Methodology

Participant survey responses were submitted to multiple-group structural equation modeling (MGSEM) following guidelines outlined by Kline[1] and Muthén and Muthén.[2] All analyses were conducted using Mplus software with a robust maximum likelihood estimation method.[3] Measurement models for all latent constructs were examined by conducting a multiple-group confirmatory factor analysis (MGCFA) to test each scale for measurement invariance.[4] Configural, metric, and scalar models were compared using chi-square difference tests. Tests of measurement invariance across all countries indicate the latent constructs for innovation,[5] team citizenship,[6] belongingness,[7] and uniqueness[8] are all metric invariant [Innovation: X^2=(22, *N*=1259)=18.67, p>.05, RMSEA=.00, CFI= 1.0, SRMR=.06; Team Citizenship: X^2=(41, *N*=1259)=56.73, p>.05, RMSEA=.04, CFI= .99, SRMR=.08; Belongingness: X^2=(8, *N*=1238)=9.85, p>.05, RMSEA=.03, CFI= 1.00, SRMR=.05; Uniqueness: X^2=(22, *N*=1238)=31.26, p>.05, RMSEA=.04, CFI= .99, SRMR=.095]. Inclusion was assessed as a latent composite with two latent indicators of the scales for uniqueness and belongingness X^2=(85, *N*=1238)=113.82, p<.05, RMSEA=.04, CFI= .99 , SRMR=.08]. Analyses of inclusion in India indicated a statistical lack of distinction between uniqueness and belongingness, therefore inclusion was modeled as a latent factor with the items from uniqueness and belongingness as indicators X^2=(14, *N*=253)=16.50, p>.05, RMSEA=.03, CFI= 1.00, SRMR=.02].

We assessed altruistic leadership using a scale of servant leadership.[9] MGCFA revealed we were unable to replicate the complete factor structure of the original scale and, therefore only four of the eight factors were retained. Altruistic leadership was modeled as a second-order latent variable with four first-order latent indicators [All countries: X^2=(414, *N*=1009)=680.59, p<.001, RMSEA=.05, CFI= .97, SRMR=.06; India: X^2=(87, *N*=253)=167.37, p<.001, RMSEA=.06, CFI= .94, SRMR=.05].

Despite the growing body of research touting the merits of servant leadership, it doesn't seem to have garnered the support and preeminence of other leadership styles, such as transformational or more recently, authentic leadership. Harvard Business School professor James Heskett raised this very question in a popular *HBS Working Knowledge* piece titled, "Why Isn't Servant Leadership More Prevalent?"[10] The numerous responses to his post varied dramatically. Some pointed to the term "servant leadership" itself, while others named fundamentally incompatible organizational reward systems. In order to address some of these concerns, we decided to omit the reference to servant leadership and use a term that reflected the specific subset of behaviors that we measured in this study.

Assessment of the MGSEM model included examining the chi-square statistic, RMSEA (<.05 indicates close fit),[11] CFI (>.95 indicates good fit),[12] and SRMR (<.08 indicates good fit).[13] Overall model fit for all countries excluding India indicated adequate fit [X^2=(2427, *N*=1259)=3544.20, p<.001, RMSEA=.04, CFI= .95, SRMR=.08]. Model fit for India indicated adequate fit [X^2=(456, *N*=253)=627.72, p<.001, RMSEA=.04, CFI= .95, SRMR=.06]. The chi-square statistic can often be misleading due to deviations in multivariate non-normality, large sample sizes, and model complexity.[14] Therefore, our assessment of the model involved a holistic approach where we examined all model fit statistics.

TABLE 1

Participant Characteristics in Australia, China, Germany, India, Mexico, and the United States

		Australia		China		Germany		India		Mexico		United States	
	Variable	M	SD	M	SD	M	SD	M	SD	M	SD	M	SD
1	Gender[15]	1.50	0.50	1.50	0.50	1.49	0.50	1.51	0.50	1.50	0.50	1.50	0.50
2	Age at time of survey	41.69	10.54	35.64	7.16	45.00	9.83	32.19	7.32	36.48	9.28	48.11	13.60
3	Tenure at company[16]	8.55	7.61	7.54	5.26	13.81	10.76	6.29	5.06	7.07	5.95	11.48	9.57
4	Rank[17]	1.86	0.89	2.64	0.70	1.56	0.83	2.62	1.03	2.21	1.14	1.72	0.92
5	Workgroup size	15.69	18.93	28.19	26.16	17.81	20.60	30.70	28.16	20.00	22.52	19.71	22.59
6	Gender composition of workgroup[18]	0.44	0.31	0.40	0.20	0.46	0.32	0.36	0.19	0.43	0.24	0.53	0.30
7	Years worked with manager	4.01	3.90	5.29	3.89	6.39	6.62	4.67	3.56	5.13	4.82	4.96	4.88
8	Gender of manager[19]	1.29	0.46	1.29	0.45	1.30	0.46	1.26	0.44	1.23	0.42	1.45	0.50
9	Company size[20]	10.51	3.10	10.00	2.26	10.27	3.01	10.77	2.77	9.39	2.80	10.64	3.02

TABLE 2

Estimated Correlations of SEM Variables in Australia, China, Germany, India, Mexico, and the United States

Rg		Variable	1	2	3	4	5	6	7	8	9	10
Australia	1	Courage	1.00									
	2	Empowerment	0.68	1.00								
	3	Accountability	0.35	0.51	1.00							
	4	Humility	0.60	0.88	0.45	1.00						
	5	Altruistic Leadership	0.68	1.00	0.51	0.88	1.00					
	6	Uniqueness	0.42	0.62	0.32	0.54	0.62	1.00				
	7	Belongingness	0.43	0.63	0.32	0.55	0.63	0.98	1.00			
	8	Inclusion	0.43	0.63	0.32	0.55	0.63	0.99	1.00	1.00		
	9	Innovation	0.20	0.29	0.15	0.26	0.29	0.46	0.46	0.47	1.00	
	10	Team Citizenship	0.27	0.40	0.20	0.35	0.40	0.64	0.64	0.64	0.55	1.00
China	1	Courage	1.00									
	2	Empowerment	0.76	1.00								
	3	Accountability	0.48	0.63	1.00							
	4	Humility	0.74	0.96	0.61	1.00						
	5	Altruistic Leadership	0.76	1.00	0.63	0.96	1.00					
	6	Uniqueness	0.65	0.84	0.53	0.81	0.84	1.00				
	7	Belongingness	0.63	0.82	0.52	0.79	0.82	0.98	1.00			
	8	Inclusion	0.64	0.84	0.53	0.81	0.84	0.99	0.99	1.00		
	9	Innovation	0.57	0.74	0.47	0.71	0.74	0.88	0.88	0.89	1.00	
	10	Team Citizenship	0.54	0.71	0.44	0.68	0.71	0.84	0.84	0.84	0.82	1.00

Rg		Variable	1	2	3	4	5	6	7	8	9	10
Germany	1	Courage	1.00									
	2	Empowerment	0.76	1.00								
	3	Accountability	0.36	0.48	1.00							
	4	Humility	0.68	0.89	0.42	1.00						
	5	Altruistic Leadership	0.76	1.00	0.48	0.89	1.00					
	6	Uniqueness	0.50	0.66	0.31	0.59	0.66	1.00				
	7	Belongingness	0.40	0.52	0.25	0.46	0.52	0.95	1.00			
	8	Inclusion	0.45	0.59	0.28	0.52	0.59	0.99	0.99	1.00		
	9	Innovation	0.21	0.27	0.13	0.24	0.27	0.45	0.45	0.46	1.00	
	10	Team Citizenship	0.26	0.34	0.16	0.30	0.34	0.57	0.57	0.58	0.47	1.00
India	1	Courage	1.00									
	2	Empowerment	0.77	1.00								
	3	Accountability	0.65	0.72	1.00							
	4	Humility	0.70	0.77	0.65	1.00						
	5	Altruistic Leadership	0.83	0.93	0.78	0.84	1.00					
	8	Inclusion	0.54	0.60	0.50	0.54	0.65	—	—	1.00		
	9	Innovation	0.42	0.47	0.40	0.43	0.51	—	—	0.79	1.00	
	10	Team Citizenship	0.35	0.39	0.33	0.35	0.42	—	—	0.65	0.84	1.00

Rg		Variable	1	2	3	4	5	6	7	8	9	10
Mexico	1	Courage	1.00									
	2	Empowerment	0.88	1.00								
	3	Accountability	0.51	0.58	1.00							
	4	Humility	0.78	0.89	0.51	1.00						
	5	Altruistic Leadership	0.88	1.00	0.58	0.89	1.00					
	6	Uniqueness	0.50	0.57	0.33	0.50	0.57	1.00				
	7	Belongingness	0.43	0.49	0.28	0.43	0.49	0.97	1.00			
	8	Inclusion	0.46	0.53	0.31	0.47	0.53	0.99	0.99	1.00		
	9	Innovation	0.33	0.38	0.22	0.34	0.38	0.71	0.71	0.72	1.00	
	10	Team Citizenship	0.36	0.41	0.24	0.36	0.41	0.77	0.77	0.78	0.77	1.00
United States	1	Courage	1.00									
	2	Empowerment	0.76	1.00								
	3	Accountability	0.42	0.55	1.00							
	4	Humility	0.67	0.88	0.48	1.00						
	5	Altruistic Leadership	0.76	1.00	0.55	0.88	1.00					
	6	Uniqueness	0.52	0.68	0.38	0.60	0.68	1.00				
	7	Belongingness	0.46	0.61	0.33	0.53	0.61	0.92	1.00			
	8	Inclusion	0.50	0.65	0.36	0.57	0.65	0.97	0.99	1.00		
	9	Innovation	0.22	0.29	0.16	0.25	0.29	0.43	0.43	0.44	1.00	
	10	Team Citizenship	0.27	0.35	0.19	0.31	0.35	0.52	0.53	0.54	0.58	1.00

TABLE 3

Results of Structural Equation Modeling in Australia, China, Germany, Mexico, and the United States

	Australia			China			Germany			Mexico			United States		
	Ustd[a]	SE[b]	Std[c]	Ustd	SE	Std	Ustd	SE	Std	Ustd	SE	Std	Ustd	SE	Std
Altruistic Leadership—Latent															
Courage	100[d]	—	0.68[e]	1.00[d]	—	0.76[e]	1.00[d]	—	0.76[e]	1.00[d]	—	0.88[e]	1.00[d]	—	0.76[e]
Empowerment	1.20	0.06	1.00	1.20	0.06	1.00	1.20	0.06	1.00	1.20	0.06	1.00	1.20	0.06	1.00
Accountability	0.55	0.05	0.51	0.55	0.05	0.63	0.55	0.05	0.48	0.55	0.05	0.58	0.55	0.05	0.55
Humility	1.17	0.06	0.88	1.17	0.06	0.96	1.17	0.06	0.89	1.17	0.06	0.89	1.17	0.06	0.88
Inclusion—Formative															
Uniqueness	1.00[d]	—	0.47[e]	1.00[d]	—	0.49[e]	1.00[d]	—	0.45[e]	1.00[d]	—	0.47[e]	1.00[d]	—	0.43[e]
Belongingness	1.00[d]	—	0.54[e]	1.00[d]	—	0.52[e]	1.00[d]	—	0.57[e]	1.00[d]	—	0.54[e]	1.00[d]	—	0.59[e]
Direct Effects															
AL→Uniq	0.67	0.09	0.62	0.97	0.09	0.84	0.72	0.08	0.66	0.56	0.08	0.57	0.67	0.08	0.68
AL→Belong	0.78	0.10	0.63	0.99	0.10	0.82	0.73	0.10	0.52	0.54	0.09	0.49	0.80	0.11	0.61
Uniq→Belong	0.31	0.04	0.96	0.13	0.03	0.93	0.44	0.05	0.95	0.38	0.05	0.96	0.30	0.05	0.88
Inc→Citizenship	0.28	0.04	0.64	0.39	0.04	0.84	0.23	0.04	0.58	0.36	0.03	0.78	0.23	0.03	0.54
Inc→Creativity	0.23	0.04	0.47	0.41	0.03	0.89	0.20	0.04	0.46	0.32	0.03	0.72	0.20	0.04	0.44
Citizen→Creativity	0.11	0.04	0.37	0.03	0.01	0.30	0.10	0.03	0.28	0.09	0.02	0.48	0.16	0.04	0.46

[a]Unstandardized Estimate; All estimates p<.001.
[b]Standard Error.
[c]Standardized Estimate.
[d]Not tested for statistical significance (i.e., constrained parameter).
[e]Standardized estimate p<.001.

TABLE 4

Results of Structural Equation Modeling in India

	Ustd[a]	SE[b]	Std[c]
Altruistic Leadership—Latent			
Courage	1.02	0.11	0.83
Empowerment	1.00[d]	—	0.93[e]
Accountability	0.74	0.10	0.78
Humility	0.79	0.11	0.84
Direct Effects			
AL→Inclusion	0.66	0.10	0.65
Inc→Citizenship	0.52	0.08	0.65
Inc→Creativity	0.72	0.09	0.79
Citizen→Creativity	0.11	0.03	0.70

[a]Unstandardized Estimate; All estimates p<.001.
[b]Standard Error.
[c]Standardized Estimate.
[d]Not tested for statistical significance (i.e., constrained parameter).
[e]Standardized estimate p<.001.

FIGURE 1

Technical Model of Altruistic Leadership and Inclusion in Australia, China, Germany, Mexico, and the United States

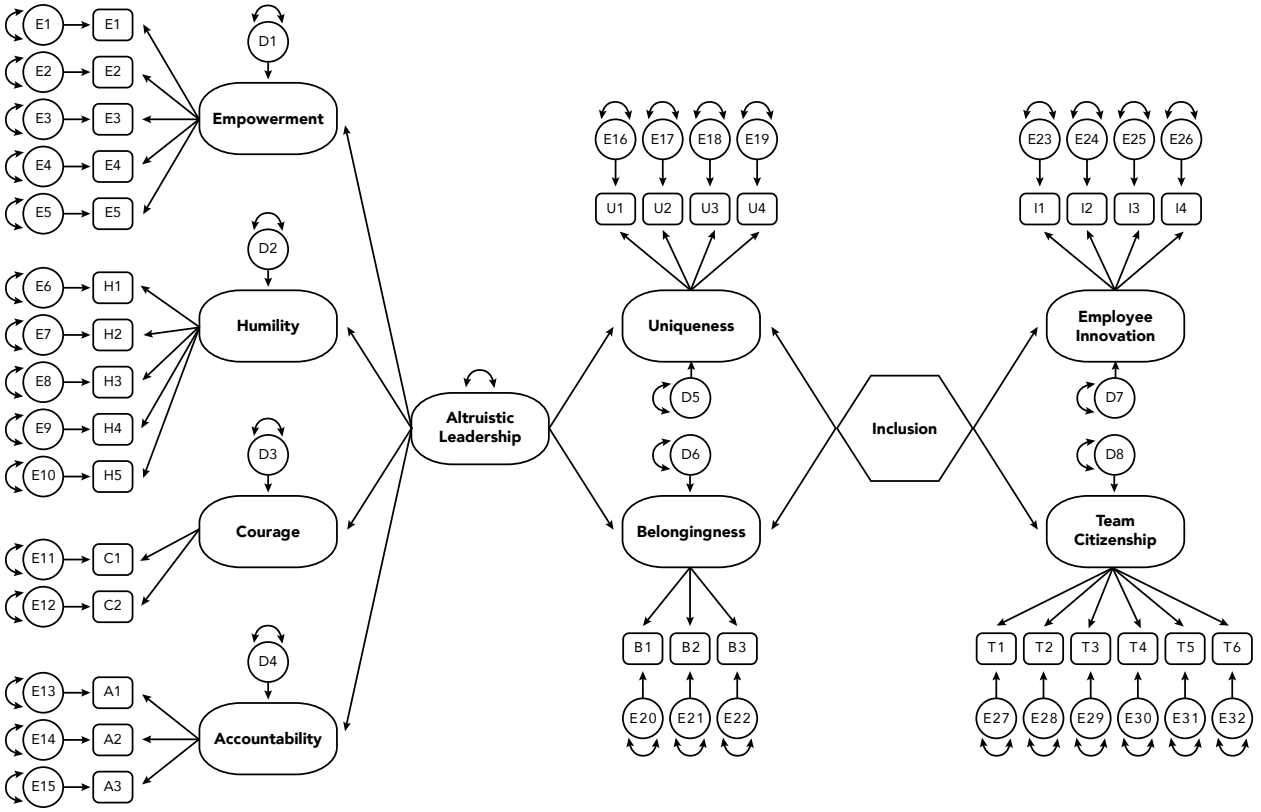

FIGURE 2

Technical Model of Altruistic Leadership and Inclusion in India

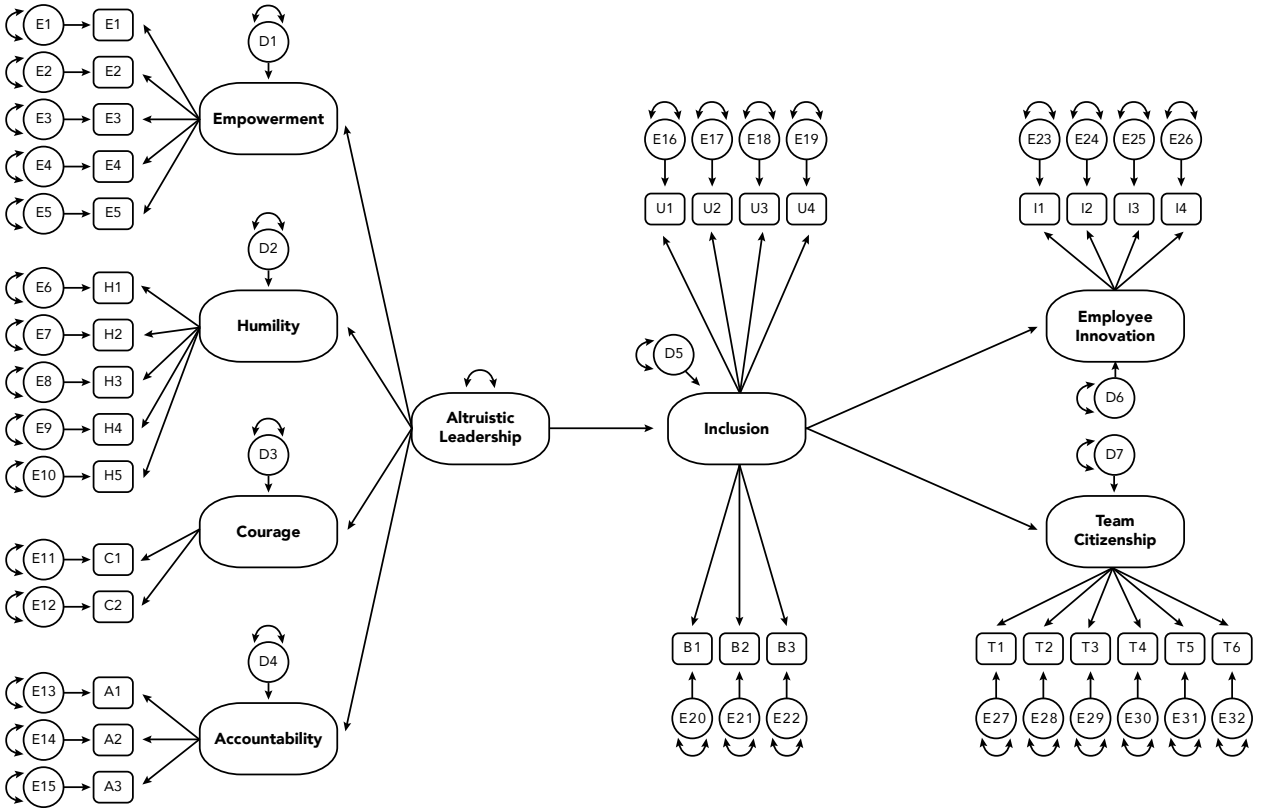

TABLE 5

Results of Structural Equation Modeling Tests of Gender Invariance in India

	Men			Women		
	Ustd[a]	SE[b]	Std[c]	Ustd[a]	SE[b]	Std[c]
Altruistic Leadership—Latent						
Courage	1.00	0.11	0.86	1.00	0.11	0.79
Empowerment	1.00[d]	0.00	0.97[e]	1.00[d]	0.00	0.91[e]
Accountability	0.73	0.10	0.78	0.73	0.10	0.78
Humility	0.77	0.11	0.86	0.77	0.11	0.80
Direct Effects						
AL→Inclusion	0.60	0.12	0.62	0.71	0.12	0.67
Inc→Citizenship	0.60	0.09	0.78	0.48	0.12	0.54
Inc→Creativity	0.83	0.10	0.90	0.62	0.12	0.68
Citizen→Creativity	0.07	0.03	0.78	0.15	0.04	0.65

[a]Unstandardized Estimate; All estimates p<.001.
[b]Standard Error.
[c]Standardized Estimate.
[d]Not tested for statistical significance (i.e., constrained parameter).
[e]Standardized estimate p<.001.

Endnotes

1. Rex B. Kline, *Principles and Practice of Structural Equation Modeling,* 3rd ed. (New York: Guilford Press, 2011).
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11. Michael W. Browne and Robert Cudeck, "Alternative Ways of Assessing Model Fit," in *Testing Structural Equation Models*, ed. Kenneth A. Bollen and J. Scott Long (Newbury Park, CA: Sage, 1993): p. 136–162.
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13. Ibid.
14. Stephen G. West, John F. Finch, and Patrick J. Curran, "Structural Equation Models with Nonnormal Variables: Problems and Remedies," in *Structural Equation Modeling: Concepts, Issues, and Applications*, ed. Rick. H. Hoyle (Thousand Oaks, CA: Sage, 1995): p. 56–75.
15. 1=Male, 2=Female.
16. Tenure at company was calculated by subtracting the participant's start date from the date the survey was taken, then dividing by 365.
17. 1=Non-management level (including entry level), 2=First-level management (manager of employees) or the equivalent on the professional or technical ladder, 3=Second-level management (manager of managers) or the equivalent on the professional or technical ladder, 4=Senior level management or the equivalent on the professional or technical ladder (but not CEO), 5=CEO.
18. Gender composition of workgroup was calculated by dividing the total number of people in the workgroup by the total number of females in the workgroup.
19. 1=Male, 2=Female.
20. 1=1; 2=2 to 4; 3=5–9; 4=10–24; 5=25–49; 6=50–99; 7=100–249; 8=250–499; 9=500–999; 10=1,000–2,499; 11=2,500–4,999; 12=5,000–9,999; 13=10,000–14,999; 14=15,000–19,999; and 15=20,000+.