

# Impact of Globalization on Servant Leadership Development in Church Context

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## ABSTRACT:

Servant leadership development is a critical priority in today's world at global, regional, and local levels. The phenomenon of globalization forces global leaders to change their long years perspectives and experiences. The empirical research viewed information technology as a driving force for the expansion of globalization. This situation of the current world impacts servant leadership development. The study was conducted by examining and analyzing journal articles, books, reports, and other website sources on the topic. The study applied five theories: Modernization Theory, Servant Leadership Theory, Contingency Theory, Transformational Theory, and System Theory to generate new ideas that fill the knowledge gap within contemporary servant leadership challenges. An empirical literature review method was used and applied by examining journal articles on the topic. Conclusion and recommendations were given that today's leaders should be skillful and competent to overcome the challenges of globalization. The leaders were advised to use information technology to be effective in their leadership in the era of globalization. Future researchers can study other aspects of the impact of globalization on servant leadership.

*Keywords:* globalization, servant leadership development, information technology

## I. INTRODUCTION

We live in a world that is changing every day (Croucher, 2018; Daft, 2015). Globalization views, changing demographics, and technology are impacting today's world (Almeida & Chase-Dunn, 2018). Globalization influences all organizations, and religious settings including servant leadership development (Daniels, 2021). According to Ivancevich et al. (2013), globalization is an emerging competitor, new

technologies, demographic shifts, new markets, and organizational alliances cause organizations to change their structures, processes, and behaviors. Even in the absence of environmental changes, organizational processes, and behavior may become dysfunctional in achieving organizational effectiveness.

Globalization has both advantages and disadvantages to servant leadership development. According to Mulat (2021), the advantages of globalization include expanding opportunities for education, economic growth that includes finance borrowing from world financial markets, sharing culture, and technology transfer. On the contrary, the disadvantage of globalization is loss of cultural identification. Moreover, it removes the restrictions of state-enforced exchanges and it increases the integration and complex systems of production (Agwu & Atuma, 2015). Globalization breaks the borders between the countries mixes up the cultures of people and destroys identity (Mulat, 2021).

As a result of the impact of globalization, servant leadership in the twenty-first century is under the influence of different global views. The fastest-growing population, environmental changes, increasing urbanization, international businesses or marketing systems, the civilization of the people, conditions of the world economy, and means of communication all have an impact on servant leadership development (De Kluyer and Peare, 2011, Luthans, 2008). Servant Leaders of today's church should be strategic in leadership. They have to be critical thinkers to compete in the contemporary world situation. This study contributes to the body of knowledge on how globalization impacts servant leadership development. It provides basic information to leaders to respond to the challenges of globalization.

## II. PROBLEM STATEMENT

Globalization is an umbrella of diversity that includes individual biases (ethnic and gender bias) and social inequities, work isolation among high and low-status workers (Daniels, 2021). According to Black and Morrison (2020), the phenomenon of globalization forces global leaders to change their long years perspectives and experiences. The world is changing rapidly every day and managers or leaders are responsible for positioning their organizations to adjust to new needs (Daft, 2015). That makes the

leadership in the twenty-first century under the influence of different worldwide movements, views, and activities.

Globalization as a modern culture influences all people in the whole world using modern technologies that open opportunities to make worldwide communications such as electronic mail or the internet, Facebook, Twitter, YouTube, and other media (Almeida, 2016), and this worldwide communication access developed multicultural societies. The main concept of servant leadership is serving others first, building community, and developing good character among societies. On the contrary, globalization unifies all cultures of the world and mixes good and bad practices of societies (Zewiefel, 2013). This phenomenon of globalization brings an identity crisis and affects servant leadership development.

There is a global leadership crisis that includes all leadership styles (Daniels, 2021). Parker (2013) describes the fundamental monograph that global crisis includes war, climate change, and catastrophe in the Seventeenth Century. The globalization perspective is moving fast by using information technologies. Thus, this study has valuable input by providing a literature review on the impact of globalization on servant leadership development and it fills the knowledge gap.

### III. OBJECTIVES

1. To review conceptual literature on the impact of globalization on servant leadership development in a church context.
2. To review theoretical literature to identify the advantages of globalization for leadership development in the church.
3. To review empirical literature to explore the benefits and challenges of globalization and to give awareness to leaders of the church.
4. To provide recommendations for leaders to evaluate their leadership in the era of globalization.

### IV. SIGNIFICANCE OF THE STUDY

This study reviews prior research to develop the concept of how globalization impacts servant leadership development. Knowledge is important as the Bible says, "Because you have rejected knowledge, I also reject you as my priests." (NIV 1998, Hosea 4:6). Leaders in the church context will benefit from the result of this research which will bridge the knowledge gap of leaders regarding the impact of globalization.

Boxall and Purcell (2016) stated that technology gives a wide opportunity for the development of globalization. However, many leaders, especially in developing countries like Ethiopia, do not have awareness of what is going on around the world. Many leaders in Ethiopia do not have access to the internet and related technologies. For example, according to the Ministry of Innovation and Technology Report 2020, only 15% Ethiopian population is using the Internet. Among them less than six percent are leaders. If the leaders are not aware of it, the expansion of globalization and technological advancement can set back the development of leadership. In today's very complex and changing world, leadership development is strongly needed. Therefore, researching what develops leadership and what would be destructive leadership development is essential.

In this regard, by understanding the challenges and benefits of globalization, servant leaders can increase their leadership skills to compete in the current situation. This study develops the servant leadership concept and advances competencies for effective leadership. The study benefits servant leaders to have sufficient knowledge and understanding of the impact of globalization.

### V. REVIEW OF THE TERM GLOBALIZATION

According to Almeida and Chase-Dunn (2018), globalization is defined as a deepening international that encompasses information exchange, world cultural and policy diffusion, and the interdependence of trade etc. As Mulat (2021) defined, globalization is a means and bridge for the flow of technology, economy, knowledge, culture, and values exchange, people's perspective across boundaries. Zinkina et al. (2019) globalization is a phenomenon that started to spread through the internet in the 1970s and the internet continued global marching in the 1990s. Al-Rodhan et al. (2006) state that "globalization is a process that encompasses the causes, course, and consequences of transnational and trans-cultural integration of human and non-human activities" (P. 36). Different writers define and describe globalization in many different ways. In addition, Lam (2010) defined globalization as the buzzword of the decade which has reached into every corner of society. According to WHO (2020), globalization is "the increased interconnectedness and interdependence of peoples and countries. Globalization makes bridges so that people can share their views, customs, beliefs, and practices across the border. Globalization encourages and develops a free-market society, and expands cultural exchanges (Oana, 2011).

### VI. THE CONCEPT OF GLOBALIZATION

The concept of globalization is that today's world is integrated socially, and economically. Politically and culturally through the advancement of technology (Davies, and Egbuchu, 2019). Similarly, Appelbaum and Robinson (2005) stated the concept of globalization is reshaping the world in the area of social life, traditions, policies, and economics across boundaries. As they discussed there were impacts of globalization on different countries' social lives.

According to Popoola (2020), globalization is one of the concepts of social science that holds a variety of definitions. It is a social phenomenon that has no end movement. The concepts of globalization are defined by scholars both positively and negatively. A positive view of the scholars on globalization is that they believe globalization improves the standard of people's living and advancement encouraging free business or trade and making effective communication with mutual understanding. On the other hand, the negative view of scholars on globalization is that they believe, it is an instrument for imperialism to threaten and expand inequality, and homogeneity, creating dislocation and violence.

Irani and Noruzi, (2011) described globalization as the pursuit of classical liberal, free-market; policies in the world economy; economic liberalization; the dominance of Western; Westernization or Americanization; the proliferation of new information technologies; the internet revolution; the single

unified community and worldwide integration. Globalization becomes a trend rather than a condition. According to Ivancevich et al. (2013), globalization is characterized as a connector of all international movements such as business and economic networks, transportation, communication, institutions, etc.

## VII. ADVANTAGES OF GLOBALIZATION

According to Popoola's (2020) description, globalization is a process of many social relations strongly connected and human lives are increasingly being together in the world as a single place. Mulat (2021) discussed the advantages including expanding opportunities for education, economic growth that includes finance borrowing from world financial markets, sharing culture, and technology transfer. Globalization is also a multi-dimensional process involving the reorganization and reorientation of the entire economic and social systems (Todaro, 1981). Another advantage of globalization is that it makes a bridge for the communication of the international community. It develops free market (business) systems across boundaries. In other words, it increases free-trade nations. Because globalization involves economic integration; the transfer of policies across borders; the transmission of knowledge; and cultural stability (Daniels, 2021).

According to Knezevic (2023), leaders who are open to using technology can improve their communication, decision-making, flexibility, transparency, and continuous development. Its terms of business, globalization is a concept of revolution and an establishment of the global market free from socio-political control. In terms of education, Van Damme (2002) discussed the UNESCO convention on the topic of "Globalization and Higher Education." Globalization opens education opportunities wider and borders less. As a result of globalization and information technology, many countries' higher education systems are forced to change and there is a decrease in public funding, forced to adopt IT to offer quality education at low cost. This is one of the most important advantages of globalization and technology.

## VIII. DISADVANTAGES OF GLOBALIZATION

Some of the disadvantages of globalization are loss of cultural identification, uncontrollable media usage that allows open access to both bad and good views and practices, health issue problems (Mulat, 2021). Globalization removes the restrictions of state-enforced exchanges and it increases the integration and complex systems of production (Agwu & Atuma, 2015). According to Oana, (2011) disadvantage of globalization is that the world economy has become increasingly visible trend deviation of interest rates relatively high, a phenomenon that leads to an increase in financing costs and international banking markets, potentially, to maintain or increase in external indebtedness.

According to Popoola (2020) globalization is a triumph of a capitalist world economy together with a global division of labor. In some developing countries, for example, in Nigeria, individuals with specific skills may become jobless when there are insufficient opportunities within a given society as the government does not make it a part of their priority to provide jobs for its people (Popoola, 2020). It increases the integration and complex systems of production and breaks the borders between the countries mixes

up the cultures of people and destroys identity (Agwu & Atuma, 2015). In addition, Uvali'c-Trumbi'c (2002) described globalization raises new issues and throwing new light on some old issues which indicates the necessity for changes in how the higher education community thinks of itself in the global context and in how it shares problems and collaborates in the search for solutions. It also enhances wickedness and violations among nations. This phenomenon of globalization impacts the development of servant leadership.

In conclusion, regarding the advantages and disadvantages of globalization, a study conducted by Mulat (2021) in Ethiopia examined the advantages and disadvantages of globalization. The study has done a comprehensive review of the impact of globalization in developing countries. The findings of the study revealed both the advantages and disadvantages of globalization. The advantages include expansion and opportunities for education, economic growth that includes finance borrowing from world financial markets, sharing culture, and technology transfer. On the contrary, disadvantages of globalization are loss of cultural identification, uncontrollable media usage that allows open access for both bad and good views and practices, health issue problems. Moreover, according to Mulat (2021) globalization removes the restrictions of state-enforced exchanges and it increases the integration and complex systems of production (Agwu & Atuma, 2015). According to Ivancevich et al. (2013), globalization interconnects all countries, institutions, and people. It develops also the interdependency of transportation, distribution, communication, and economic networks across international borders. Furthermore, globalization breaks the borders between the countries mixes up the cultures of people, and destroys identity.

In this regard, the study suggests that servant leaders should identify both the positive and negative side of globalization. Using positive parts of globalization benefits servant leadership development. On the other hand, understanding the disadvantages of globalization helps to defend the negative effect of servant leadership.

## IX. IMPACT OF INFORMATION TECHNOLOGY

Technology advances civilization and expands globalization. Because of the invention of new machines and designs every time, the new generation is very quick to know, to communicate, and to act. Technology makes the whole world very close to each other. The fastest means of communication such as radio, television, internet communication (e-mail, Facebook, Twitter, video, YouTube), telephones, or mobile phones, etc. are forces for the expansion of globalization and impact all areas of life. Mullins (2010, Mullins & Cronan, 2021) stated clearly that technology influences the patterns of people's behavior, lifestyle, customs, and beliefs. In organizational or institutional settings, the impact of technology is very high.

Technology is one of the driving forces of current world societies, individuals, families, and organizations. Boxall and Purcell (2016) explained, "Technological advances continue to challenge and surprise us in all dimensions of life—from social to economic to political and personal. Globalization is largely working through technology. Even though it has tremendous

advantages, technology has become one of the challenging forces of the 21st century. Digital technology formed a digital workplace. Because today's technology changed or drove an organization to work in a digital workplace. People perform zoom meetings, zoom education, video conferences (Daft, 2015). Thus, technology gives a wide opportunity for globalization.

## X. CONCEPT OF SERVANT LEADERSHIP

Servant leadership is a practical leadership that requires choosing to put these characteristics into practice: listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of others, and building community (Northouse, 2019). Servant leadership influences organizational performance and outcomes and also positively affects followers. Various studies have found a positive relationship between servant leadership and organizational citizenship behaviors (Ghalavi & Nastezaie, 2020). Servant leadership has an effect on the function of organizational teams. Moreover, the results showed that servant leadership contributed positively to team effectiveness by enhancing group work performance. Moreover, servant leaders build a community by providing a place where people can feel safe and express their individuality.

Guillaume and Williams (2013) discussed the value of global servant leadership in multinational corporations. As they describe, the world become a small place because of globalization systems and we are living like a small village. What leaders should know is that we are attached to or bombarded by new ideas, new perspectives, and new concepts every day and thinking the previous as old. The high speed of communication through information technology brings increasing change at the global level.

The effectiveness of a servant leader is based on the commitment to serve others. Kolzow (2014) stated eight traits of effective leaders such as intelligence which is the ability to integrate and interpret information. The second is creativity which is innovative and original in their thinking. The third is self-confidence which is related to trust in themselves and confidence in their abilities. The fourth is drive which is a high level of energy, initiative, and tenaciousness. The fifth one is task-relevant knowledge which is understating or knowing their business and what it takes to make it successful. The sixth is credibility which is honesty, trustworthiness, predictable, and dependable. The seventh is motivation which is related which is influencing others to achieve shared goals. The eighth is flexibility which is the process of adapting to fit the needs of followers and demands of situations. The development of these traits makes a servant leader fully competent to respond to the impact of globalization.

## XI. THEORETICAL FRAMEWORK

According to Adom et al. (2018), theoretical and conceptual frameworks are ingredients for quality research. A theoretical framework is not only an ingredient, but it is also a foundation for any research process (Chukwuere, 2021). Additionally, Robinson et al. (2011) suggested that theory should be applied to certain research issues to generate new insights. Moreover, Nakano and Muniz (2018) discussed theories as a system of concepts that

explain facts and provide information on how the phenomena work the way that we do. The purpose of theories is to share new insights that develop the research in the specialization area. The following theories are selected to apply in this research to form a theoretical framework for the project: Modernization theory, Transformational leadership theory, Contingency theory, System theory, Trait Theory of leadership, and Servant leadership Theory.

### MODERNIZATION THEORY

According to Matunhu (2011), the movement of modernization begins the 1950s and 1960s as an economic theory that is rooted in capitalism. This concept of modernization incorporates the full spectrum of the transition and drastic transformation that a traditional society has to undergo to become modern (Hussain et al., 1981; Lenin, 1964). This theory is appropriate to apply that globalization and modernization are related to each other and are used in similar ways to control societies. (Popoola, 2020). For instance, globalization advancement is as progressive as modernization is. For both of them, information technology is a driving force. Therefore, this theory develops the idea by showing how globalization has an impact on servant leadership development.

### SERVANT LEADERSHIP THEORY

Servant Leadership Theory is characterized as a more ethical and people-centered theory of leadership (Van Dierendonck et al., 2023). There are three philosophical bases for the theory of servant leadership. The first idea is that the motivation of servant leadership is to serve first, not to lead. The second one is that a servant leader is one who later serves out of promptings of conscience or in conformity with normative expectations. The third idea is that the self-concept of servant leaders is viewing themselves as stewards which also means a house of managers (Northouse, 2019).

In addition, According to Awasthi and Walumbwa (2023), servant leadership theory can be applied both in the political as well as administrative leadership roles of government. The study concluded that servant leadership builds and bridges trust with both internal and external stakeholders for the development of the community, well-being, and prosperous future of the society. Similarly, Northouse (2019) noted that servant leadership fosters the development of a community and it allows followers to identify with something greater than themselves that they value. In this regard, this theory is applicable to support servant leadership development.

### CONTINGENCY THEORY OR SITUATIONAL THEORY

The contingency theory believes that there is no best model for organizational management. The contingency approach like situational theory depends on situations. Globalization is the situation of the twenty-first century. Northouse (2016) stated, "The situational leadership theory recognizes and stresses that there is no one best style of leadership; instead, leaders need to be flexible and adapt their style to the requirements of the situation." (p.112). Therefore, the contingency theory or situational theory

was applied to develop the idea of servant leadership development on the impact of globalization.

### TRANSFORMATION LEADERSHIP THEORY

Transformation leadership theory focuses on continuous learning and building relationships. The ultimate goal is to "transform" the goals, vision, and followers by modeling them and molding them into a cohesive team (Kolzow, 2014). The impact of globalization changes the minds of leaders to take action. The transformation leadership theory is appropriate to build the idea of servant leadership development and transforming leadership by responding to the impact of globalization. The impact of globalization changes the minds of leaders to take action. The transformation leadership theory is appropriate to build the idea of servant leadership development and transforming leadership by responding to the impact of globalization. Bringing change and transforming people is the foundation for transforming organizations. Therefore, the transformational leadership approach is a good framework to apply in any organizational leadership.

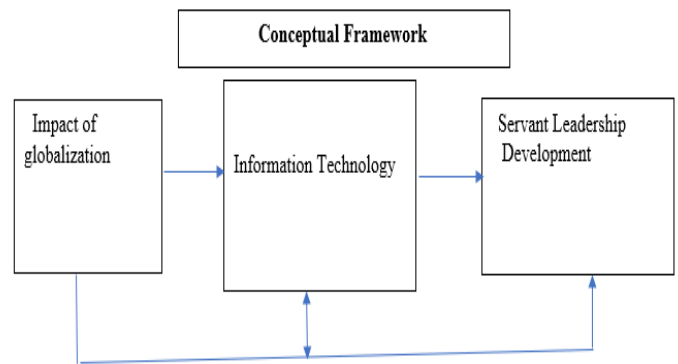
### SYSTEM THEORY

Mullins (2010) discussed the systems approach encourages leaders to view the organization or church both as a whole and as part of a larger environment. All organizations, companies, universities, and colleges have a vision, mission objectives, and goals to achieve. George (2014) defined a system as an established arrangement of parts that are interrelated and interdependent to accomplish particular or predetermined objectives. The systems approach is a good approach for organizations or institutions to apply. A system theory enables leaders or managers to describe the behavior of organizations both internally and externally. A system theory fits to apply that impacts globalization external challenge for leadership development. Leadership can be effective by using different systems and methods as a way to overcome the challenge.

### XII. CONCEPTUAL FRAMEWORK

Elangovan & Rajendran (2015) described, "Developing a conceptual research model gives freedom to the researcher to think of a new arrangement within the context of the theory that will support the practicing managers." The conceptual framework is a guide map and blueprints to undertake the research work. It helps to investigate the level of understanding and how much knowledge leaders have regarding the current global movement.

A conceptual framework is a pictorial structure of research that displays why this research is important and what its findings and contributions are (Varpio et al., 2020). According to Camp (2001), a conceptual framework is a structure, which the researcher believes can best explain the natural progression of the phenomenon to be studied. The following describes the conceptual framework of the study.



Source: (Researcher, 2024)

The above conceptual framework presented the impact of globalization on servant leadership development through information technologies. This conceptual framework portrayed globalization as the independent variable and servant leadership is a dependent variable in this study. That is how globalization impacts servant leadership and the way to respond to the challenge.

### XII. EMERGING KNOWLEDGE GAP

This study's results indicated that there was a knowledge gap because of the limitation of research work on the subject impact of globalization on servant Leadership development. Most of the research work was done on different concepts and other leadership styles rather than servant leadership (Muller-Bloch, Kranz, 2014; Muller Mizzell & Huizing, 2018). Thus, this research contributes to filling the research gap on the subject. The study found that the new policies and political systems are developing and expanding because of the globalization movement that affects servant leadership in one way or another. Since globalization continues its advancement, its impact on world systems also increases and this has a negative effect on the development of servant leadership. There is a knowledge gap among leaders because of not using modern technology effectively. Thus, leaders need awareness to adapt to new systems and integrate current views without missing a concrete standard of servant leadership.

The study applied different theories such as Modernization Theory, Servant Leadership Theory, Contingency Theory, Transformational Theory, and System Theory. These approaches generate new ideas that fill the knowledge gap within contemporary servant leadership challenges. The study revealed that globalization impacts servant leadership development because it demands well-educated leaders who can be influential on a global level. However, many leaders are not educated and not ready to respond to the coming challenges. To be an effective leading church or organization in this globalization era, leaders should adopt different views and approaches and need to be flexible. Thus, this study suggests that leaders need to adjust their leadership style to the situation that they are living in.

#### XIV. EMPIRICAL LITERATURE REVIEW ON THE IMPACT OF GLOBALIZATION

A study conducted by Almeida and Chase-Dunn (2021) examined the impact of globalization on collective action and social movements in the USA. The study found that there were three areas of global change and movements. They are long-term global trends and collective action, research on national and local challenges to economic globalization, and the emergence of contemporary transnational social movements. Moreover, the study findings revealed that globalization has a global level role in influencing social institutions and social structure. The study indicates that globalization influences not only social movements and actions but also has impacts on servant leadership development.

The study conducted by Traore (2023) analyzed the impact of globalization and governance in Mali. The finding indicates that globalization has had a profound impact on leadership development and governance in the contemporary world. According to Traore (2023), globalization is a complex and multifaceted phenomenon that has a strong effect on every sector of society includes religious sector. It can be seen now as a cultural norm that we view and interact with the world. In this regard, globalization can bring strong impact on servant leadership development.

The study done by Dhamija, Chiarini, and Shapla (2023) explored the connection between technology and leadership styles. The findings indicated that technology connects innovative leadership developments and organizational development. Thus, technology brings new ideas to servant leadership and influences its development. Research done by Megheirkouni and Mejheirkouni (2020) analyzed the challenges of the twenty-first century to leadership development. A study adopted the exploratory literature review on leadership development. The findings of the study revealed that to overcome the challenges of leadership development, theories of leadership can be a base to address the problems. This study suggests the current study to develop servant leadership theories to overcome the challenges of globalization of the twenty-first phenomenon.

Furthermore, a study done by Knezevic (2023) explored the impact of globalization on leadership styles in Serbia. The results of the study revealed globalization and its technology can have a profound impact on the view of leaders' approach and their work. The study indicated that leaders who are open and use technology can improve their communication, decision-making, flexibility, transparency, and continuous development. Based on this study result, the development of servant leadership in today's world can be impacted by globalization and technology.

The journal article written by Wadhwa and Parimoo (2013) examined the impact of globalization in that it has made the whole world into one entity and opened access to trade, education, investment, and more independent movements. The finding indicates that globalization created a boundary-less activity and it affects servant leadership development. This is because the scenario demands leaders to be competitive in skill and practice. In the era of globalization, servant leaders need global skills to serve and to be effective.

The study conducted by Sana et al. (2021) investigated the impact of globalization through trade, foreign direct investigations, and technology on employment shifts in the labor market of Pakistan.

The results of the study showed that technological development significantly increases the employment of females relative to males. Thus, according to the results, it reduces the gender-based employment gap. This study indicates how globalization influences the social life of the people. Similarly, globalization impacts the development of servant leadership.

Yaseen (2016) noted the impact of globalization on developing human resource leadership skills. The abstract of the journal article is clear and it explains the purpose of the paper precisely. It includes findings that will help future researchers. The writer stated also how globalization influences global companies, the global economy, culture, and politics through new technologies. In the introduction part, the concept of globalization is clearly stated. In this paper, an academic literature review on globalization, e-leadership, and e-skills has been done and it also presented the variety of e-skills required for success and the technology that supports leaders.

The journal article under the title of "Globalization and Nigeria's Economic Development" (Popoola, 2020), gives basic concepts of globalization. According to the article, scholars were divided into two. Some scholars had a positive view of globalization and others had a negative view of globalization. The journal article discussed both the positive and negative perspectives of scholars. The author used a theoretical framework that matches the research. The conclusion of the research stated the impact of globalization that it created a gap between rich and poor people in Nigeria. The recommendation was also given that the country Nigeria needs to focus education sector and make the country to growth and develop adequately. As the writer discussed, they should use technology because it helps to work things in a fast manner in a short time. The research designs, target population, respondents, research setting, sampling designs, data collection methods, and data analysis tools were partially used. The research lacks the right steps of scientific research methodologies.

#### XV. EMPIRICAL LITERATURE REVIEW ON SERVANT LEADERSHIP DEVELOPMENT

Canaves and Morrison (2020) have done a systematic literature review approach on servant leadership. The study discussed that servant leadership is a form of moral-based leadership where leaders focus on serving others first. The result indicates that servant leadership can positively affect individual and organizational outcomes. Thus, where there is servant leadership development, there will be individual and organizational growth.

A study done by Daniels (2021) explored servant leadership in a globally diverse and inclusive organizational culture. The study described that globalization is an umbrella of diversity, individual biases, social inequality, and work alienation. In conclusion, for the challenges of globalization and its products, the implementation of servant leadership and its development can be remedied.

According to the study by Black and Morrison (2020), the phenomenon of globalization forces global leaders to change their long-term perspectives and experiences. The findings of the executives indicated that developing the right quality and quantity of global leaders is needed to balance the global leadership

challenge. Thus, servant leadership development is globally significant in the twenty-first century.

A study conducted by Pawar et al. (2020) explored organizational servant leadership to provide an evidence-informed answer to how can we apply servant leadership. The study used a systematic literature review adapted from the medical science. The result revealed that there is no consensus on definitions of servant leadership. Servant leadership is a viable theory of leadership that helps organizations and enhances us. The study suggests the theory of servant leadership is not only theoretical but also it is practical. Other studies are also in line with the study that servant leadership influences organizational performance and outcomes Ghalavi & Nastiezaie, 2020).

According to Kiersch and Peters (2017) examined leadership development as tools for authentic and servant leadership development. The finding shows that a review of literature on the servant leadership development provides concrete recommendations for student leadership development. Thus, studying servant leadership and using its principles can be a base for leadership development.

#### XVI. CONCEPTUAL, THEORETICAL AND METHODOLOGICAL GAPS

A majority of the previous studies were conducted on different concepts rather than servant leadership about the impact of globalization. For instance, a study done by Almeida and Chase-Dunn (2021) examined the impact of globalization on collective action and social movements in the United States of America. The study found that there were three areas of global change and movements. They are long-term global trends and collective action, research on national and local challenges to economic globalization, and the emergence of contemporary transnational social movements.

In terms of methodological gaps, this study found gaps based on the empirical literature review. Methodological gaps include; the research design of the study, the target population of the study, the sample size, and the methods of data collection and analysis (Mun Yao, 2021). This study has found different methodologies that researchers used. For instance, Kiersch and Peters (2017) used a multi-disciplinary approach to conduct a study. The study examined leadership development as a tool for authentic and servant leadership development. Other studies also done by Pawar et al. (2020) used a systematic literature review adapted from medical science. The study explored organizational servant leadership to provide an evidence-informed answer that how can we apply servant leadership.

Based on the empirical literature review, there are gaps in previous studies that need to be filled by this study. In this regard, the current study fills conceptual and methodological gaps by researching the concept of the impact of globalization on servant leadership. Regarding methodology, this study used an empirical literature review by examining previous research and to have sufficient evidence to develop the current study.

#### XVII. CONCLUSIONS AND RECOMMENDATIONS

The purpose of the study was to review theoretical, conceptual, and empirical literature on the impact of globalization on servant leadership development. Servant leadership development is a

crucial issue globally, regionally, and locally. However, the study found that the impact globalization systematically impacts the development of servant leadership. This empirical research was done by focusing on reviewing prior literature on the impact of globalization on servant leadership development. The finding indicated that globalization has had a profound impact on leadership development and governance in the contemporary world.

The emerging issues leading to gaps show that servant leadership development remains relevant despite the recent conceptual and theoretical criticism. The study found that the impact of globalization is not only on servant leadership development but also it impacts the world politics, economy, religious sectors, and all areas of life.

#### XVIII. RECOMMENDATION

The study revealed that globalization has both advantages and disadvantages. The advantages include expansion and opportunities for education, economic growth that includes finance borrowing from world financial markets, sharing culture, and technology transfer. On the contrary, the disadvantages of globalization are loss of cultural identification, and uncontrollable media usage that allows open access to both bad and good views and practices. In this regard, the study recommends that servant leaders should identify both the positive and negative sides of globalization and use the positive parts of globalization benefits to servant leadership development. On the other hand, leaders should ignore and defend the negative effect of globalization on servant leadership development.

This study recommends leaders think critically and widely to assess global-level movement's that benefits and affects servant leadership development. Leaders of current organizations, government, and religious sectors need awareness to adapt to new systems and integrate current views without missing a concrete standard of servant leadership. The study also recommends leaders that they need to adjust their leadership style to the situation that they are living in. Thus, the leaders were advised to use information technology to be effective in their leadership in the era of globalization. Today leaders need to think globally and act locally.

#### XIX SUGGESTION FOR FURTHER STUDIES

There need to further focus on conducting research on servant leadership development and other styles of leadership concerning the impact of globalization. Future researchers can study other aspects of the impact of globalization in relation to other leadership styles.

A suggestion for future research is that more research is needed on the impact of globalization on servant leadership. Because it is the highest demand of today's generation is leadership.

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