluded that servant leadership concept has significant congruence to cooperative nature. The criteria of honesty, openness, social responsibility and care for others are values which may be found in all kinds of organizations, but they are particularly cogent and undeniable within cooperative enterprise (ICA, 1995). In this respect, it can be a great fit for cooperative leader with a responsibility to serve the members to adopt servant leadership principles and criteria. In conclusion, following to servant leadership approach via servicing, the term 'serve' can be practiced by cooperative leaders to serve the members, members serve among members (team), team serve the communities and communities serve the world. This is how cooperative as social organization helps people to develop for their socioeconomic and cultural improvement and contribution to the nation through special enterprise – cooperative.

REFERENCE

- Antonio Thomas. (2004). The Rise of Social Cooperatives in Italy. *International Journal of Voluntary and Non-profit Organizations*, Vol. 15, No. 3, 243-263.
- Allemand, I., & Raimbault, S. (2013). Exploring the Role of the Board of Directors in Cooperatives : Lessons for Microfinance 1, 93, 79–93. doi:10.1002/jsc
- Banishree Das, Nirod Kumar Palai and Kumar Das(2006) Problems and Prospectus of the Cooperative Movement in India Under The Globalization Regime, *XIV International Economic History Congress, Helsinki 2006, Session 72*
- Barbuto, J. E., & Wheeler, D. W. (2006). Scale development and construct clarification of servant leadership. *Group & Organization Management*, 31(3), 300-326.
- Basin, N., & Agency, C. D. (2012). Agricultural Cooperative And Rural Livelihoods: Evidence From Ethiopia by Kindie GETNET* Tsegaye Anullo, 181-198
- Blanchard, K. H. and Hodges, P. (2003). *The Servant Leader: Transforming Your Heart, Head, Hands and Habits*. Nashville, TN: J. Countryman.
- Brewer, C. (2010). Servant Leadership: A Review of Literature, *Online Journal of Workforce Education and Development* IV(2), 1–8.
- CIRIEC. (2000). The Enterprises and Organizations of The Third Systems: A Strategic Challenge For Employment. *International Centre of Research and Information on the Public and Cooperative Economy*. Retrieved January 16, 2012, from http://www.ciriec.ulg.ac.be/fr/telechargements/RESEARCH_REPORTS/dgv_ciriec_fulltext_english.pdf
- Covey, S.R. (2006). 'Servant Leadership: Use your voice to serve others', *Leadership Excellence*, 23(12): 5-6.

- Daman Prakash, (2003), Professionalization : Key For Good Governance in Cooperatives, *The Cooperator*, 42 (1), NCUI, New Delhi.
- Das, B. (2006), Problems and Prospects of The Cooperative Movement in India Under The Globalization Regime, 1-14.
- Dennis, R. S., & Bocarnea, M. (2005). Development of the servant leadership assessment instrument. *Leadership & Organization Development Journal*, 26(8), 600–615. doi:10.1108/01437730510633692
- Farling, M. L., Stone, A. G., & Winston, B. E. (1999). Servant leadership: Setting the stage for empirical research. *Journal of Leadership Studies*, 6(1/2), 49-72.
- Fauquet, Georges, (1965), *The Co-operative Sector*. (First published in 1935). English translation by Co-operative Union, Manchester, 1951.
- Ganesh N. Prabhu, (1999) "Social entrepreneurial leadership", *Career Development International*, Vol. 4 Iss: 3, pp.140 – 145.
- Gertler, M. (2001): *Rural Co-operatives and Sustainable Development*, Saskatoon SK: Centre for the Study of Cooperatives, University of Saskatchewan.
- Gibson, R (2005): *The Role of Cooperatives in Community Economic Development*, RDI Working Paper # 2005-3.
- Gonzaga University, & Robert K. Greenleaf Center (2005). *The International Journal of Servant-Leadership*, 1(1), 3-27.
- Greenleaf, R. K. (1970). *The servant as a leader*. Indianapolis, IN: Greenleaf Center.
- Greenleaf, K., Robert (1977). *Servant Leadership*. Mahwah, NJ: Paulist Press
- Greenleaf, R.K. (1996). *On becoming a servant-leader*. San Francisco: Josey-Bass Publishers.
- Greenleaf Centre for Servant-Leadership. (2013). Retrieved January 15, 2013, from <https://www.greenleaf.org/>
- International Cooperative Alliance, ICA (1995). Statement of the Cooperative Identity. <http://www.wisc.edu/uwcc/icic/issues/prin/21-operativeidentity.cent/identity.html>.
- International Labour Office Geneva (2005), *Leadership Training Manual for Women Leaders of Cooperative, India*. Retrieved February 2014, From http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---sro-new_delhi/documents/publication/wcms_124337.pdf
- Jennings, D. B. (2002). Those who would lead must first serve: The praxis of servant leadership by public school principals. *Dissertations Abstracts International*, 63 (04), 1207.
- Joseph, E. E., & Winston, B. E. (2005). A correlation of servant leadership, leader trust, and organizational trust. *Leadership & Organization Development Journal*, 26(1/2), 6- 22.
- Kamsi, R. (2008), 'A good governance of cooperatives', *Coop Dimension*, 1 14-21.
- Kenkel, P., & Park, J. (2011). Theme Overview : Critical Issues For Agricultural Cooperatives, 26(3)
- Kezar, A. (2002). Reconstructing static images of leadership: An application of positionality theory. *Journal of Leadership Studies*, 8, 94.
- Laub, J. A. (1999). *Assessing the servant organization: Development of the Servant Organizational Leadership Assessment (SOLA) instrument*. Doctoral dissertation, Florida Atlantic University, Boca Raton
- Lees M., (1995), 'Corporate governance in European co-operatives' in *The World of Co-operative Enterprise 1995*, Plunkett Foundation, Oxford.
- Lees M. and Volkers R., (1996), 'General trends, findings and recommendations', *Review of International Co-operation*, 89, 4, 37–49.
- Levin, M. (2002): *The Promotion of Cooperatives*, ILO Cooperative Branch, at www.ica.coop/europe/ra2002/speech
- Lubin, K. A. (2001). Visionary leader behaviors and their congruency with servant leadership characteristics. *Dissertation Abstracts International*, 62 (08), 2645.
- M. Karthikeyan. (2013), Determinants of Cooperative Leadership for Social Innovation: An Assessment of Selected MPCSS in Oromia Region of Ethiopia. *Malaysian Journal of Cooperative*, Vol. 9, 47-75
- Mahembe, B., & Engelbrecht, A. S. (2013). A confirmatory factor analytical study of a servant leadership measure in South Africa. *SA Journal of Industrial Psychology*, 39(2), 1–8. doi:10.4102/sajip.v39i2.1127
- Mohamad, M., Othman, I. W., & Mohamed, A. (2013), Accountability Issues and Challenges: The Scenario for Malaysian Cooperative Movement, *International Journal of Management Science and Engineering*, Vol:7(6), 872-877
- Newfoundland and Labrador Federation of Co-operative (2006), Module # 1, Basic of The Cooperative Model, Coop Publication and Reports Online assessed at http://www.ibrd.gov.nl.ca/regionaldev/Basics_of__Co_operative.pdf
- Newfoundland and Labrador Federation of Co-operative (2006), Module # 1, Basic of The Cooperative Model, Coop Publication and Reports Online assessed at http://www.ibrd.gov.nl.ca/regionaldev/Basics_of__Co_operative.pdf
- Nkhoma, A. A., & Conforte, D. (2011). Unsustainable cooperatives : lessons from Malawi, 1–9.
- Page, D., & Wong, T. P. (2000). A conceptual framework for measuring servant-leadership. In S. (Ed.), *The human factor in shaping the course of history and development*. (pp. 69-110). Lanham, MD: University Press of America.
- Parnell, Edgar, (1995), *Reinventing the Co-operative Enterprise for the 21st Century*. Plunkett Foundation.Oxford, United Kingdom.
- Patterson, K. (2003), "Servant leadership: a theoretical model", Doctoral Dissertation, Graduate School of Business, Regent University.
- Puri, S. (1979), *Ends and Means of Cooperative Development*, New Delhi: National Cooperative Union of India
- Russell, R. F., & Stone, A. G. (2002). A review of servant leadership attributes: Developing a practical model. *Leadership & Organization Development Journal*, 23(3/4), 145-157.
- Otito O & Ogionwo W. (1994). *An Introduction to social studies*. Heinemann Educational Books, Nig Plc.
- Rural Business-Cooperative Service, (2001). *Cooperatives: What they are and the role of members, directors, managers, and employees*. Washington, D.C.: United States Department of Agriculture. Retrived January 2014, From <http://www.rurdev.usda.gov/supportdocuments/cir11-ppt.pdf>
- Russell, R. F., & Stone, A. G. (2002). A review of servant leadership attributes: Developing a practical model. *Leadership & Organization Development Journal*, 23(3/4), 145-157.

- Reed, L. L., Vidaver-Cohen, D., & Colwell, S. R. (2011). A New Scale to Measure Executive Servant Leadership: Development, Analysis, and Implications for Research. *Journal of Business Ethics*, 101(3), 415–434.
- Robert Cropp (2005), Cooperative Leadership, University of Wisconsin Centre of Cooperative, Bulletin 9. Retrieved February 2014, From: http://www.uwcc.wisc.edu/pdf/Bulletins/bulletin_07_05.pdf
- Sartain, L. (2003). HR from the heart: Inspiring stories and strategies for building the people side of great business. New York: AMACOM.
- Sendjaya, S., Sarros, J. C., & Santora, J. C. (2008). Defining and measuring servant leadership behavior in organizations. *Journal of Management Studies*, 45(2), 402-424.
- Skurnik, S., (2002), “The Role of Cooperative Entrepreneurship and Firms in Organizing Economic Activities-Past, Present and Future”, *The Finish Journal Business Economics*, Vol. 1 pp. 103-124
- Spears, L. (1995). Servant Leadership and the Greenleaf Legacy. In Spears, L. C. (ed.) Reflections on Leadership. New York: John Wiley & Sons, Inc.
- Spears, L. C. (1998). Servant-leadership. *Executive Excellence*, 15(7), 11. The Circle of Responsibilities for Co-ops Board. (2003). Retrieved March 02, 2013, from www.rurdev.usda.gov/rbs/pub/cir61.pdf
- Spears, R. (2004) “Governance in Democratic Member Based Organisations” *Annals of Public and Cooperative Economics* Vol 75 (1) pp 33-60.
- Somavia, J. (2002): ILO Recommendations No 193 on Cooperatives, at www.ica.coop/europe/ra2002/speech
- Tan, C.C., & Selvarani, P. (2008, October 15). Coping with cooperatives. *New Sunday Times*, pp. 5
- United States Department of Agriculture (USDA), (1960). Retrieved January 2011, From <http://www.rurdev.usda.gov/rbs/pub/jan99/1960s.html>
- USA Cooperative Information Report, (1995), Cooperative Management, Farmer Cooperative in United States, United States Department of Agriculture Rural Business-Cooperative Service, (1), 3-32
- Vanourek, R.A. (1987). Servant Leadership and the future. Indianapolis, IN: The Robert K. Greenleaf Centre.
- van Dierendonck, D., & Nuijten, I. (2011). The Servant Leadership Survey: Development and Validation of a Multidimensional Measure. *Journal of business and psychology*, 26(3), 249–267. doi:10.1007/s10869-010-9194-1