



Servant Leadership, Hope Theory, and Future Orientation in Nigerian Agriculture

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Abstract: This original study examined a relationship between the GLOBE Future Orientation (FO) cultural dimension, Hope theory, and Servant Leadership (SL) to influence hope in the Nigerian agricultural industry (House, Hanges, Javidan, Dorfman, & Gupta, 2004). The FO dimension has a solid relationship to the Hope Work construct. Servant Leadership theory should influence the organization, so we asked, can it increase hope in the organization? Three established surveys of hope theory, future orientation, and servant leadership were selected. The selection of participants in Nigeria relied on above high school education level workers at two corporate farms, with 61% being bilingual. The questionnaires were distributed in a convenience sampling to all employees with an above high school educational level present in two corporate farms. The FO measurements indicated that this group was satisfied with the current FO of their organization and did not believe improvements were needed or possible. Both Hope subscales indicate a high ability of the participants to use Hope theory within their organization. The connection between Hope theory and Servant Leadership individual behaviors showed little correlation. However, the finding that all SL behaviors used together demonstrates a strong correlation that can increase hope. Therefore, when all SL behaviors are used together, this recommendation can achieve workplace objectives that increase hope and will be greater than temporal, material gain with the expected results of servant leadership. In conclusion, the use of hope theory to SL behaviors can be an essential addition to improving worker hope in the agricultural industry.

Keywords: Nigeria, servant Leadership, hope theory, future orientation, agriculture, Globe culture studies.

Introduction

Entrepreneurship is the heart of the free enterprise economy that involves discovering, evaluating, and exploiting opportunities that can introduce new goods and services. This effort provides ways of organizing markets, processes, and raw materials through organizing efforts that previously had not existed (Popoola, 2014; Shane & Venkataraman, 2000). The use of

entrepreneurship in agriculture represents opportunities to expand this sector.

Agriculture in Nigeria occupies a priority status in the sector as the key driver of growth, wealth creation, and poverty reduction for a significant portion of the population. This sector is the principal economic activity in the country, contributing about 40 percent of G.D.P. (David, 2017). However, agriculture has failed to keep

pace with the population showing a 380% growth in population: from 45M in 1960 to 171M in 2013 (Garba, Shazali, & Djafar, 2013). In addition, Nigeria has an approximately 70% rate of unemployment. This situation occurred with the new oil wealth attracting people with higher-paying jobs, and Nigeria quickly became a substantial net food importer, spending an average of \$11 billion importing wheat, rice, sugar, and fish alone per year. However, "The government can play a crucial role in turning the poor and unemployed into entrepreneurs" (Garba et al., 2013). It is with this focus that looks at how hope theory can expand the entrepreneurial spirit in Nigeria agriculture.

Hope and Entrepreneurship

Hope coexists with despair and contradicts the hopelessly toxic environment in which humanity resides (Borres, 2000). However, Hope also represents the heart of entrepreneurship that looks toward the future and more prosperous life. The introduction of Hope theory into existing leadership theories presents an opportunity to elevate the goals of entrepreneurship to become more than material gains. However, the introduction of this theory and its relationship to existing theories requires the examination of the relationship between Hope theory and existing constructs of FO and SL. These potential relationships between hope theory, future orientation, and the influence of Servant leadership can create possibilities to promote Hope and improve the existing situation into the fuel that builds a more prosperous Nigeria.

Hope Theory, Future Orientation, and Servant Leadership

The GLOBE Future Orientation and Hope Theory constructs have strong congruence with each other in their focus on goals (House et al., 2004; Snyder, 2000). Both constructs rely on achieving those goals using planning and motivation to reach that goal in the future (Ashkanasy, Gupta, Mayfield, & Trevor-Roberts, 2004; Snyder, 2000). Hope theory and Servant Leadership also have similar methods to direct and influence their organization by reaching these goals (Yukl, 2013). This study seeks to measure the relationship between these constructs to assist a strategy for increasing Hope in entrepreneurial efforts in the Nigerian

agricultural industry. The resulting conclusions of this study allow the researcher to create a synthesis between these constructs. This study starts with a literature review of the constructs involved.

Literature Review

The theories needed to understand the linkages (relationships) between Future Orientation, Hope theory, and Servant Leadership to build the conceptual framework to test these relationships. The three parts needed to find the relationships are an understanding of Hope theory, the GLOBE Future Orientation, and Servant Leadership. The review of these three constructs will allow testing the relationship between FO and Hope theory; and then, the relationship between Hope theory and SL (House et al., 2004; Snyder, 2000).

The review of the GLOBE cultural dimension of Future Orientation provides a similar measurement of the organization's perception of their ability to achieve a better future (House, et al., 2004). While Nigeria is considered a country that has a "high hope" future orientation in the GLOBE studies, they have low societal F.O. practice scores with high F.O. values for a better future (Ashkanasy et al., 2004; House et al., 2004). This cultural dimension demonstrates the excellent opportunity for creating Hope in the country's agricultural industry.

Future Orientation

The entrepreneurial mind is always orientated toward a better future. Future Orientation is a fundamental cultural dimension measured in all cultures about how members of an organization believe current actions should influence their future (Ashkanasy et al., 2004). This action requires a belief that they will have a future that matters believe in planning for developing their future, and look far into the future for assessing the effects of their current actions (Ashkanasy et al., 2004). These goal-oriented behaviors include planning, investing in the future, and delaying gratification. (Dorfman, Hanges, & Brodbeck, 2004). These behaviors in an organization relate to using a specific time orientation toward planning, allocating resources, and establishing goals for better performance (Ashkanasy et al., 2004). This method relies on a collective measurement of the organization's members, shared organization values, and history. The

GLOBE studies measure this cultural dimension using two scales: Practices (current perception about existing future orientation) and Values (Desired future orientation- should be) (House et al., 2004).

-Practices (As Is)

This scale uses three questions to measure current behavioral practices regarding planning, punctuality, and expectations specific to their organization about their desire to achieve success as the members interpret them. In addition, a fourth question was added to measure the organization's perception of setting challenging goals to achieve better performance (outcome) from the GLOBE Performance Orientation scale. (Dorfman et al., 2004).

-Values (Should Be)

This scale measures the respondent's values as described as contextual values specific to their organization - what are their collective values (what should the practices be) to achieve success. Four questions measure the desired behavioral values to contrast them to current practices that include planning, punctuality, and expectations to achieve success. The fifth question is about goal setting to achieve better performance (outcome). (Dorfman et al., 2004). The use of the GLOBE FO scales provides the advantage of using a proven measurement of the societal (environment) and organization culture's ability to reach their goals (House et al., 2004). This proven ability to measure the culture provides a leader the information about the distances needed to reach a goal in the organization. However, this background about the organization's orientation to achieve its objective is a necessary measurement at best. The organization's objectives begin with understanding the F.O. practices and values of the organization before moving forward (Point A). Then, the outcome desired by the organizational members informs the researcher about the expectations and motivations about the goals of the organization's members (Point B). Thus, the GLOBE studies can inform us about the organization's Point A & B (House et al., 2004; Snyder, 2000). However, the next question is how the members can move from the behaviors in the current practices (Point A) and achieve their desired values in the future (Point B).

Hope Theory

Hope is the fuel by which entrepreneurs accomplish significant innovations. Fry (2003) believed Hope was an essential element to motivate an organization to endure, persevere, and develop excellence. Snyder (2000) operationalized Hope as a cognitive process by defining Hope theory as "A positive motivational state that is based on an interactively derived sense of successful motivation (goal-directed energy), and (b) pathways (planning to meet goals)" (p. 8). These components of Hope theory using Goals (Point B-Desired Outcome), Agency (motivation), Pathways (planning), and the Current situation (Point A – Self Assessment) are present in organizations that leaders that build Hope for a better future (Helland & Winston, 2005; Snyder, 2000). Hope begins with Point A – the current situation where a person seeks a better life at Point B.

- Point A represents the current situation of a person or organization. Any start at the beginning requires a good self-assessment of the current motivation, skills, and culture levels before beginning this journey (Snyder, 2000). This situation is comparable to the Future Orientation (Practices) scale that measures the perceived current ability of the organization ability to plan and set goals for itself (Ashkanasy et al., 2004).
- Agency (Motivation) is defined as the goal-related thinking and their appraisal in reaching their goals. This dependent variable is about the "why," which involves the organization's intrinsic motivation to reach Point B. This scale measures the Work Domain subscale has four questions that measure the current level of positive energy and motivation needed to accomplish Point B (Sympson, 1999).
- Pathway (Planning) is defined as the ability of the organization to produce plausible routes to the goals at Point B and is the dependent variable that measures the current or future skills of the organization to empower its workforce to accomplish Point B. Finally, the Work Domain subscale has four questions that measure the current level of positive thinking and

drive in the organization to change current behavior as needed to reach Point B (Simpson, 1999).

- Point B (Goals) – this is the anchor of hope theory (Snyder, 2000). However, these goals contain significant values and can have some uncertainty to accomplish this outcome. This situation is comparable to the Future Orientation (Values) scale that measures the current perceived ability of the organization's desire to plan and set challenging goals – the desired outcome to create a better future (Ashkanasy et al., 2004).

The specific scale used was the Adult Hope Domain-Specific Work subscale that involves job history, current jobs, and future occupation (Simpson, 1999). The questions in the scale have a direct correlation to the Agency and Pathways measurement in Hope theory and in assessing the organization's disposition toward generating Hope at work (Snyder, 2000). The information from this scale guides understanding the levels needed to generate Hope.

Hope theory is about the desire for a better future: being motivated and having the planning (empowerment) behaviors needed to accomplish this future (Snyder, 2000). The level of Hope toward the future depends on providing energy, direction, and wellbeing (Simpson, 1999). The ability to increase these behaviors to develop a better future relies on the leaders' ability to improve the organization's motivation and planning behaviors.

Servant Leadership

Servant Leadership theory provides a steady hand to guide the entrepreneurial spirit toward its destination. Servant Leadership predicts that a particular set of leader behaviors will impact employee perceptions and actions through the process of social exchange (Liden, Wayne, Zhao, & Henderson, 2008). This leadership style focuses on the welfare and progress of its followers to emphasize the development of autonomy and responsibility of followers (Van Dierendonck, 2011). S.L. proposes the organization's expectations and responsibilities by developing the capabilities of its staff by the example of the leader's behaviors (Winston & Fields, 2015). Winston and Fields's (2015) objective is a path of reductionism to collect and

refine a list of essential Servant leadership behaviors.

The results of Winston and Fields's (2015) research yielded the ten essential behaviors that will provide the independent variable to use for understanding their impact on the two dependent variables of Motivation and Planning. Winston and Fields's (2015) results showed that eight of these ten behaviors build trust, facilitate cooperation, and achievement-orientated behavior. In addition, the leader's demonstration of honesty and serving the needs of others stimulate extra efforts. These SL behaviors are listed below:

1. Practicing what he/she preaches: The leader motivates by example
2. Serving people without regard to their nationality, gender, or race: The leader treats all people equally to empower them.
3. Seeing serving as a mission of responsibility to others: The leader's selfless actions builds relationships to further the mission
4. Being genuinely interested in employees as people: The leader serves all people with a genuine interest in their welfare.
5. Understanding that serving others is most important: The leader's motivational priority is the employee's welfare.
6. Willingness to make sacrifices to help others: The leader's generosity altruism provides an n example of motivating others.
7. Seeking to instill trust rather than fear or insecurity: The leader creates a trusting relationship to empower others.
8. Always being honest: The leader's honesty creates a trusting relationship that empowers others.
9. Being driven by a sense of higher calling: The leader teaches that their efforts are meaningful.
10. Promoting values that transcend self-interest and material success: The leader's values demonstrate that work efforts should be selfless.

The need to stimulate motivation and planning (empowerment) abilities is needed to improve the possibilities of increasing employees' Hope.

The path created from Point A to Point B requires oversight to overcome barriers to maintain the motivation needed to travel the distance. The framework provides the relationships between the theory elements documented above.

Conceptual Framework

A conceptual framework reviews the literature to produce a more focused, refined, and bounded integration of formal theory and topical research (Ravitch & Riggan, 2016). The relationship tests depend on the similarity of the definition of all theories. For example, FO and Hope are focused on the achievability of goals. On the other hand, hope and SL focus on motivation and planning to achieve goals. The existence of a relationship between hope theory and FO and

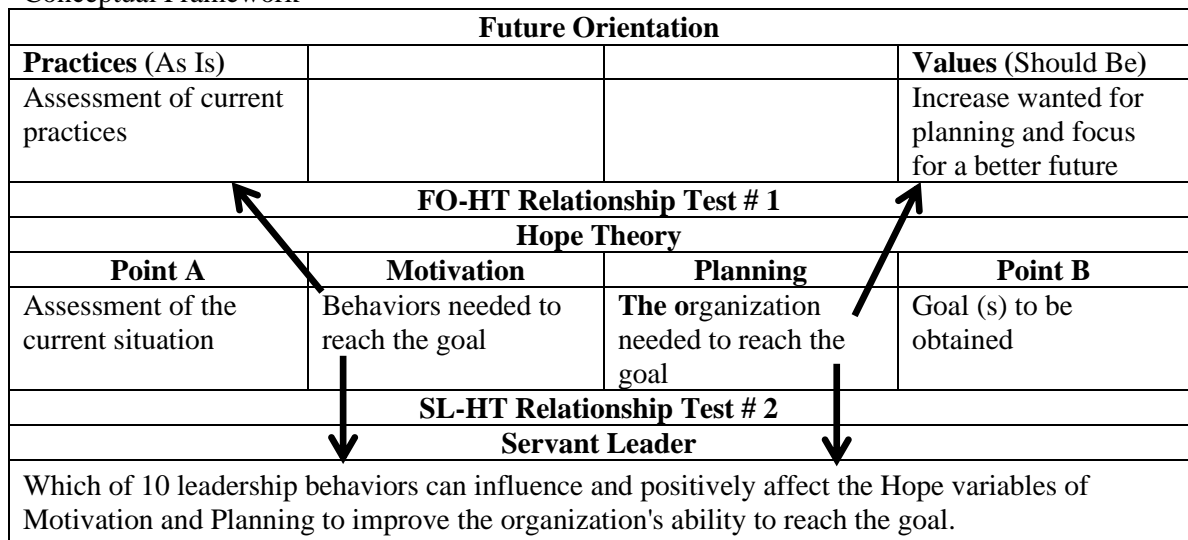
SL indicates the possibility of integrating all constructs to build a more vital theory.

-Relationships

The relationships between FO and Hope theory rely on the perception of the participant's ability to achieve a better future. Hope theory takes the next step toward reaching organizational goals by applying the practical steps of using Motivation and Planning to reach these goals. While F.O. provides an initial assessment of the organization's attitudes toward goal-seeking, the behaviors needed to accomplish these goals are not oblivious to the F.O. construct. The correlation test between the two constructs allows the researcher to know if there is a relationship to proceed.

Figure 1

Conceptual Framework



Snyder (2000); Ashkanasy et al., 2004; Winston & Fields, 2015

Servant Leadership tests specific behaviors that are needed to influence Motivation and Planning behaviors to reach those goals against the scores in Hope theory surveys. SL behaviors are motivational in theory and practice. Therefore, finding which behaviors create motivation to encourage Hope is essential. The correlation between SL and Hope theory tests if the SL behaviors produce Hope as defined by Hope theory. The conceptual framework to understand these relationships is in Figure 1.

Research Questions

The first research question to be tested: How effectively do the variables of Practices, Values, Motivation, and Planning correlate with informing a leader about the company's ability to reach future goals? The hypothesis to test this question is:

H₁ There is no relationship between the employee perception of Future Orientation and the employee's perception of Hope in their organization in the Nigerian culture
This study question posed to Nigerian agricultural workers will seek to understand this

industry's orientation toward the future and its potential relationship to Hope theory.

How are their desired values toward the future affected by the organization's motivation and planning ability?

The second research question to be tested: How effectively can the Servant Leadership behaviors (independent variables), as defined by Winston and Fields (2015), will influence the HOPE (dependent) variables of Motivation and Planning? The four hypotheses used to test this question are:

H₂ The Hope Agency subscale is positively related to Servant Leadership behaviors in Nigerian culture.

H₃ The Hope Pathway ability subscale for an employee is positively related to Servant Leadership behaviors in the Nigerian culture. This second question asks how Servant Leadership behaviors could influence the HOPE variables of Motivation and Planning to reach organizational goals. Can SL increase the motivation and planning ability of the organization to reach its goal? Organizational change, planned or unplanned, will depend on the level as the result of leadership behavior.

Method

This study will test employees at different agricultural organizations in Nigeria to examine the relationship between Servant Leadership Behaviors, Future Orientation, and Hope to address the five study hypotheses. The three scales used were the GLOBE Future Orientation Phase 2 Alpha - 2006 (GLOBE, 2006), Adult Domain-Specific Hope – Work Sub-scale (Simpson, 1999), and Winston and Fields (2015) Essential Servant Leadership Behaviors scale.

Participants

The same questionnaires were distributed to 99 Nigeria participants at two different corporate farms in Oyo State, Nigeria (Appendix A). These surveys were distributed on-site with signed management approval. This effort produces 92 usable surveys, with 33 participants having an average of 4.5 years of management experience and an average of 5.34 years with their current employer. The requirement for above high score education was selected to reflect the GLOBE selection standards (House et

al., 2004). The participants also reported 61% being bilingual between English and Yoruba.

Sampling.

The questionnaires were distributed in a convenience sampling to all employees with an above high school educational level present on the date of sampling as coordinated with the organization's senior management. All surveys informed the participants of the confidential nature of their responses on the title page as a measure to protect employee confidentiality in this minimal-risk survey (Cozby & Bates, 2012). Deadlines and availability of participants limited the access to find additional participants.

Measures

- Future Orientation Scale.

This GLOBE Instrument is considered public domain for use from the Phase-2-Alpha-Questionnaire for organization dated 2006. Therefore, only the three items from Section 1 and four items in Section 3 about Future Orientation are used to measure Future Orientation present in these organizations (Appendix A). In addition, these scales were modified with two questions from the Performance Orientation scales regarding the setting of challenging goals to provide a closer match to Hope theory. The F.O. practices scale and F.O. values scale are measured as one variable each. The Future Orientation organization Cronbach's alpha was 0.57 for practices and 0.52 for values. The Future Orientation societal Cronbach's alpha was .80 for practices and .76 for the values scale (Hanges & Dickson, 2004). Thus, the future orientation scores have significant negative correlations between cultural practices and values.

-Adult Domain-Specific Hope – Work Scale.

Permission has been obtained from Dr. S. Simpson to use the Adult Domain-Specific Hope – Work Scale, as published in the *Handbook of Hope* (Appendix A). The Agency sub-scale and the Pathways sub-scale are considered to be one variable each. Cronbach alphas ranged from .86 to .93 with a median alpha of .93. All six domains corroborated the existence of six distinct domains. The Work domain Cronbach alpha was .88 with a .54-72 item-remainder coefficient (Simpson, 1999). This domain correlated with the dispositional

Hope subscales for Agency $r=.34$ and Pathways of $r= .31$.

-Servant Leadership Essential Behaviors Scale.

Permission has been obtained from Dr. Winston to use the *Essential Servant Leadership Behavior Scale* published by Winston and Fields (2015) (Appendix A). This scale demonstrated a Cronbach alpha of .96 (Winston & Fields,

2015). In addition, this scale demonstrates convergent validity with a validated existing multidimensional measure of Servant leadership and distinction of the essential Servant leadership behaviors from other alternative forms of leadership (Winston & Fields, 2015).

Table 1
Means, Standard Deviations, Bivariate Correlations, and Cronbach's Alphas among Study Variables

Variables	Range	M	SD	1	2	3	4	5
1. FO Practices	1-7	5.8	1.05	.57				
2. FO Values	1-7	5.7	.92	.32**	.53			
3. Hope Planning	1-8	6.7	1.09	.09	.19*	.63		
4. Hope Motivation	1-8	6.6	1.04	.074	.20*	.71**	.61	
5. Servant Leadership	1-5	3.7	1.19	.41**	.01	.19*	.112	.82

** . Correlation is significant at the 0.01 level (1-tailed). $n= 92$

* . Correlation is significant at the 0.05 level (1-tailed). Cronbach Alpha scores in **bold**

Results

The data collection was reviewed to ensure accuracy and completeness after the data entry into Excel. This spreadsheet was changed to reverse score GLOBE-specified questions and uploaded to the Statistical Package for the Social Sciences (SPSS – version 24 software) with an alpha level of .05 for all tests to determine significance for each statistical calculation. The study of the relationship and direction between all variables used Pearson r correlation analysis and a Cronbach alpha calculation (Williams & Monge, 2001).

Future Orientation

The Future Orientation organization Practices survey $SD= 1.05$, $t(91)=52.5$, $p<.001$. The organization Values survey score $SD= .92$, $t(91)=61.2$, $p<.001$. The Hope Work Motivational $t(91)= 60.68$. The Planning subscale $t(91)= 65.6$, $p<.001$. The mean of the G4 and G9 items regarding challenging goals were G4 $M=4.85$ and G9 $M= 4.99$.

There was a positive, significant, but weak Pearson correlation of the total F.O. scale to the Hope scale ($r=.21$, $p<.05$) (Table 1). The F.O. values scale to the Hope Motivation subscale had a significant but weak correlation ($r=.2$, $p<.05$). There was a positive, significant, but weak Pearson correlation of the F.O. values scale to the Hope scale ($r=.21$, $p<.05$). Finally, there was a significant, positive, strong correlation between F.O. Practices and S.L. ($r=.41$, $p<.05$).

H₁ There is no relationship between the employee perception of Future Orientation and the employee's perception of Hope in their organization in the Nigerian culture Hypothesis 1 predicted that there was no relationship between Future Orientation and Hope.

However, there is a relationship between F.O. and Hope – the hypothesis is rejected.

When the four variables were compared using the F.O. values, Hope Motivation and Planning subscales show a positive, significant, weak correlation between the F.O. values scale and the

Hope Motivation subscale ($r=.2, p< .05$) The F.O. values to Hope Planning subscale also had a positive, significant, but weak correlation ($r=.19, p< .05$).

The detail of the participant's F.O. Values scores revealed a disposition for a better future in addition to the above-average scores on both Hope subscales showing the motivation and planning ability needed to accomplish a better future. The average scores about challenging goals indicate a need for challenging goals for these organizations.

Servant Leadership,

The Servant Leadership survey, was a mean of 3.74 out of a possible 5 ($SD= .596, t(91)= 60.3, p<.001$) and a Cronbach alpha = .818. In

addition, there was a positive significant, slight correlation between S.L. behaviors and the Hope Planning subscale ($r= .19, p<.05$). The following hypotheses were tested and reported below from Table 1:

H₂ The Hope Agency subscale is positively related to Servant Leadership behaviors in the Nigerian culture. However, there was no significant correlation between these variables. The hypothesis is not supported.

H₃ The Hope Pathway ability subscale is positively related to the Servant Leadership behaviors in the Nigerian culture. There was a positive, significant, weak correlation ($r=.19, p<.05$). The hypothesis is supported.

Table 2

Correlations between Hope and SL Essential Behavior variables

Hope Scale		ESLB Behaviors									
		S1	S2	S3	S4	S5	S6	S7	S8	S9	S10
		Practices	Equality	Mission	Interested	Serving	Sacrifices	Trust	Honest	Calling	Promotes
H1	Planning	0	0.1	-0.1	0	-0.1	-0.1	0.1	-0.1	0	0
H2	Motivation	0.1	0.2	-0.2	-0.1	0	0	0.1	0	0.1	0.1
H3	Planning	0.1	.210*	0	-0.1	0.1	0	0.2	0.1	0.1	0.1
H4	Planning	-0.1	.266*	0	0.2	0.1	0	0.1	-0.1	0	0.1
H5	Motivation	0.1	0.1	0.1	0.1	0.2	0.2	.255*	0.2	0.1	0.1
H6	Motivation	0.1	0	.284**	0.2	.295**	.397**	0.1	0.1	0	0
H7	Motivation	0	-0.1	-0.1	-0.1	-0.1	0	0	0	0.1	-0.2
H8	Planning	0	0	.292**	0.2	.404**	.392**	0.2	.231*	0.2	.218*

** . Correlation is significant at the 0.01 level (1-tailed). n= 92 Bold indicates highest values

Post Hoc Analysis

Since the grouping of the Hope items into new variables may have reduced the number of possible correlations, a more detailed item-to-item correlation was performed. This detailed examination of Hope items to S.L. items revealed additional correlations between the two scales. For example, the H5 and H6 items on the Hope Motivation subscale had a good correlation to the S.L. behavior items 3, 5, 6, and

7 as a group ($r = .31, p<.01$). In addition, the H3, H4, and H8 items in the Hope Planning subscale had a good correlation to SL items 2-8 & 10 as a group ($r = .3, p<.01$). The results of this study show a connection between all three scales that indicate potential relationships. The Hope Planning subscale demonstrated the best correlation between all three scales. This situation should be expected with the above-average education of the participants, preparing them to find the sound or new pathways to accomplish their goal.

Discussion

The correlation between the Future Orientation and Hope scale can provide better insight for creating Hope in an organization. This study

provides a preliminary foundation for understanding how servant leadership behaviors can influence the operationalized Hope theory of motivation and planning basics to influence an organization in this direction. The following discussion of both relationships follows.

F.O. – Hope Relationship existence

The F.O. measurements indicate that this group is satisfied with the current F.O. of their organization or does not believe improvements are possible (Ashkanasy et al., 2004). Both Hope subscales indicate a high ability to apply Hope theory within their organization if needed. This finding is consistent with the F.O. measurements in the GLOBE studies that indicate this situation is similar to higher income groups that seem to enjoy the present (Ashkanasy et al., 2004)). This group has the ability but does not have a vision and a challenge to work for a better future.

-Application.

Nigeria agriculture currently has a 70% unemployment rate. This situation reflects the F.O. average scores (Practice= 5.8, Values=5.7) for the agricultural industry in this study. This situation is in contrast to the GLOBE societal scores of Practice = 3.8 and Values = 6.3. The lack of future orientation better Values for this group reflects this lack of perceived opportunity in this sector. However, the high mean of the Hope subscales (Motivation=6.6, Planning =6.7) demonstrates the strong potential of this group to build a better future. This finding connects with Snyder's finding that hopeful thinkers can establish clear goals, stick with their mission during hard times, and work out various ways to fulfill their objectives.

This finding indicates that FO and the perception of hope are different. The FO in the agricultural industry represents a more realistic in the perception of their future. Hope theory measures the hope in their hearts to build a better future. If the existing corporations use this hope, they can use these workers to expand into related businesses and build a more vertical market.

Hope– SL existence

The connection between Hope and Servant Leadership behavior results indicate that individual items in S.L. behaviors have little ability to influence the Hope level in the organization. However, there is a weak

correlation between the Hope planning subscale and S.L. This situation is probably due to the S.L. ability to influence and empower followers. However, the connection between Hope Motivation and S.L. was not significant. This finding is consistent with another study that indicated that S.L. might not be able to influence the motivation level of the organization (Winston & Fields, 2015).

However, the post hoc analysis reveals that specific groupings of SL leadership behaviors can positively influence creating Hope. These results indicate that a leader cannot pick and choose certain S.L. behaviors to influence Hope in the organization. All behaviors should practice together to accomplish this goal of increasing Hope in the future. S.L. might need to develop or modify behaviors for its leaders that will promote communication behaviors necessary to increase the motivation and planning abilities of the organization.

-Application.

Over the past three years, the Nigerian economy has experienced a debilitating economic recession. The connection between hope and servant leadership behavior in this study, though weak, attests to the resilience of Nigerians to move forward during these challenging times. Therefore, the selflessness and empowerment of SL behaviors in these organizations can build the potential to improve the employees' hopeful thinking by implementing the right goal setting, motivation, and planning. The combination of FO, Hope, and S.L. reveals the extent to which employees in these organizations build a better future through behaviors like planning, constructing long-term strategies, and the ability to delay gratification.

Limitations & Recommendations

The most significant limitation of this study is the Hope study. This scale was validated individually and not at an organizational level like the F.O. and S.L. scales. Nevertheless, the results of this study indicate support for creating a scale for measuring Hope on an organizational level. Secondly, the F.O. scale measures the planning behavior well; however, the measurement of motivation is not as defined. The use of both the GLOBE Performance Orientation and F.O. scales together might measure this dynamic more effectively to

correlate to Hope (House, et al., 2004). Thirdly, the Winston and Fields (2015) scale was the final limitation. While this scale measures leader behavior well, the items used do not measure the influence of the leader's motivational behavior on the followers. The use of a different style of leadership might provide a better result.

Implications for Theory and Practice

Maslow's theory of motivation demonstrates that when people's basic needs are met, they will seek higher levels of improvement (Ivancevich, Konopaske, & Matterson, 2014). However, without an achievable goal before them, people may become stagnant about seeking a higher level of fulfillment. The surveys indicate these organizations need a higher, more fulfilling goal for employees.

The first need in Hope theory is a goal, a Point B. When the goal is meaningful and fulfilling, there will be a need for motivation and planning (Hope Theory) to achieve that goal. As seen by FO scores, this current situation demonstrates the employees' lack of ability to find a reasonable goal that has meaning for them. The use of meaningful goals in the workforce will increase hope in the workforce.

The use of Servant Leadership behaviors that exploits its natural ability to empower employees can assist the organization in achieving their goal by increasing their Hope for a better future (Winston & Fields, 2015). The ad hoc analysis emphasizes the need for leaders to use all SL behaviors to achieve Hope – they cannot pick a few behaviors and ignore others. SL was always created to increase the quality of workplace performance; now, we find that in can create hope for that same workplace. Onugu's (2005) study on the problems of small and medium enterprises (S.M.E.) in Nigeria concluded that contrary to the notion that access to finance is not the significant problem facing entrepreneurship in Nigeria. The greatest problem is entrepreneurial/ managerial capacity" (David, 2017). Any access to equipment, capital, and management from existing farms provides the ability to diversify their structure to create new markets and new supplier sources in the value chain. In addition, the establishment of more challenging goals for the management of these existing farms will provide an increased entrepreneurial attitude (David, 2017).

This study indicates that these farms already have a readily available source of resources and management to expand entrepreneurship to increase the number of companies in the current agricultural industry. When they use their resources to expand their business models, they will increase in the hope in their workforce. They only need to extend opportunities to those workers.

Conclusion

There is a relationship between hope theory and the components of FO and SL. The existence of these relationships creates the possibilities of seeking more than temporal, material gains. The integration of Hope into SL can increase Hope in the organization - the Hope that our efforts can bring into our work lives can create more transcendent objectives that provide meaning to whatever work is performed.

A Christian worldview always seeks to elevate individuals and organizations to seek a more transcendent future. Even when the failure to reach goals occurs, our purpose remains clear. Even when workers have no FO, the drive within to create hope remains. The humility and empowerment of SL continue to provide focus to motivate and encourage planning to create Hope.

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