

# Innovations

## The Effect of Servant Leadership Style on Employees' Commitment to Change: The Moderating Effect of Organizational Identification

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### Abstract

*The success or failure of organizational change programs depends heavily on the ability of leaders to effectively manage the on-going change in the dynamic environment of the organization, as well as their ability to engage employees in the organizational change process. The main purpose of this paper is to investigate the direct and indirect relationship between servant leadership style and employees commitment to organizational change. A quantitative approach and causal/explanatory research design is employed for the study. Primary data are collected from sampled administrative and academic staffs. Stratification based on university generation was the sampling technique. CFA was conducted to test the measurement model and structural measurement modelling was conducted to examine the relationship of variables. Servant leadership style has positive and significant effect on with employees' commitment to organizational change. Eemployees' organizational identification doesn't strengthen the influence of implementation of Servant leadership in the company to increase the employees' level of commitment to organizational change. Servant leadership has a strong positive and significant influence on employees' commitment to organizational change. There is no moderating role of employees' organizational identification in the influence of servant leadership on employees' commitment to organizational change.*

**Key Words:** Servant Leadership, Employees Commitment to Organizational Change, Organizational Identification

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### 1. Introduction

A change in the organization strains not only the organization as a whole, but the organization's employees as well (Vakola and Nikolaou 2005). According to (Burnes and Jackson 2011), 70% of change initiatives fail. For organizations to achieve strategic objectives, visions, and missions, they tend to look for committed employees. An individual's commitment to a change initiative reflects their attachment to and engagement with the initiative (Albrecht, Connaughton et al. 2020; Bouckenooghe, Schwarz et al. 2021)

Leader behaviour is critical during organizational change as leaders provide a vision for change; directly support employees and shape appropriate behaviour (Harmon-Jones and Mills 2019). Employee commitment to organizational change also plays an important role in change initiatives, as these

initiatives are often met with negative reactions and resistance from employees. Therefore, the success or failure of organizational change programs depends heavily on the ability of leaders to effectively manage the on-going change in the dynamic environment of the organization, as well as their ability to engage employees in the organizational change process (Augustsson, Richter et al. 2017);(Marchalina, Ahmad et al. 2018; Mahmud, Hassan et al. 2020). Servant Leadership style is now considered modern for any type of institution. Servant leadership, a viable theory of leadership that can help organizations and enhance employee well-being, is an increasingly popular concept but lacks empirical support (Parris and Peachey 2013); (Nsiah and Walker 2013). According to (Agwu, Fleishman et al. 2013)there is a significant correlation between servant leadership and employees' organizational commitment to change.

Until recently, much research focusing on organizational change has focused on issues at the organizational level rather than on individual level(Wanberg and Banas 2000; Judge, Bono et al. 2002; Vakola and Nikolaou 2005). Despite Some evidence shows how organizational change and organizational commitment are related, but information on how these variables interact is still lacking (Fedor, Caldwell et al. 2006).

As a developing country, Ethiopia faces serious problems in successfully implementing change due to various reasons, such as leadership and employee engagement(Duressa and Debela 2014). Previous research has found that poor leadership and commitment contribute to low success rates(MacKenzie, Podsakoff et al. 2001; Griffith 2004).

Employee commitment to organizational change has attracted researchers as a dominant factor in the success of change implementation(Bresnahan, Brynjolfsson et al. 2002; Herscovitch and Meyer 2002; Whelan-Berry and Somerville 2010; Errida and Lotfi 2021). In turn, employee engagement is influenced by a variety of factors, including leadership style, employee organizational citizenship behaviour, occupation,(Meyer and Allen 1997; Jaros 2007). According to(Meyer and Allen 1997), the three dimensions of employee's commitment (Affective, Normative and Continuance commitment) reflect different psychological states of employees, and independent measures can be developed for each dimension. Herscovitch & Meyer's three-component model of change commitment is measured individually, either alone or by combining all three scales into a single overall assessment of change engagement. Numerous recent researches have measured the 3 components independently(Malik and Garg 2017) or have mixed the three components into a single normal measure of employees' commitment to change(Bakari, Hunjra et al. 2020). Employees' identity to the organization and aspiration to establish a go with the employer, determines their affective attachment to an organization(Allen and Meyer 1990). Once employees become entrenched in the organization, their experiences internalization, there will be a perceived alignment of goals and values with their organization. Affective Commitment (AC) has denoted an emotional attachment to, identity with, and involvement with inside the employer and is taken into consideration the number one problem for agencies wishing to keep personnel in a financial system this is cantered on expertise acquisition and transfer(Meyer, Allen et al. 1993; Gupta and Singh 2015).

AC has additionally been the maximum regular and most powerful predictor of tremendous organizational outcomes, and used to decide organizational citizenship behaviours(Gupta and Singh 2015; Al-Jabari and Ghazzawi 2019). This paper takes handiest affective commitment scale separately. The motive of this study is to give an explanation for the moderating function of organizational identification in the relationship between servant leadership style and employee commitment in Ethiopian public higher institutions. In order to fulfil this motive the subsequent precise targets are set.

- To explain the effect of servant leadership style on employees' commitment to organizational change.
- To explain the moderating effect of organizational identification on the relationship between servant leadership styles and employees commitment to organizational change.

## 2. Literature Review

### 2.1 Employees' Commitment to Organizational Change

High levels of organizational commitment can result in a number of positive organizational outcomes, making it a useful indicator of an organization's effectiveness. According to (Suliman and Iles 2000) organizational commitment has a positive effect on workers' willingness to innovate and create, as well as improving organizational development, growth, and survival. It also improves the work environment and has a negative impact on withdrawal behaviours like turnover, tardiness, and absenteeism. According to (Herscovitch and Meyer 2002) commitment is the force that ties a person to a path of action that is relevant to a certain goal.

According to the commitment to change paradigm (Herscovitch and Meyer 2002; Al-Jabari and Ghazzawi 2019), compliance is a focal behaviour, and failure to adhere to it may be seen as opposition to a project. On the other hand, discretionary behaviour refers to behaviours that go beyond the simple maintenance of work and involve devoting more effort to a particular area of devotion. Cooperation (or embracing the spirit of change) and championing (or going above and above to achieve the goals of change) have been identified as discretionary behaviours (Herscovitch and Meyer 2002; Al-Jabari and Ghazzawi 2019).

Organizational variables, work factors, and human characteristics can all have an impact on an employee's commitment to organizational change. A large portion of these factors have been discussed in earlier publications. The three elements of commitment to change identified by Herscovitch & Meyer are the focus of current research on the results of employee change commitment. These distinguishing components—*affective*, *continuance*, and *normative*—have been used in the majority of the studies examined (Al-Jabari and Ghazzawi 2019; Rodríguez-Fernández, Herrera et al. 2021).

*Affective commitment (AC)*, *normative commitment (NC)*, and *continuance commitment (CC)* are the three characteristics that (Allen and Meyer 1990) proposed as the foundation of the organizational commitment concept. It has been discovered that an employee's decision to remain with or quit a business, whether AC, NC, or CC, may be predicted based on how devoted they are to its objectives (Meyer and Allen 1997).

#### 2.1.1. The Affective Commitment

*Affective commitment (AC)* was defined by (Allen and Meyer 1990) as an emotional bond with the organization that makes a deeply committed person identify with, participate in, and enjoy belonging to the organization. Individuals remain within an organization largely because they want to (Allen and Meyer 1990). A worker's AC is defined by their personal decision to maintain their dedication and positive attitude toward the company by some emotional identification with the company (Gupta and Singh 2015). According to (R 2020) attitude is directly tied to the values they offer to the organization. The relative strength of AC is demonstrated by how people connect with and participate in an organization (Faloye 2014; Al-Jabari and Ghazzawi 2019).

According to (Meyer and Allen 1997) organizational commitment is significantly influenced by a number of factors, including the challenges of the individual's job, the organization's role clarity, the directness of goals and a level of manageable difficulty in achieving them, the leadership's openness to feedback, peer cohesion, equity of opportunity and compensation, perceived personal importance, and timely and constructive feedback.

#### 2.1.2. Organizational Commitment and Organizational Change

According to (Stuart 1996; Ravi and Dr Sanjay 2015), organizational change can negatively affect employees' commitment, loyalty, and morale. Employees who are more committed to their jobs perform better in terms of job satisfaction, motivation, and consistency (Bennett and Durkin 2000). Employees with low dedication, on the other hand, will have absenteeism and turnover. According to (Robbins and Langton 2001) committed personnel will subsequently reduce stress throughout organizational change processes and will understand and adapt to change for the success of the change.

The dedicated personnel also contribute to increased quality and client-centeredness, better organizational communication, and a greater capacity for change acceptance (Nijhof, De Jong et al. 1998). To ensure the success of change programs, organizational leaders must foster relationships, commitment, trust, and employee happiness (Parish, Cadwallader et al. 2008).

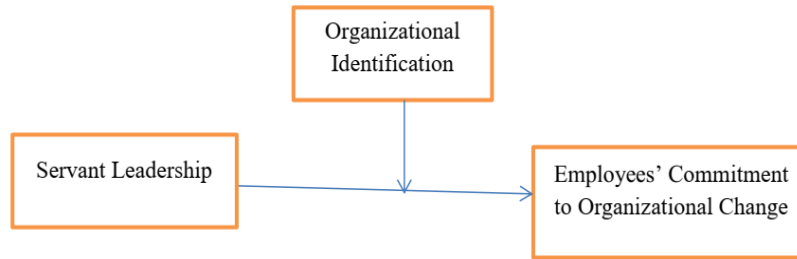
## **2.2. Servant Leadership**

The development of the servant-leader depends on listening and on regular reflection times. The servant-leader tries to comprehend and feel empathy for others. People require acceptance and appreciation for their distinctive and exceptional souls. Learning to heal is an incredibly potent tool for transformation and integration. The ability to heal oneself and others is among the greatest advantages of servant leadership. Self-awareness in particular, as well as general awareness develops the servant leader. Additionally, it helps one comprehend moral and ethical difficulties. Persuasion: Another trait shared by servant-leaders is a preference for utilizing persuasion to influence others rather than exercising positional authority when making choices inside an organization. Instead of demanding conformity, the servant-leader tries to persuade people. Servant-leaders work to develop their capacity to "dream big dreams." One must think outside of the box to be able to conceptualize a problem (or an organization) from a different angle. The capacity to anticipate the most likely conclusion of a situation is difficult to define but simple to recognize. It is closely tied to conceptualizing. The servant-leader perceives that much has been lost in recent human history as a result of the substitution of massive institutions for local communities as the major formative forces in human existence. This knowledge prompts the servant-leader to look for ways to foster a sense of community among individuals who work for a particular institution. (Parris and Peachey 2013) also discussed the essential elements of a successful servant-led organization. They assert that servant leaders have the following qualities: They are: Value people- which entails believing in, helping, and listening to others without passing judgment; Develop people- which entails offering learning, growth, encouragement, and affirmation; Build community; Display authenticity; Provide leadership- which entails anticipating the future, taking action, and setting goals; and Share leaders.

## **2.3. Organizational Identification**

According to (Erkutlu and Chafra 2015) organizational identification is the feeling that one is a part of or belongs to an organization and that employees define who they are in terms of that organization. According to this definition, employees who identify with the company where they work will also characterize who they are in terms of those same traits (Erkutlu and Chafra 2015)

Organizational identity and performance have been positively and strongly correlated in numerous studies (Riketta and Van Dick 2009; He and Brown 2013; Lee, Park et al. 2015). So that organisational identification is a stronger predictor for performance. Other studies like (Riketta and Van Dick 2009; Ng 2015) showed a negative link between organizational identification and employees' intentions to leave their jobs, indicating that individuals who strongly identify with the organization are less likely to do so. According to research on organizational commitment, not all employees who declare their intention to leave the company actually do so (Meyer, Stanley et al. 2002). Additionally, it is argued that employees' organizational affiliation will decrease if they plan to leave the company. Employees who closely identify with their organization will have more positive attitudes about impending organizational changes and demonstrate better levels of job satisfaction and organizational commitment, according to studies by (Michel, Stegmaier et al. 2010; Afshari, Young et al. 2020). Leadership and top management choices have a significant impact on how employees see the organization, which affects their organizational (Al-Atwi and Bakir 2014).



**Figure 1 Conceptual Model**

#### 2.4. Servant Leadership Style and Employees' Commitment to Change

Servant leaders are unselfish and endeavour to advance their followers on a whole. Servant leaders' first feel called to serve, and then through deliberate choice, they begin to aspire to leadership (Greenleaf 2002).

Numerous earlier studies (Barbuto Jr and Wheeler 2006; Liden, Wayne et al. 2008; van Dierendonck and Nuijten 2011) present multiple assessments of diverse servant leadership traits. The most widely used indicator of servant leadership, according to (Liden, Wayne et al. 2008; Chiniara and Bentein 2016) measure of the seven characteristics of servant leadership (i.e., empowering supervisees, creating value for community, having conceptual skills, putting supervisees first, assisting supervisees in growing and succeeding, acting ethically, and emotional healing). According to a different study, servant leadership and contingent reward leadership enhances people's commitment to change, optimism, and a sense of interactional justice (Kool and van Dierendonck 2012). (Ling, Guo et al. 2018) also investigated the mediator roles of collective identity and change self-efficacy in the link between change leadership and employee commitment. They came to the conclusion that change leadership is a useful technique for influencing employees' attitudes toward change commitment.

Both theoretically and experimentally, servant leaders appear to have an impact on organizational commitment. According to studies like those by (Harwiki 2013; Canavesi and Minelli 2022) consideration behaviour, one of the key characteristics of servant leadership, is positively connected with organizational commitment and employee participation in organizational activities. Servant leaders encourage their teams to perform to the highest standards expected by the company by assisting and supporting their needs as well as their own (Chinomona, Mashiloane et al. 2013; Mahdieh and Khanifar 2015). The researcher developed the following hypothesis after doing this study in an effort to confirm that servant leadership behaviour increase employee commitment to their company.

**Hypothesis 1:** Servant leadership style is positively related with employees' commitment to organizational change.

#### 2.5. The Moderating Role of Organizational Identification

Organizational identification is closely related to leadership. Strong leadership gives employees more opportunities to identify their organization, making it easier for them to work there. As a result, they feel proud while doing their jobs there and think it is best to introduce them by saying the name of the organization to which they belong (Straiter 2005). Developing good sentiments about the organization, such as an emotional attachment to it, may be preceded by self-defining as an organizational member. Numerous academics in the literature provided theoretical backing for this viewpoint. According to (Meyer and Allen 1997) employees are motivated to work hard and remain devoted to the firm. Organizational identification should benefit employees and, as a result, strengthens their commitment to the organization to the extent that it aids in maintaining a good self-image (Ashforth, Harrison et al. 2008). According to empirical research (Branscombe, Ellemers et al. 1999; Bergami and Bagozzi 2000) organizational identity is a prerequisite for organizational identification. Studies by (Carmeli, Meitar et al. 2006; Marique, Stinglhamber et al. 2013) among others, showed that organizational identity moderates the link between perceived organizational/leadership support and organizational prestige on commitment.

The aforementioned considerations demonstrate that a worker with a high level of identification will adhere to the norms of their group, increase their level of tolerance, and/or compromise their interests for the benefit of the success of their organization. The favourable association between change leadership and employees' commitment to organizational change is strengthened the more employees identify with their company. Thus, the study will attempt to confirm the way in which employees' affiliation with their company increases the link between leadership styles and their commitment to organizational change. Consequently, the following hypothesis is put forth.

**Hypothesis 2:** Organizational identification strengthens the relationship between Servant leadership styles and employees commitment to organizational change.

**3. Methodology**

A quantitative research approach is used since the goal is to verify the hypothesized relationship between the predictor and the outcome. Causal/explanatory research design, which falls under the category of non-experimental research designs was used.

The target audience of the paper is thought to be the academic and administrative staffs of 45 Ethiopian public higher education institutions, which are divided into 14 first-generation universities, 14 second-generation universities and 17 third-generations. The 45 institutions employ a total of 149,173 people, including academic and administrative workers.

For the purposes of the study, the population of these universities is relatively similar. Therefore, the researcher employed university stratification based on the generation group to reflect the inequalities. While taking into account the employees as respondents, the researcher is also forced to consider stratification based on staff type due to the distinction between academic and administrative staff. Accordingly, three institutions, one from each generation category, are chosen at random. These universities are Werabe University which has 481 academic staff members and 547 administrative staff members from the third generation; Debre Birhan University, which has 1,158 academic staff members and 1,240 administrative staff members from the second generation, and Bahir Dar University, which has 2,700 academic and 6,150 administrative staff members from the first generation.

**3.1. Sample Size**

The following table shows Cochran's Sample size calculated for different confidence level and precision.

**Table 1 Confidence Level Interval**

Confidence level	Sample size (n0)		
	e =.03	e =.05	e = .1
95%	1067	384	96
99%	1849	666	166

Cochran's formula for calculating sample size when population size is finite:

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$

Where, n0 - is the sample size obtained from the infinite formula and

N - Is the total population.

Nearly 149,173 people make up the entire workforce (including academic and administrative personnel from all 45 universities). 383 people are thought to be a representative sample size for the study's entire population, with a 95% level of confidence and a 5% tolerable error. Referring to N-100, the sample size is adequate to produce a normal distribution.



$$\text{Sample size for the study} = \frac{384}{1 + (384-1) \frac{1}{149,173}} = 383.01 \approx 383$$

**Table 2 Sample Size Distribution**

University	Academic staff		Administrative staff	
	Total	Sample	Total	Sample
Bahir Dar University	2,700	$2,700 * 384 / 8,695 = 119.24 \approx 119$	2,500	$2,500 * 384 / 8,695 = 110.40 \approx 110$
DebreBirhan University	1,286	$56.79 * 384 / 8,695 = 57$	1,181	$52.15 * 384 / 8,695 = 52$
Werabe University	481	$481 * 384 / 8,695 = 21.24 \approx 21$	547	$24.15 * 384 / 8,695 = 24$
<b>Total</b>	<b>4,467</b>	<b>197</b>	<b>4,228</b>	<b>186</b>

**3.2 Measurement of Constructs**

Latent construct for servant leadership style, organizational identification and employees’ commitment to organizational change are developed to assess the fitness level of the measurement model, so that the quality of the model could be improved, while testing the relationship between independent and dependent constructs (Bollen and Pearl 2013; Afthanorhan, Ahmad et al. 2014; Awang 2015). The fitness level is improved by deleting items that carry lower factor loading. There are many rules of thumb to consider in the deletion of items when performing CFA like deleting items with having factor loadings lower than 0.6 estimates. To this paper as shown from table 6 items beyond the threshold level of 0.60 of factor loadings are retained basing previous studies (Lowry and Gaskin 2014; Awang 2015). The lower factor loading can weaken the assessment of convergent validity such as average variance extracted (AVE) because the lower factor loading will capture lower variance that is explained by the respective latent constructs (Hair, Ringle et al. 2013; Awang 2015).

Originally, the total number of items was 41 before conducting CFA. While specifying the measurement model in order to ensure the model achieved the fitness level, only 23 items were retained.

**Employees Commitment to Change (Endogenous Variable)** - This is measured by using (Herscovitch and Meyer 2002) 6 items of affective commitment of which 5 items are taken for this study after conducting CFA considering the contextual differences.

**Servant Leadership (Exogenous Variable)**- it is measured by using 28 items adopted from (Liden, Wayne et al. 2008) of which only 14 contextually tested items are used for this study.

**Organizational Identification (Moderating Variable)** -7 items of (Van Dick, Grojean et al. 2006) are taken and from these items 4 items are taken after conducting CFA measurement.

These survey questions are used as primary data collection tool. In order to verify theoretically supported linear and additive causal models, structural equation modelling (SEM), a second-generation multivariate data analysis tool, is used (Haenlein and Kaplan 2004; Wong 2013).

**4. The Measurement Model of the Constructs**

A complete approach of confirming the measurement model of latent constructs is provided by the confirmatory SEM method. Confirmatory Factor Analysis (CFA) is required to validate the measurement model of all latent constructs for uni-dimensionality, validity and reliability. Figure 1 shows the measurement model of latent constructs in AMOS Graphic. The output of CFA shows the factor loading for every item and the correlation between the constructs.

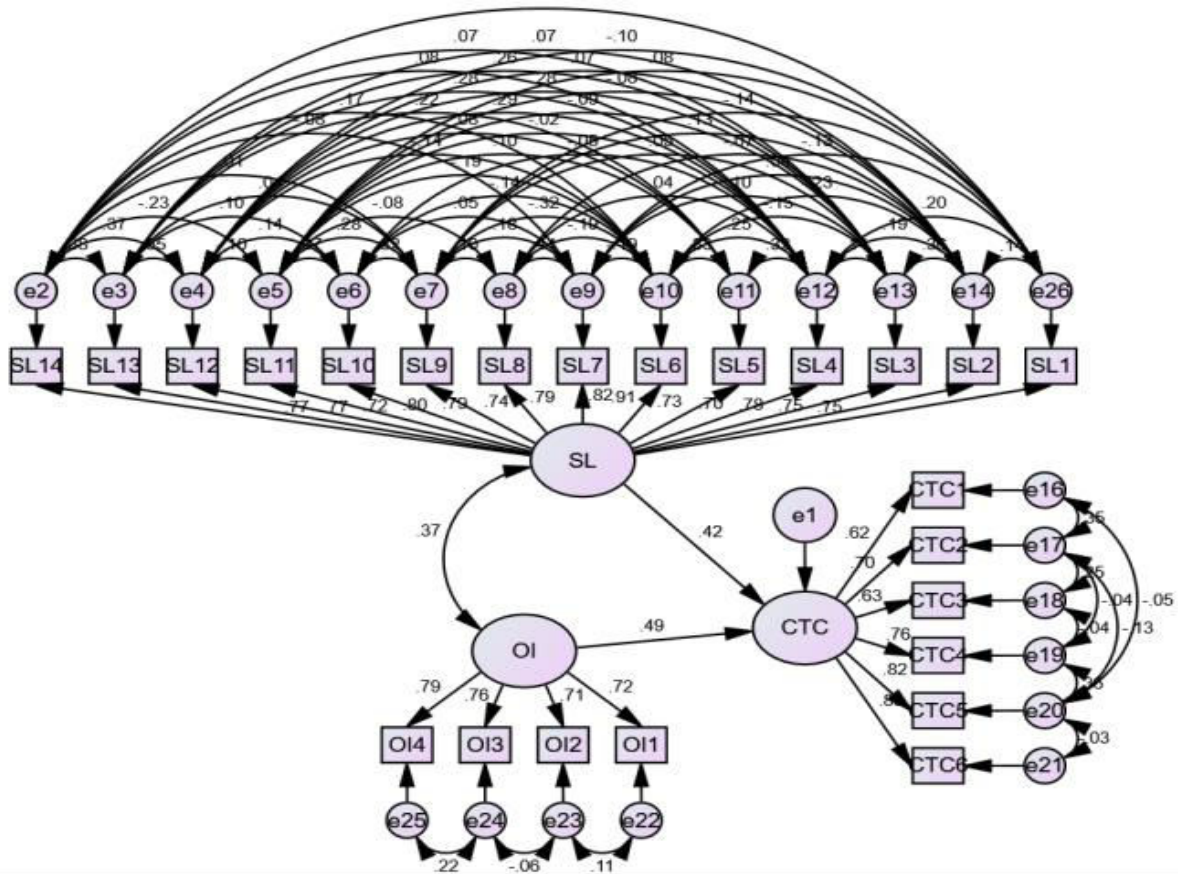


Figure 2 Measurement Model of Confirmatory Factor Analysis (CFA)

4.1. Uni-dimensionality

The uni-dimensionality can be attained if the measuring items obtain adequate factor loadings for the particular latent construct. For an established items, the factor loading for every item should be 0.6 or higher(Hair, Sarstedt et al. 2012; Taherdoost 2016). As shown from table 4 all the items loading are above 0.6 that indicates there is no uni-dimensionality issue in the measurement model.

Table 3 Standardizing Regression Weight (factor loading)

Items	λ/loading	Items	λ/loading	Items	λ/loading
SL1	0.754	OI1	0.723	CTC1	0.618
SL2	0.749	OI2	0.711	CTC2	0.695
SL3	0.780	OI3	0.762	CTC3	0.63
SL4	0.700	OI4	0.79	CTC4	0.764
SL5	0.733			CTC5	0.815
SL6	0.910			CTC6	0.878
SL7	0.821				
SL8	0.789				
SL9	0.736				
SL10	0.790				
SL11	0.797				
SL12	0.720				
SL13	0.766				
SL14	0.773				



**4.2. Validity**

The ability of an instrument to measure what is intended to be measured for a latent construct is known as validity. Three types of validity are required for a measurement model, Convergent Validity, Construct Validity and Discriminant Validity.

**Convergent Validity:** Convergent Validity is achieved when the value of Average Variance Extracted (AVE) is greater or equal to 0.5(Hair, Sarstedt et al. 2012; Taherdoost 2016). As indicated from table 5 the AVE value of all the variables are above 0.5 which shows the achievement of convergent validity.

**Table 4 Convergent Validity and Construct Reliability test**

Variable	Items	$\lambda$ / Loading	$\lambda^2$	$1-\lambda^2$	AVE
<b>SL</b>	SL1	0.754	0.597529	0.402471	<b>0.59954</b>
	SL2	0.749	0.586756	0.413244	
	SL3	0.780	0.5184	0.4816	
	SL4	0.700	0.635209	0.364791	
	SL5	0.733	0.6241	0.3759	
	SL6	0.910	0.541696	0.458304	
	SL7	0.821	0.622521	0.377479	
	SL8	0.789	0.674041	0.325959	
	SL9	0.736	0.8281	0.1719	
	SL10	0.790	0.537289	0.462711	
	SL11	0.797	0.49	0.51	
	SL12	0.720	0.6084	0.3916	
	SL13	0.766	0.561001	0.438999	
	SL14	0.773	0.568516	0.431484	
<b>OI</b>	OI1	0.723	0.522729	0.477271	<b>0.558249</b>
	OI2	0.711	0.505521	0.494479	
	OI3	0.762	0.580644	0.419356	
	OI4	0.790	0.6241	0.3759	
<b>CTC</b>	CTC1	0.618	0.381924	0.618076	<b>0.546776</b>
	CTC2	0.695	0.483025	0.516975	
	CTC3	0.630	0.3969	0.6031	
	CTC4	0.764	0.583696	0.416304	
	CTC5	0.815	0.664225	0.335775	
	CTC6	0.878	0.770884	0.229116	

The formula for  $AVE = \sum \lambda^2 / n$ ; Where,  $\lambda$  is the loadings of item and n is number of items with in each variable.

**Construct Validity:** Several fitness indexes must be achieved to the required level to achieve construct validity. It is highlighted that the construct validity for measurement model is achieved when all Fitness Indexes achieved the required level. There are a number of Fitness Indexes used in SEM to measure how well the model fits the available data. However, there is no consensus among academics regarding the best fitness indices to employ.(Hair, Sarstedt et al. 2012;Tarumaraja, Omar et al. 2015; Taherdoost 2016)advise using at least one fitness metric from each category of model fit. Absolute fit using RMSEA and GFI, incremental fit using CFI, and parsimonious fit using Chisq/df are used to assess this validity. The

levels of approval are shown from table 6. As indicated from table 7 the absolute fit, the Incremental fit and Parsimonious fit are achieved the required level.

**Table 5 Model Fitness Indexes Standards**

Model fit categories	Name of index	Level of acceptance	Author
Absolute fit	Root Mean Square of Error Approximation (RMSEA)	RMSEA < 0.08	(Cunningham, Preacher et al. 2001; Hooper, Coughlan et al. 2008)
	Goodness of Fit Index (GFI)	NFI, TLI and GFI > 0.90	(Anderson and Gerbing 1988; Awang 2015)
Incremental fit	Comparative Fit Index (CFI)	CFI > 0.90	(Bentler 1990)
Parsimonious fit	Chi Square/Degrees of Freedom (Chisq/df)	Chi square/ df < 5.0	(Bentler 1990; Bhattacharjee 2001)

**Table 6 Model Fit Results for the Constructs**

Model fit categories	Name of index	Index value	Decision
Absolute fit	RMSEA	.074	Accepted
	GFI	.904	Accepted
Incremental fit	CFI	.948	Accepted
Parsimonious fit	Chisq/df	3.096	Accepted

**Discriminant Validity:** Table 8 and 9 presented the Discriminant Validity Index Summary for all variables in the study. The discriminant validity of the construct is achieved if the diagonal values (in bold) is higher than the values in its row and column. That means the inter-construct correlations (discriminant validity) should be less than the square-root of the AVE value (Chin 1998). Table 8 shows that all the diagonal values (in bold) are greater than its row and column. Another condition for discriminant validity is the correlation between exogenous constructs must not exceed 0.85 (Chin 1998). As it clearly shown from Table 9, no any correlation between exogenous constructs exceeds 0.85. Therefore, the discriminant validity among the constructs in the model is achieved.

**Table 7 Discriminant Validity**

	AVE	SL	OI	CTC
SL	0.59954	<b>0.7743</b>		
OI	0.558249	.362	<b>0.7472</b>	
CTC	0.546776	.547	.551	<b>0.7394</b>

**Table 8 Correlation between Exogenous Constructs**

	SL1	SL2	SL3	SL4	SL5	SL6	SL7	SL8	SL9	SL10	SL11	SL12	SL13	SL14
SL1	1													
SL2	.619**	1												
SL3	.582**	.736**	1											
SL4	.629**	.611**	.610**	1										
SL5	.561**	.533**	.581**	.669**	1									
SL6	.685**	.615**	.679**	.711**	.766**	1								
SL7	.582**	.621**	.656**	.554**	.600**	.704**	1							
SL8	.626**	.559**	.592**	.552**	.548**	.665**	.802**	1						
SL9	.499**	.605**	.592**	.526**	.527**	.579**	.678**	.627**	1					
SL10	.586**	.568**	.605**	.533**	.586**	.684**	.673**	.642**	.712**	1				
SL11	.627**	.552**	.584**	.550**	.627**	.679**	.677**	.619**	.704**	.761**	1			
SL12	.509**	.578**	.682**	.652**	.571**	.622**	.556**	.545**	.527**	.631**	.531**	1		
SL13	.595**	.607**	.703**	.670**	.663**	.710**	.587**	.561**	.567**	.646**	.603**	.795**	1	.751**
SL14	.510**	.607**	.642**	.582**	.572**	.663**	.576**	.567**	.577**	.634**	.535**	.727**	.751**	1
	OI1	OI2	OI3	OI4										
OI1	1													
OI2	.567**	1												
OI3	.531**	.514**	1											
OI4	.587**	.564**	.688**	1										
	CTC1	CTC2	CTC3	CTC4	CTC5	CTC6								
CTC1	1													
CTC2	.621**	1												
CTC3	.373**	.577**	1											
CTC4	.465**	.507**	.451**	1										
CTC5	.479**	.506**	.490**	.758**	1	.705**								
CTC6	.558**	.627**	.553**	.670**	.705**	1								

**4.3. Reliability**

The degree of the specified measurement model's dependability in capturing the intended latent construct is measured by reliability. When assessing the reliability of the constructs, there are three assessments need to be evaluated namely Composite Reliability (CR), Average Variance Extracted (AVE) and internal reliability (Cronbach's Alpha). The CR measures the reliability and internal consistency for a latent construct. The value should be greater than 0.60. Meanwhile, the AVE indicates the average percentage of variation as explained by the items measuring the construct and should exceeding 0.50 to achieve the convergent validity. When Cronbach's Alpha is greater than or equal to 0.7, the internal reliability is attained(Cronbach 1951;Taherdoost 2016; Edwin 2019)

**Internal Reliability:** This metric measures the consistency with which the measuring items measure the target construct(Cronbach 1951). Each variable's Cronbach's Alpha value is more than 0.7 as can be seen in the table 10. As a result, the measurements internal reliability is attained.

**Table 3 Cronbach's Alpha**

Items	Cronbach's alpha	Items	Cronbach's alpha	Items	Cronbach's alpha
SL1	.956	OI1	.811	CTC1	.874
SL2	.955	OI2	.819	CTC2	.857
SL3	.954	OI3	.800	CTC3	.875
SL4	.955	OI4	.775	CTC4	.857
SL5	.955			CTC5	.853
SL6	.953			CTC6	.845
SL7	.954				
SL8	.955				
SL9	.955				
SL10	.954				
SL11	.955				
SL12	.955				
SL13	.954				
SL14	.955				

**Composite Reliability** - This metric reveals a latent construct's dependability and internal consistency. In order to attain composite dependability for a construct, CR must be greater than 0.6 (Taherdoost 2016; Edwin 2019). As shown in the table 5 all the three variables have greater than 0.6 CR value which indicates the composite reliability is achieved.

**Table 10 Composite Reliability**

Variable	Items	$\lambda$ / Loading	$\lambda^2$	$1-\lambda^2$	CR
<b>SL</b>	SL1	0.754	0.597529	0.402471	<b>0.95</b>
	SL2	0.749	0.586756	0.413244	
	SL3	0.780	0.5184	0.4816	
	SL4	0.700	0.635209	0.364791	
	SL5	0.733	0.6241	0.3759	
	SL6	0.910	0.541696	0.458304	
	SL7	0.821	0.622521	0.377479	
	SL8	0.789	0.674041	0.325959	
	SL9	0.736	0.8281	0.1719	
	SL10	0.790	0.537289	0.462711	
	SL11	0.797	0.49	0.51	
	SL12	0.720	0.6084	0.3916	
	SL13	0.766	0.561001	0.438999	
	SL14	0.773	0.568516	0.431484	
<b>OI</b>	OI1	0.723	0.522729	0.477271	<b>0.83</b>
	OI2	0.711	0.505521	0.494479	
	OI3	0.762	0.580644	0.419356	
	OI4	0.790	0.6241	0.3759	
<b>CTC</b>	CTC1	0.618	0.381924	0.618076	<b>0.88</b>
	CTC2	0.695	0.483025	0.516975	
	CTC3	0.630	0.3969	0.6031	
	CTC4	0.764	0.583696	0.416304	

	CTC5	0.815	0.664225	0.335775	
	CTC6	0.878	0.770884	0.229116	

The formula for CR=  $(\sum \lambda)^2 / [(\sum \lambda)^2 + \sum (1 - \lambda^2)]$  Where,  $\lambda$  is the loadings of item.

**Average Variance Extracted** - This statistic shows the typical percentage of variation for a latent construct that is explained by the measuring items. Every construct requires an AVE > 0.5 (Taherdoost 2016; Edwin 2019). The above table 5 indicates that all the three constructs have AVE > 0.5 value which indicates this type of reliability is achieved.

### 5. The Structural Measurement Model

Structural Equation Modeling (SEM) is one of the more powerful statistical methods for multivariate analysis. One can use SEM to analyze a complex relationship among several constructs in the model. After the entire requirement for measurement model is achieved, the study could move into modelling the structural model to estimate the interrelationships among the constructs using Structural Equation Modelling (SEM) and test the stated hypotheses in the study (Anderson and Gerbing 1988; Awang 2015).

**Analysing the Structural Model:** The structural equation modelling process estimates the regression route coefficients between model constructs as well as the standardized path coefficients (Awang 2015). Using AMOS The study's graphic output remains in Table 11, which includes the findings. R<sup>2</sup>'s coefficient of determination has a value of 0.359. According to the table, 35.9% of the endogenous (Commitment to change (CTC)) construct was estimated by the exogenous (Servant Leadership Style [SL]) construct. Additionally, research shows that Organizational Identification (OI) has a 34.8% impact on staff commitment to change, whereas the interplay between SL and OI has a 3.6% impact on CTC.

**Table 11 Structural Modelling Estimation Result**

			Estimate	S.E.	C.R.	P	Label
CTC	<---	SL	.359	.037	9.718	***	par_1
CTC	<---	OI	.348	.035	9.861	***	par_2
CTC	<---	IntSL_OI	.036	.038	.936	.349	par_3

### Hypothesis Testing

The first hypothesis investigates the impact of servant leadership on employees' commitment to organizational change. **Hypothesis 1:** Servant leadership style is positively related with employees' commitment to organizational change.

**Table 12 Hypothesis Testing Result**

			Estimate	S.E.	C.R.	P	Label
CTC	<---	SL	.359	.037	9.718	***	par_1

According to the current study's assumptions, table 12 shows that the estimated value obtained is 0.359 and the p-value is 0.000 which is less than 0.05 (error rate 3.7%), indicating that hypothesis 1 is accepted. It can therefore be deduced that servant leadership has a significant impact on employees' commitment to change. This demonstrates how employees see how the company's use of servant leadership impacts their level of commitment to change.

The second hypothesis looks at whether organizational identification has an effect on influence of servant leadership to how committed employees are to their organizational change.

**Hypothesis 2:** Organizational identification strengthens the relationship between Servant leadership styles and employees commitment to organizational change.

**Table 13 Moderation Effect Result**

			Estimate	S.E.	C.R.	P	Label
CTC	<---	IntSL_OI	.036	.038	.936	.349	par_3

Based on the results of testing hypothesis 2 in table 13, it can be concluded that there is no moderation effect of organizational identification in the relationship between servant leadership and employees' commitment to change. The obtained estimated value was 0.036, and the p-value was 0.349 > 0.05 (error rate: 3.8%). This demonstrates that the presence of organizational identification among employees does not boost the impact of servant leadership implementation on raising employees' levels of commitment to organizational change.

**Conclusion**

The aim of this study was to examine how servant leadership affects staff commitment to embrace change as well as how employees' organizational identity influenced that relationship. Two hypotheses in particular were put forth. Data were gathered from the three Ethiopian public institutions that were sampled, taking into account the academic and administrative staffs, to test the offered hypotheses. The empirical findings strongly agreed with the proposed hypothesis, which is that servant leadership influences workers' commitment to change. When the impact of servant leadership on staff commitment to go along with change was examined, a favourable and significant impact was discovered. Employees become dedicated to the organization's change initiatives as leaders continue to serve their team members and followers without assuming any power or status, but rather carrying out their obligations. The results of this study support the findings of other empirical studies that examined the relationship between servant leadership and affective commitment, including those by (Chinomona 2013; Harisur, Howladar et al. 2021; Aseanty, Andreas et al. 2022). These studies found a significant relationship between servant leadership and affective commitment and came to the conclusion that employees believe the use of servant leadership in what the company does affects the level of affective commitment that exists in employees.

As a result, this paper draws the conclusion that servant leadership significantly and positively affects employees' commitment to organizational change. This paper used the hypothesis test to determine whether employees' organizational identification moderates the relationship between servant leadership and employees' commitment to change, despite the fact that no empirical studies have been done to demonstrate the moderation effect of employee identification with their organization. The study came to the conclusion that the influence of servant leadership on employees' commitment to organizational change is not moderated by their organizational identification.

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