

The Impacts of Strategic Management and Servant Leadership on Employee Performance in SMEs: Service Sector, TRNC

Princely Tentang
Khan

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Princely Tentang Khan

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**The Impacts of Strategic Management and
Servant Leadership on Employee Performance
in SMEs: The Service Sector, TRNC**

by

Princely Tentang Khan

A thesis submitted to the Institute of Graduate Studies
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**FINAL INTERNATIONAL UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**

APPROVAL

Title: The Impacts of Strategic Management and Servant Leadership on Employee Performance in SMEs: The Service Sector, TRNC.

We certify that we approve this thesis submitted in partial fulfillment of the requirements for the degree of Master in Business Administration.

Approval of the Examining Committee:

Assist. Prof. Dr. Amirreza Attarzadeh (*Chairperson*)

Assist. Prof. Dr. Hürcan Tarhan (*Supervisor*)

Assist. Prof. Dr. Farid Irani

Approval of the Institute of Graduate Studies:

Prof. Dr. Nilgün SARP
Director

Princelytentangkhan
princely.khan@final.edu.tr
ORCID ID: 0009-0004-7355-7755

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To my maternal family for their love and support

ETHICAL DECLARATION

I, Princely Tentang Khan, hereby, declare that I am the sole author of this thesis and it is my original work. I declare that I have followed ethical standards in collecting and analyzing the data and accurately reported the findings in this thesis, I have also properly credited and cited all the sources included in this work.

Princely Tentang Khan

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ABSTRACT

In today's dynamic and competitive business landscape, organizations grapple with the challenge of optimizing employee performance while fostering positive workplace cultures. The objective of this study is to look at the impacts of strategic management and servant leadership on employee performance in SMEs in the TRNC service sector. The findings from the regression, show that strategic management and servant leadership both has significant positive impact on employee performance. These findings add to a better understanding of how strategic management and servant leadership methods might improve employee performance in the context of TRNC SMEs. The report closes with advice for SME owners and executives to adopt strategic thinking, promote servant leadership traits, blend the two methods, engage in leadership development, and promote employee participation and feedback. Implementing these ideas can help TRNC SMEs develop a good work environment and achieve improved levels of employee performance. The study scales were measured by reliability and factor analysis to confirm its validity and reliability. The Cronbach Alpha test, KMO and Bartlett's test and correlation matrix outcomes deemed the scales valid and reliable, thus the scale suitable for this study. This study employs primary quantitative data. A survey questionnaires was used as a tool in collecting data. In order to explain this study better, 304 questionnaires were distributed to SMEs in the service sector within the 7 districts of TRNC which include; Kyrenia, Nicosia, Lapta, Lefke, Guzelyurt, Famagusta and Iskele including middle managers, departmental managers and frontline employees. This was done by the aid of a google form URL sent through respondent's emails and WhatsApp contacts. A linear regression analysis was performed via SPSS .This study was one of the first to directly investigate the impacts of strategic management and servant leadership on employee performance in SMEs in the service sector. Though there are many topics on strategic management and servant leadership focused mainly in the manufacturing sector. This study was focused on SMEs, service sector within TRNC.

Key words: strategic management, servant leadership, employee performance, SMEs, TRNC

ÖZ

Bugünün dinamik ve rekabetçi iş ortamında, kuruluşlar, çalışan performansını optimize etme ve olumlu iş yeri kültürlerini geliştirme zorluğuyla karşı karşıyadır. Bu çalışmanın amacı, KKTCELL hizmet sektöründeki KOBİ'lerde stratejik yönetim ve hizmetkar liderliğin çalışan performansına etkilerine bakmaktır. Regresyon sonuçları, stratejik yönetimin ve hizmetkar liderliğin her ikisinin de çalışan performansı üzerinde önemli olumlu etkisi olduğunu göstermektedir. Bu bulgular, KKTCELL KOBİ'lerinin bağlamında stratejik yönetim ve hizmetkar liderlik yöntemlerinin nasıl çalışan performansını artırabileceğine dair daha iyi bir anlayışa katkıda bulunmaktadır. Rapor, KOBİ sahipleri ve yöneticilerine stratejik düşünmeyi benimsemeleri, hizmetkar liderlik özelliklerini teşvik etmeleri, iki yöntemi birleştirmeleri, liderlik gelişimine katılmaları ve çalışan katılımını ve geri bildirimini teşvik etmeleri konusunda tavsiyelerle kapanır. Bu fikirlerin uygulanması, KKTCELL KOBİ'lerinin iyi bir iş ortamı geliştirmesine ve çalışan performansının artırılmasına yardımcı olabilir. Çalışma ölçekleri, geçerliliğini ve güvenilirliğini doğrulamak için güvenilirlik ve faktör analizi ile ölçülmüştür. Cronbach Alpha testi, KMO ve Bartlett testi ve korelasyon matrisi sonuçları, ölçeklerin bu çalışma için uygun olduğunu göstermiştir. Bu çalışma, birincil nicel veriler kullanmaktadır. Veri toplama aracı olarak anket formu kullanılmıştır. Bu çalışmayı daha iyi açıklamak için, KKTCELL'nin 7 bölgesindeki hizmet sektöründeki KOBİ'lere, orta yöneticiler, departman yöneticileri ve birinci kademe çalışanlar dahil olmak üzere, toplamda 304 anket formu dağıtılmıştır. Bu, katılımcıların e-posta ve WhatsApp iletişim bilgileri aracılığıyla bir Google Form URL'si yardımıyla gerçekleştirilmiştir. Lineer regresyon analizi SPSS kullanılarak gerçekleştirilmiştir. Bu çalışma, hizmet sektöründeki KOBİ'lerde stratejik yönetim ve hizmetkar liderliğin çalışan performansına etkilerini doğrudan inceleyen ilk çalışmalardan biridir. Stratejik yönetim ve hizmetkar liderlik konularında özellikle imalat sektörüne odaklanan birçok konu olmasına rağmen, bu çalışma KKTCELL'deki KOBİ'ler, hizmet sektörüne odaklanmıştır.

Anahtar kelimeler: stratejik yönetim, hizmetkar liderlik, çalışan performansı, KOBİ'ler, KKTCELL

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LIST OF ABBREVIATIONS

CWB	Counter Work Behaviour
EPP	Employee performance
EU	European Union
GDP	Gross Domestic Product
GNP	Gross National Product
HRM	Human Resource Management
I/O	Industrial Organization
KTTO	Kibris Turk Ticaret Odasi
OCB	Organizational Citizenship Behaviour
PMS	Performance Management Systems
RBV	Research Based View
SBA	Small Business Administration
SLD	Servant Leadership
SMEs	Small and Medium Enterprises
SMG	Strategic Management
TRNC	Turkish Republic of North Cyprus
URL	Uniform Resource Location

CHAPTER 1

INTRODUCTION

1.1 Research Background

In the dynamic landscape of contemporary organizations, the intricacies of leadership styles and management strategies play a pivotal role in shaping the performance and well-being of employees. As businesses navigate complex challenges, the confluence of strategic management and servant leadership emerges as a compelling avenue for exploration. This study seeks to unravel the profound impacts of these two leadership paradigms on the performance of employees, delving into the intricate interplay of strategic decision-making and leadership behaviors focused on service and empowerment.

Strategic management, with its emphasis on aligning organizational goals with actionable plans, serves as a foundational element for systematic decision-making and resource allocation (Hitt et al., 2017). Simultaneously, servant leadership, characterized by empathy, collaboration, and a commitment to employee development, places a premium on the holistic well-being of individuals within the organizational framework (Greenleaf, 1970; Heskett, Sasser, & Schlesinger, 1997)

The 1980s marked a new phase of strategic management research in the strategy literature, accompanied by a heightened interest in tourism and hospitality sectors. During this era, there was an increase in empirical testing and theory development, and many schools of thoughts that emerged in the 1980s remained pivotal to strategic thinking (Barney, 1986; Mintzberg and Waters, 1985; Porter, 1980, 1985). Secondly, numerous writers explored strategic ideas in the hospitality and tourism sector during this period (Canas, 1982; Olsen and DeNoble, 1981; Reichel, 1986). Given the rapid growth of hospitality and tourism research (as well as strategy research) in the preceding decade and a half, the end of the 1990s was chosen as a cutoff date, providing a clearer picture of research development over this timeframe. The Servant Leadership Theory, which emphasizes a dedicated commitment to serving others while acknowledging the organizational role in shaping individuals for a better future, resonates strongly with both scholars and practitioners searching for a resilient leadership pattern to address the challenges of the 21st

century. This perspective gains significance, especially considering the prevailing perception that contemporary corporate leaders are increasingly self-centered. Although Robert K. Greenleaf first discovered the term "servant leadership" in 1970, the model remains relatively unexplored despite its widespread application in boardrooms and businesses (Bass 2008; Spears 2005). Noteworthy attention from top business executives, as exemplified by Fortune magazine and Dateline, has underscored its relevance (Spears Center, 2011). Various studies have probed into the beneficial influences of servant leadership, examining its positive effects on firm revenues and employee satisfaction (DePree, 1989; Covey, 1990; Senge, 2005).

Moving on to employee performance, Rivai (2004) defines it as the overall outcome or success of an individual during specific periods at the workplace, compared to predetermined standards, targets, or criteria. A review of literature reveals that multiple factors (variables) influence employee performance, including leadership styles (Rivai, 2011), the presence of motivation (Robbins, 2006), enforcement of discipline at work (Sangala and Rivai, 2009), employee job satisfaction and loyalty (Meyer, 1999), strategic management (Aldehayyat & Twaissi, 2011), and servant leadership (Melchar and Bosco, 2010). However, this study specifically focuses on exploring the influence of strategic management and servant leadership on employee performance

This study is motivated by the recognition that successful organizations strategically harmonize decision-making processes with leadership approaches centered on the welfare and growth of their workforce (Den Hartog & Belschak, 2012; Wright & Pandey, 2010). While extensive research has individually explored the impact of strategic management (David, 2015) and servant leadership (Liden, Wayne, Zhao, & Henderson, 2008), a noticeable gap exists in understanding their collective impact, especially within the intricate fabric of contemporary organizations

Bridging this gap is essential, not only for academic enrichment but also for offering practical guidance to organizational leaders (Eisenbeiss, Knippenberg, Boerner, & Boerner, 2008). The study aims to provide a comprehensive understanding of how strategic management and servant leadership, when strategically aligned, can contribute to employee performance. As organizations increasingly recognize the interdependence of organizational success and employee

satisfaction, this study gains significance (Heskett et al., 1997). The findings may serve as a roadmap for organizational leaders, HR practitioners, and scholars aiming to enhance workplace effectiveness in the pursuit of sustainable organizational success.

1.1.1 The Service Sector in TRNC

The economic dynamics of the TRNC are markedly influenced by the service sector, spanning a diverse range of industries such as tourism, hospitality, finance, education, healthcare, and professional services. Recent years have seen substantial growth in TRNC's service sector, resulting in job creation and economic advancement (Kalfaoglu, 2020). Tourism stands out as a pivotal contributor to the economy, with destinations like Kyrenia, Famagusta, and Nicosia attracting visitors. The hospitality sector, including hotels and resorts, plays a vital role in accommodating the influx of tourists. Moreover, the TRNC has emerged as an education hub, with several universities attracting international students.

Health services, including medical tourism, also contribute to the overall service sector. Financial and professional services, such as banking, legal, and consulting services, contribute to the economic landscape (Mehmetoglu, 2020). Real estate and construction services are integral to ongoing development projects, while the information technology and telecommunications sectors contribute to connectivity and business operations. Transportation services, logistics, and entertainment venues further enrich the diverse service sector. Government services and public administration are essential components, and despite economic challenges, there are opportunities for growth and development in various service sub-sectors.

In the TRNC context, SMEs performance in the service sector withstands significant implications for the overall sustainability and competitiveness of the economy. However, SMEs face various challenges in achieving optimal performance, including constraints on resources, intense competition, and the ever-evolving market dynamics (Gurkan et al., 2019). Consequently, there is a critical need to explore and comprehend the factors influencing employee performance in these enterprises.

1.1.2 Some Features of SMEs in TRNC

Definitions of SMEs vary globally, with the Small Business Administration (SBA) offering a commonly used definition despite the absence of a universal standard. According to the SBA, an SME is an independently owned and operated firm that lacks dominance in its market. Further classification is based on revenue or employee count. The European Union (EU) has established a unified definition, where SMEs have below 250 employees, small businesses below 50 employees, and micro-businesses less than 10 employees. South Cyprus aligns its SME definition with the EU due to its EU membership.

SMEs in the TRNC are characterized by their relatively modest size in terms of employees, revenue, and assets and many of these enterprises are family-owned or privately held, operating across diverse sectors such as services, trade, manufacturing, and tourism (Ministry of Economy and Energy, 2019). The adaptability of TRNC SMEs is notable, allowing them to respond flexibly to changes in the local market, regulatory environment, and economic conditions. Entrepreneurs in this sector often exhibit a strong entrepreneurial spirit, embracing initiative, innovation, and a willingness to take calculated risks. With a primary focus on local or regional markets, SMEs contribute significantly to the community by generating employment opportunities and engaging in community initiatives (Ministry of economy and energy, 2022). Access to finance can be a challenge, and SMEs may rely on local financial institutions and government initiatives for funding. Technology adoption varies among SMEs, and their engagement in networking and collaboration within the business community fosters mutual growth. Government support, including financial incentives and training programs, plays a role in shaping the environment for SME operations (KKTO, 2022).

1.2 Problem Statement

In the contemporary organizational milieu, marked by rapid changes and heightened competition, the optimization of employee performance stands as a critical imperative for sustained success (Hitt et al., 2017). While the literature extensively explores the individual effects of strategic management (David, 2015) and servant leadership (Liden et al., 2008), a notable gap persists in understanding the combined

impacts of these influential leadership paradigms within the unique context SMEs operating in the service sector of the TRNC.

The extant research provides valuable insights into strategic decision-making and its implications for organizational success (Hitt et al., 2017). Concurrently, servant leadership, emphasizing empathy, collaboration, and employee development, has been linked to positive employee outcomes (Liden et al., 2008). However, the intricate interplay of these two approaches, particularly in the context of SMEs in the TRNC service sector, remains largely unexplored.

SMEs face distinct challenges in balancing strategic goals with the need for employee engagement and well-being (Avolio & Gardner, 2005). TRNC's unique socio-economic and cultural context further necessitates a nuanced examination of how strategic management and servant leadership jointly influence employee performance in this setting. The absence of such an investigation poses a significant gap in understanding the comprehensive mechanisms that drive employee effectiveness and satisfaction within these enterprises.

Therefore, this study seeks to address this gap by investigating the simultaneous impacts of strategic management and servant leadership on employee performance in SMEs operating in the service sector of the TRNC. By doing so, it aims to contribute not only to academic knowledge but also to provide practical insights that can inform leadership strategies in this specific organizational and cultural context. The outcomes of this research are anticipated to be instrumental in guiding SME leaders in the TRNC service sector to formulate strategies that optimize both organizational success and employee well-being.

1.3 Purpose of the Study

- A) To examine the impacts of strategic management on employee performance
- B) To examine the impacts of servant leadership on employee performance

1.4 Research Questions

- A) Does strategic management have an impact on employee performance?
- B) Does servant leadership have an impact on employee performance?

1.5 Research Hypothesis

H1. Strategic management has a positive impact on employee performance, such that a unit increase in strategic management implementation eventually leads to an increase in employee performance.

H2. Servant leadership has a positive impact on employee performance, such that a unit increase in servant leadership implementation, eventually leads to an increase in employee performance

1.6 Significance of the Study

This research carries significant implications with wide-reaching effects. It aims to improve our clarifications of the impact of strategic management and servant leadership on personnel job performance, particularly within the unique context of SMEs in the TRNC. The insights gleaned from this study are poised to be invaluable for SME owners and executives in the TRNC, providing them with actionable knowledge on effectively leveraging strategic management methodologies and incorporating servant leadership qualities to enhance overall employee performance.

Moreover, the research will provide practical recommendations and guidance for TRNC SME owners and executives to improve their strategic management and leadership practices. These proposals will be customized to the particular difficulties and possibilities encountered by SMEs in the TRNC, taking into consideration their limited resources and competitive environment.

Finally, the study findings will help to the overall growth and competitiveness of SMEs in the TRNC. This study will help SMEs improve company productivity, employee happiness, and, eventually, long-term sustainability and development by identifying the elements that impact employee performance

1.7 Limitations

This research was carried out within the service sectors spanning seven districts of TRNC. Specifically, a set of service organizations, comprising schools, restaurants, hospitals, rent-a-car companies, telecommunication firms, real estate agencies, and

hairdressing salons, was meticulously chosen for an in-depth analysis. The premier focus of this investigation was find detailed about the impacts of strategic management and servant leadership on employee performance within SMEs operating in the service sector of the TRNC. Employing a multiple case study approach, the research centered on a selection of institutions within the service industry. The study's scope was shaped by constraints in time and financial resources, prompting a concentrated exploration of the impact of strategic management and servant leadership on employee performance in readily accessible institutions for the researcher.

1.8 Research Outline and Structure

The chapters of this study are as follows, chapter 2, focuses on existing relevant literature to identify, review, and discuss existing literature related to this research topic. Chapter 3 explains the research methodology, the research was quantitative, survey questionnaires, and participants fill in the survey sent to them by the researcher online via emails and WhatsApp connections, in chapter 4, the results and discussions explained the research in a clear and organized manner to our conceptual framework. In chapter 5, we have the conclusion and recommendations which is a critical and analytical examination of the findings, results, and implications presented in the thesis. It is a section where the author reflects on the significance of their research, interprets the results, and discusses the broader implications of their work.

CHAPTER 2

LITERATURE REVIEW

2.1 Employee Job Performance

Scholars have delineated the concept of employee performance and emphasized the various influencing factors, as elucidated below. Anitha (2013), posits that the performance of an individual or an organization is substantially shaped by firm activities, policies, procedures, skill management processes, and personnel engagement, which collectively play a pivotal role in eliciting heightened levels of employee performance.

Islami, Mulolli, and Mustafa (2018) acknowledge performance management as a strategic process, incorporating essential elements such as agreement, measurement, support, feedback, and positive reinforcement. They highlight its role in shaping outcomes in alignment with performance expectations. Bataineh (2017) defines employee performance as the synthesis of “how good” and “how fast” in daily tasks, geared toward meeting stakeholder expectations. Isaac, Abdullah, Ramayah, and Mutahar (2017) emphasize the positive impact of integrating the internet into professional realms, affecting task processes, educational attainment, and communication quality, ultimately elevating individual and organizational performance. Pawirosumarto, Sarjana, and Gunawan (2017) uncover a relationship between employee performance and the job premises, comprising both physical and non-physical components, exerting a favorable and significant influence on overall performance.

Within the regulatory framework, performance is viewed as the culmination of tasks executed by individuals based on their expertise and talents. Dahkoul (2018) defines employee performance as the aggregate of workers' talents, efforts, and competencies contributing to increased organizational productivity and the achievement of goals. Augmenting employee performance is considered a pivotal objective for most businesses in the quest to enhance organizational performance. Hence, the identification of effective factors to boost employee performance is deemed vital for organizational success (Razmjooei et al., 2018).

Employee work performance is characterized as the capability to fulfill a specific task in with respect to the predetermined level of accuracy, completeness, cost, and speed (Sendawula et al., 2018). It is also articulated as the ultimate result of an activity or work (Robbins & Coulter, 2007), encompassing the quantity and quality of outputs, timeliness, attendance, and the efficiency and effectiveness of the job accomplished (Otoo & Mishra, 2018). Performance is an action that must be perfected to achieve intended outcomes, showcasing the work and results obtained from the task. Ratnasari (2017) defines performance as "the outcome of something done and how it works." Mangkuprawira (2009) views performance as acting according to the requirements in a perfect manner in order to achieve intended results, while Nawawi (2003) sees it as a measure of capacity and involvement in the production of commodities and services. Lund (2003) identifies variables impacting employee performance, including subject mastery, management of e-learning programs and class management.

Rani and Mayasari (2016) assert that employee performance reflects the efficiency and effectiveness of work completed in accordance with obligations. Ratnasari (2017) characterizes performance as genuine conduct in relation to the function in the company, representing a specific work achievement immediately reflected in the produced product in terms of efficiency and effectiveness. Simamora (2012) notes that the mentioned output could be physical or non-physical.

Organizations are established with specific objectives, resulting in two primary categories: profit-focused organizations and non-profit organizations. Profit-focused entities prioritize profitability in assessing performance, while non-profit organizations emphasize customer satisfaction and societal responsibility, measuring success against these criteria. Organizational performance involves comparing actual outcomes to intended outputs, and Richard et al. (2009) identify three dimensions: financial performance (e.g., earnings, return on assets), operational performance (e.g., productivity, efficiency), and shareholder return (e.g., economic value added). Monitoring organizational performance is crucial, serving as a practical method to assess the need for change and be accountable to stakeholders.

Performance measures include indicators and assessments of service appropriateness, organizational efficacy, and impact on customers and the

community. Quantitative methods use data for performance indications, while qualitative methods employ reasoning. The combination of methodologies often provides a more accurate assessment of organizational performance. Performance is multidimensional, encompassing behavioral engagements and expected outcomes. Behavioral engagement refers to activities taken to accomplish a task, while expected outcomes are the results of those behaviors. Task-related performance involves job-specific behaviors outlined in job descriptions.

According to Hersey and Blanchard (1993), the achievement of business and social objectives is used to evaluate job performance and accountability. Porter and Lawler (1968) distinguish three types of interactions: measuring quantity of sales, performance evaluation of individuals other than those being examined, and self-evaluation. Work performance is linked to job satisfaction, and Currall et al. (2005) assert that the productivity and yield of an organization are influenced by employee performance. Employee satisfaction, job motivation, and incentive packages impact job productivity, with employers needing to address these aspects for maintaining high performance and achieving business goals (Meyer, 1999).

2.1.1 Impacts of Employee Performance to Organizations

Assessing and appraising employee performance stands as a critical factor in organizational success, directly impacting overall output. Raziq and Wiesner's (2016) study highlights a direct correlation between job performance and management practices, encompassing strategies employed by managers to enhance organizational effectiveness. Job performance, often synonymous with work efficiency, is evaluated based on its contribution to achieving corporate goals and how employees align their tasks with organizational objectives (Aguinis, Gottfredson, & Joo, 2012).

Performance, a multidimensional concept per Jayaweera (2015), considers various behavioral aspects, with labor productivity, as emphasized by Muchhal (2014), playing a pivotal role in strengthening organizational profitability. The organizational productivity heavily relies on employee performance, making it a linchpin for success, given that individuals are the primary resources driving organizational operations. Wu and Griffin (2012) define "performance" as the

accomplishment of assigned tasks, while Saeed et al. (2013) stress the role of a healthy workplace environment in fostering job satisfaction and creative performance.

Contrarily, the contemporary emphasis on employee behaviors influencing organizational success has shifted towards negative actions. Theoretical explorations of counterproductive workplace behaviors, as outlined by Martinko, Gundlach, and Douglas (2002), have proliferated. While absenteeism and turnover have been extensively examined, more severe negative behaviors like sabotage, theft, and unethical politics have received comparatively less scrutiny. Identifying influencing factors, including personality traits (Fox & Spector, 1999; Hepworth & Towler, 2004), becomes imperative for understanding these behaviors, which incur substantial costs for both the organization and fellow employees, estimated at \$200 billion in the United States alone (Penny, 2002). All these counterproductive work behaviors manifest a decline in employee job performance, raising concerns for managers and decision-makers aiming to mitigate costs.

2.1.1 Determinants of Employee Performance

Individual and collective employee performance in organizational settings is a culmination of their knowledge, skills, and efforts. This collective impact contributes to increased productivity and the accomplishment of goals within the organization. Efforts directed toward goal attainment reflect improved organizational performance, necessitating a focus on enhancing personnel performance (Ellinger et al., 2003). The critical role of employee performance as a pivotal factor in organizational success is evident, with learning organizations playing a crucial role in this regard by providing training and development opportunities to their workforce (Gitongu et al., 2016).

Moreover, management standards for evaluating employee performance are crucial for elevating performance levels. These standards offer an accurate representation of actual performance and enable a comparison to benchmarks. Identifying any discrepancies through these standards is essential, as they can guide efforts to restore outputs to their appropriate levels (Mackay et al., 2004). The satisfaction level of employees with their job also emerges as a significant influencer

of employee performance. Various factors contribute to and determine the overall performance of employees in the organizational context:

2.1.1.1 Leadership Style. According to Norfiana et al., (2021), leadership plays a crucial and positive role in enhancing personnel productivity. Leadership involves the leader emphasizing employee orientation and fostering collaboration among employees to successfully achieve desired outcomes. The demeanor of a leader significantly influences the attitudes and behaviors of their subordinates. Research by Effendi and Marnisah (2019) supports the idea that leadership style has a positive impact on employee performance. Additionally, studies by Hia and Siregar (2019), Nguyen et al. (2020), and Sukmawati et al. (2018) all indicate that leadership contributes positively to employee performance. Employee's exhibit increased motivation to contribute to organizational goals when they appreciate the leadership style within the company (Harter et al., 2002).

2.1.1.2 Supervision. In order to achieve organizational goals, effective management involves supervision, which plays a fundamental role in confirming the intended outcomes. A study by Averus and Pitono (2018) highlights the significant positive effect of supervision on employee performance. Hartina et al. (2021) also emphasize that strong supervision positively influences employee performance, suggesting that consistent improvement can be achieved when organizations maintain and enhance ideal supervision.

2.1.1.3 Workplace discipline. Defined as adherence to workplace standards and social norms, is crucial for organizational success. Ismawati et al. (2017) indicate that work discipline has a significant impact on employee performance. Organizations maintaining internal discipline can boost employee performance, with improvements in discipline contributing to enhanced performance, as supported by Christian and Kurniawan's (2021) research and Astriyani et al. (2019), who highlight the positive relationship between increased employee punishment and improved performance.

2.1.1.4 Motivation. Identified as a vital factor for increased productivity, influencing higher levels of performance. Christian and Kurniawan (2021) emphasize that job motivation positively impacts employee performance. Sampurno et al. (2020) also

support this, stating that motivated employees tend to outperform those lacking motivation.

2.1.1.5 Bonuses. Defined as sums paid for work done, are identified as a means to optimize employee performance. Research by Sampurno et al. (2020) suggests that larger employee bonuses lead to better performance. Hidayah and Nurbaiti (2019) and Gunawan (2021) further reinforce this idea, demonstrating a positive correlation between bonuses and improved employee performance.

2.1.1.6 Incentives. Described as additional earnings provided to employees, are highlighted as essential for organizational performance. Pebrianti & Simajuntak (2020) state that incentives motivate employees to perform better, with Astriyani et al. (2019) suggesting that larger incentives result in higher performance. Employee incentives are seen as positively influencing attitudes, stimulating positive transformation, and ultimately leading to improved performance, according to the findings of Astriyani et al. (2019).

2.2 Strategic Management

Based on a comprehensive examination of existing literature, strategic management is defined as the extensive array of processes organizations employ to realize their objectives through the formulation and development of plans (Muogbo, 2013). The assumptions underpinning strategic management, as highlighted by Bondad-Reantaso et al. (2005), Elbashir et al. (2011), and Raduan et al. (2009), are influenced by the entire business system, its integration across departments, and the incorporation of information technology. Experts in business management contend that business firms operate through strategic planning, adopting perspectives such as the resource-based approach and contingency-based view.

Expanding on this, Ansoff and McDonnell (1990) advocate for the resource-based approach, proposing that the overall corporate strategy should align with this suggested methodology. Business strategies are emphasized as vital for managers dedicated to ensuring organizational success. Pearce et al. (2000) experimentally tested the implications of a resource-based perspective, underlining the connection between the ability to utilize the resource-based approach and organizational management, as well as long-term planning.

Strategic management encompasses related concepts such as planning strategically and strategic thinking strategically. Strategic planning, characterized by its nature analyses, involves systematic processes for generating data and analysis used as inputs for strategic thinking, which synthesizes facts to construct the strategy. Strategic planning focuses on the process of establishing strategies, with two main stages frequently listed in strategic management: strategy creation and strategy execution. Developing strategy involves analyzing the environment and making strategic decisions on how the business will compete, concluding with a set of goals, objectives, and measurements. Environmental analysis considers the remote external environment, industry environment (including Porter's five forces), and internal environment, all aimed at addressing opportunities and threats in the external environment. A competitive strategy, as proposed by Porter (1979), requires awareness and management of the competitive environment, either by directly focusing on competitors or adopting a broader perspective that competes against the organization.

Coulter (2005) defines strategy evaluation as the examination of how the strategy has been implemented and its outcomes. This involves assessing whether deadlines were met, if implementation phases and processes were followed correctly, and whether the desired results were achieved. If deadlines are not met, processes are malfunctioning, or outcomes deviate from the intended purpose, the strategy may and should be updated or revised. Strategy review involves both management and employees, recognizing that different perspectives may reveal issues in certain implementation stages. The plan review should incorporate challenging indicators and achievable deadlines, and if measurements and timeframes are not met, expectations are not fulfilled.

Additionally, a multitude of authors contributes to a comprehensive theoretical framework for strategic management. Described variably by different scholars, strategic management lacks a universally agreed-upon definition. One definition, put forth by Mahesh P. Joshi, characterizes it as "the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives." Ansoff (1990) perceives strategic management as a systematic approach to positioning and binding the organization to its

environment for long-term success. It is defined as an array of decisions and activities leading to the establishment and application of successful strategies to achieve organizational goals, involving environmental scanning, plan creation, strategy execution, and strategy evaluation.

The Academy of Management Review (1980) characterizes strategic management as the process of identifying and applying the organization's strategic plan by aligning the firm's capabilities with the demands of its environments. It's important to note that strategic management is not synonymous with strategic planning; the latter is a process that initiates the former. Strategic planning, as a subset of strategic management, centers on formulating strategies to improve competitiveness, allocate resources, and construct a long-term sustainable future. The execution of plans is crucial, as the effectiveness of a plan hinges on its implementation. Therefore, organizations aspiring to success at both micro and macro levels must cultivate a culture of strategic implementation. Strategic management is an ongoing process, with techniques evolving alongside the company, encompassing both new and modified versions of existing tactics. This continual process is integral to enhancing the organization's success and achieving its goals.

The philosophy centered on profit maximization and competition asserts that the preliminary objective of an organization is profit maximization and also, establish sustainable competitive advantage over counterparts in the external environment. This standpoint aligns with the industrial-organization (I/O) perspective, emphasizing the significance of an organization's external market positioning in achieving and sustaining a competitive edge. The I/O perspective provides a systematic model for evaluating industry competition, as highlighted by Porter (1981). In contrast, the resource-based approach challenges this notion, contending that a firm's competitive advantage is rooted in its internal resources rather than external positioning. It underscores that a firm's unique resources and capabilities, rather than solely environmental factors, determine its competitive advantage (Barney, 1995). The firm's resource-based perspective posits that specific types of resources have the potential to confer a competitive advantage, thereby enhancing overall business performance (Ainuddin et al., 2007).

The survival-based theory emphasizes the need for companies to continuously adjust to their competitive environment for survival. Conversely, the human resource-based paradigm underscores the importance of the human element in shaping organizational strategy. The agency theory accentuates the crucial role of the relationship between owners/shareholders and agents/managers in ensuring effective firm operations. According to the contingency theory, there is no universal approach or plan for business management; instead, businesses should formulate a managerial strategy based on the prevailing situation and circumstances. To summarize, these core strategic management theories function as tools for organizational management to make strategic and well-informed managerial decisions throughout the processes of strategy development, implementation, and evaluation.

Scholars, based on their diverse backgrounds and fields of study, have provided varied definitions for strategic management. This process comprises three fundamental elements: formulation, implementation, and evaluation (David, 2012). The formulation strategy of an organization encompasses its mission, objectives, strategies, goals, policies, and guidelines (Mintzberg, 2003). It involves pinpointing outside opportunities and risks, assessing inside strengths and weaknesses, and selecting the optimal plan for implementation (Esmail et al., 2013). On the other hand, the implementation strategy focuses on resource allocation and motivating employees to achieve organizational goals (Muchira, 2013). In essence, the implementation strategy puts the formulated plan into action. Evaluation, as per Wheelen & Hunger (2012), is the process of monitoring and assessing actual organizational actions and performance results against desired performance. According to the literature, organizational performance is often gauged based on employee job performance, emphasizing the positive relatedness of strategic management and employee performance.

There is scholarly disagreement regarding which component of strategic management exerts a greater influence on productivity. While some studies argue for the combined impact of formulation, implementation, and evaluation, others suggest that each facet contributes differently to success (Coldiron, 2011). The prevailing belief is that strategy design and implementation have diverse effects on performance, possibly due to the distinct meanings associated with each feature. For example,

Ongonge (2013) acknowledges the formulation technique as a pivotal factor for performance, while Muchira (2013) and Njagi and Kombo (2004) underscore the importance of the implementation strategy in achieving higher organizational performance. This perspective aligns with the idea that the implementation strategy is where organizations may realize the benefits of the formulated approach. Despite ongoing debates and variations on this matter, scholars unanimously agree that these aspects have garnered significant attention in performance literature. Akinyele and Fasogbon (2010) discovered that the formulation technique enhanced the survival and performance of Nigerian banks.

Franklin (2011) established a connection between formulation techniques and the performance of non-profit and government organizations, emphasizing that inadequate overall strategy management may result in resource wastage and organizational vulnerability (Coldiron, 2011). The formulation approach has been recognized as a positive factor influencing the performance of small and medium-sized businesses in Jordan (Aldehayyat & Twaissi, 2011). Additionally, research indicates that the implementation strategy significantly influences the performance of both public and private organizations (Muchira, 2013; Ogunmokun et al., 2005). Therefore, it is essential for businesses to comprehend and identify the most crucial components or characteristics associated with organizational performance. Samad et al. (2014) suggest that the formulation strategy, comprising policies, vision, mission, goals, and objectives, and the execution strategy, encompassing organizational structure and strategy, human capital, culture, and leadership, are critical. Building on this premise and existing research, this study explores the relationships between three primary characteristics of formulation—vision, mission, and goals—and three dimensions of formulation strategy, investigating the effects of government organization structure, strategy, and human resources on performance.

H1: Strategic management has a significant positive impact on employee job performance based on the literature provided above. When strategic management increases, it leads to an increase in employee job performance.

2.3 Servant Leadership

The notion of "servant leadership" was initiated by Greenleaf in 1970, and contemporary scholars such as Blanchard (2002) and Covey (2006) have endorsed it. Servant leaders are individuals who interact with employees in a way that avoids causing stress, attends to their needs and well-being, demonstrates effective conceptualization abilities, and exerts a positive influence on their teams (Snyder et al., 2010). Servant leaders primarily focus on employees and human resources (Jenkins & Stewart, 2010; Chiniara & Bentein, 2016). Extensive discourse has taken place over time on the characteristics and functions of servant leaders. Therefore, it is valuable to comprehend the diverse attitudes and behaviors associated with servant leadership and understand how these leaders employ the concept to motivate and guide personnel toward essential goals.

Comparatively to other styles of leadership, servant leadership is a relatively recent concept, whereas there is limited empirical research on the topic, resulting in a lack of strong empirical support (Farling et al., 1999; Lube, 2003; Russell & Stone, 2002). Yukl et al. (2002) explored various perspectives on servant leadership and concluded that, being a novel concept, it requires robust empirical and scientific support to establish its effectiveness in organizational contexts. The practice of servant leadership demands time and persistence (Bryant, 2003; van Dierendonck & Patterson, 2015).

Viewed as a means of serving others through a focus on employee growth and welfare, servant leadership was identified by Pare and Tremblay (2007). Another interpretation found in literature is that servant leadership involves looking out for others' interests while refraining from exploiting authority for personal gain. According to Russell (2001), servant leaders empower their team members by granting autonomy. They prioritize the people they lead over the tasks at hand, trusting in their abilities to contribute effectively to the organization (Stone et al., 2004; Rosnani, 2018).

Servant leaders act as role models and sources of inspiration, contributing to a trusting atmosphere (Liden, 2008). By empowering individuals to make decisions

about their careers, they foster employee ownership and encourage a more innovative and creative workplace (Neubert et al., 2008).

Managers focusing on people, as noted by Hart and Quinn (1993), perform better in terms of business and financial objectives. Brown (2008) emphasized that for servant leadership to be effective, employees must be respected, and their contributions acknowledged.

Although both servant leadership and transformational leadership concentrate on fulfilling the needs of followers, there exists a qualitative distinction in how this focus is portrayed and its hierarchy concerning other competing business objectives. Transformational leaders appear driven by the aspiration to achieve organizational goals more effectively, whereas servant leaders are motivated by the comprehensive development of followers. Concerning organizational priorities, servant leaders are more inclined than transformational leaders to prioritize followers first, organizations second, and themselves last in their leadership emphasis (Sendjaya, 2015).

Servant leadership, akin to authentic leadership, places a high value on honesty and authenticity in interpersonal interactions (Avolio & Gardner, 2005). However, what distinguishes servant leaders is their inclination to operate with heightened levels of self-awareness and self-regulation, often stemming from spiritual or altruistic motivations to serve others, a dimension not explicitly present in the authentic leadership paradigm. For servant leaders, authenticity is not a mere outward display but is deeply rooted in a profound calling or a genuine desire to contribute to the well-being of others.

Despite the surging popularity of servant leadership in both private and non-profit sectors, a notable research gap persists in this domain (Farling et al., 1999). The foundational works of Greenleaf (1977) and the Greenleaf Center constitute the primary sources of knowledge in servant leadership scholarship. While many authors provide anecdotal examples of how servant leadership is applied in business settings, this remains a considerable limitation in much of the literature on servant leadership. Bass (2000) asserts that the exploration of servant leadership requires thorough investigation, as untested theories will inevitably shape the future landscape of

leadership in learning organizations. The servant-first model has since inspired scholars and practitioners to explore the potential of this paradigm.

By 1999, two distinct streams of study had emerged: conceptual (Spears, 1998; Patterson, 2003) and measurement (Page & Wong, 2000; Van Dierendonck & Nuijte, 2011). However, empirical research specifically delving into servant leadership theory within particular organizational contexts remains conspicuously limited. Despite intensified research efforts, a definitive definition remains elusive, with scholars struggling to reach a consensus on its significance (Anderson, 2009). Greenleaf (1977) himself noted the challenges in implementing command and control leadership, urging readers to contemplate, reflect, and consider. Russell and Stone (2002) outlined nine functional characteristics of servant leadership, shedding light on how scholars organized Greenleaf's intricate ideas into a theoretical framework.

This review, distinct in its focus on empirical research within organizational contexts, marks the first attempt to synthesize empirical inquiries into servant leadership. Relying on data sourced from peer-reviewed publications, the study emphasizes the unique combination of inspirational and ethical dimensions in servant leadership (Graham, 1991; Greenleaf, 1977). Spears (2004) identified eleven common traits among servant leaders, including listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, development, and community building. Servant leadership intersects with other leadership concepts such as charismatic/transformational, ethical, genuine, and spiritual leadership, incorporating behaviors like role modeling, inspiring communication, and compassion (Brown & Trevino, 2006). Despite these intersections, servant leadership diverges from conventional leadership in several key aspects.

A leader, defined as an individual with the capacity to influence group or organizational members toward goal achievement, relies on the ability to persuade, motivate, and mobilize followers (Yukl, 2006). Leadership, as articulated by Greenleaf (1977), Mullins (2005), Laub (1999), & Stone et al. (2003), involves the interaction between someone influencing others' behavior and those being affected. Modern leadership styles prioritize service and care for workers over traditional control methods (Bhindi and Duignan, 1997). An exemplary leader exercises

authority while motivating and influencing others to succeed, thereby translating the organization's vision into reality (Van Dierendonck et al., 2009).

The trajectory of leadership has shifted from traditional or transactional models to servant leadership, emphasizing vision, the future, and charisma with a focus on followers. Anticipated as a dominant leadership paradigm in the twenty-first century, servant leadership is supported by scholars such as Bennis (1989), Block (1993), and Spears (1998) (Nahiyah, 2015). Zohar (1997) posits that servant leadership embodies quantum thinking and quantum leadership, capable of overcoming organizational challenges and motivating people for present and future productivity.

Servant leadership highlights a leader's capacity to provide services positively impacting an organization's people without hesitation (Senjaya, 1997). According to Spears (2004), servant leadership involves engaging others in decision-making processes based on ethics and caring behavior, enhancing employees' personal development, and raising awareness to improve the organization's quality of life, thereby earning the trust of subordinates. Previous research supports these findings, indicating that leaders prioritize the unity and interests of their followers, demonstrating empathy, concern, and building trust (Banutu, 2004; Joseph and Winston, 2005).

Molyneaux (2003) clarifies that servant leadership is not passive but involves "controlled and conscious personal power and sharing." Duff (2013) and Birkenmeier et al. (2003) propose that a leader transcends personal self-interest, motivating others to address the physical, spiritual, and emotional needs of others for the organization's sake. Jaramillo et al. (2009) assert that leadership represents the highest level of managerial engagement with employees, necessitating a strong commitment to subordinates' needs for the benefit of the business.

Research has investigated the connection between servant leadership and employee performance, unveiling a positive relationship in various studies (Winston and Fields, 2015; Chan and Wai-ming, 2014; Retmono, 2013; Krisna and Kripa, 2012; Waal and Sivro, 2012; Melchar and Bosco, 2010). Servant leadership, oriented toward providing services and concerns for subordinates, fosters an environment

where employees can perform their jobs without fear, aligning with the organization's expectations.

Work performance, defined as an individual's ability to contribute to the firm's technological core (Santos et al., 2018), is significantly affected by managers' support, demeanor, and work environment (Diamantidis and Chatzoglou, 2019). Servant leadership enhances firm effectiveness by accelerating work performance (Liden et al., 2008). Although the literature on hospitality has recently explored this connection (Ling et al., 2017), a growing body of research demonstrates the favorable impact of servant leadership on job performance. When followers respect their leader, they request for ways to enhance their performance (Braham, 1999). Laub (2005) suggests that servant leadership possesses a positive relationship with work satisfaction, a measure of employee engagement and dedication to achieving long-term goals. Wilbur (2000) investigated the connection between employee commitment and performance, discovering a strong association between the two factors.

The existing literature consistently supports the link between servant leadership and employee performance.

H2: Servant leadership has a positive impact on employee job performance. Based on the literature provided above, an increase in strategic management execution leads to an increase in employee job performance.

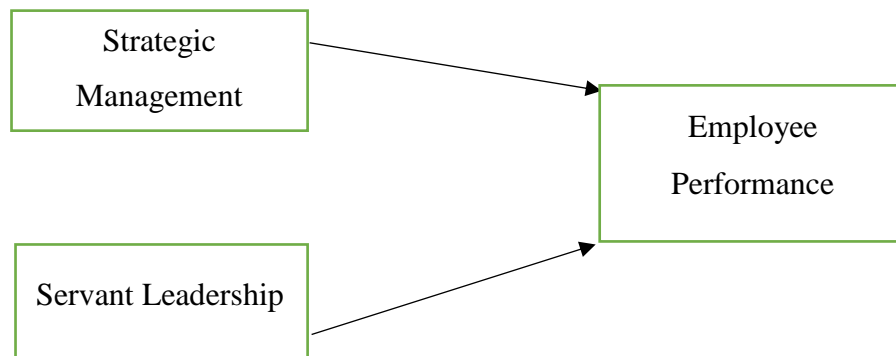
CHAPTER 3

METHODOLOGY

3.1 Model

Figure 1

Research model



3.2 Research Design

This study employs a quantitative research design to investigate the impacts of strategic management and servant leadership on employee performance. A survey was utilized to collect data from participants, aiming to identify correlations and patterns within the variables of interest. A survey questionnaire was used for primary quantitative data collection from respondents. The survey design enabled extensive analyses of the impacts of strategic management and servant leadership on employee performance, SMEs in the service sector of TRNC by the respondents. This method was applied for the following reasons;

Surveys are well-suited for collecting quantitative data. If the goal is to analyze and quantify responses, attitudes, behaviors, or opinions, a survey design provides structured and standardized data that can be easily analyzed statistically.

Moreover, Surveys can provide a level of anonymity for respondents, encouraging them to be more honest and open about sensitive or personal topics. This

can be beneficial when studying topics that individuals may be hesitant to discuss openly.

3.3 Sampling Strategy and Population

Sampling in research refers to the process of selecting a subset of individuals or elements from a larger population to represent it in a study regarding the study objective (Gentles et al., 2015). A convenient sampling technique was used to pick a representative sample of employees from SMEs of the service sector in TRNC. Convenient sampling was chosen over various types of sampling because it is more economical and less time consuming to reach target respondents.

Participants were chosen among the SMEs of the service sector of the TRNC in the likes of middle managers, departmental managers and front line employees. Some of these service sectors include restaurants, schools, rent a car companies, hair dressing saloons, real estate companies and tourism and hospitality companies. The survey has been fulfilled by 304 participants from the 7 districts of the TRNC, this number was enough and appropriate to have accurate outcomes and meet the required confidence level.

3.4 Data Collection Procedures

The instrument was designed to assess participants' perceptions and experiences related to strategic management practices, servant leadership behaviors, and their perceived impact on individual performance.

The study is a primary, and quantitative study. It utilizes a survey design with questionnaires as the primary data collection instrument. The survey instruments, adopted from existing articles, were structured using the Google Forms platform for ease of management. The distribution of the survey link to participants took place over 3 weeks (21 days) from 24/06/2023 to 15/07/2023 through email and WhatsApp connections. The instrument was designed to assess participants' perceptions and experiences related to strategic management practices, servant leadership behaviors, and their perceived impact on individual performance. Given the goal of establishing factual insights, numerical data and statistical analysis were deemed essential.

However, reliability and factor analysis test was applied on the adopted scales to ensure validity and reliability and suitability for this study.

The survey strategy was systematically employed to gather data on "the impacts of strategic management and servant leadership on employee performance in TRNC SMEs." This approach facilitated a structured investigation into the relationships between independent and dependent variables. The decision to adopt questionnaires from Turkish articles in the Turkish language was rooted in the fact that 85 percent of the targeted respondents were Turkish speakers, ensuring the survey's relevance and comprehensibility for the majority of participants. Additionally, foreign individuals working in the TRNC service sector with proficiency in Turkish were considered as respondents to maintain inclusivity and diversity in the study.

Strategic management scale constituted 11 items (SMG1-SMG11), Servant leadership scale had 08 items (SLD1-SLD 08) and employee performance scale was made up of 11 items (EPP1-EPP11), this gave an overall of 30 close ended questions with a five Likert scale of strongly agree to strongly disagree

It was specified that the questionnaires would not collect any personally identifiable information from respondents to maintain their anonymity and confidentiality. Participants were assured that their replies would be used solely for research purposes and kept strictly confidential. Most participants were asked to provide informed consent before participating in the survey.

3.5 Questionnaires Design /Measurements

The survey data were gathered using adapted questionnaires sourced from three previous research studies. To distill pertinent variables from an extensive array assessing the same underlying structure, factor analysis, a statistical technique, was applied (Büyüköztürk, 2002). The reliability of the scale used underwent assessment through Cronbach's alpha coefficient values. The dataset's suitability for factor analysis was scrutinized using the Kaiser-Meyer-Olkin (KMO) coefficient and Bartlett test results. A KMO value nearing one signaled the adequacy of the sample size, while a value below 0.50 suggested unsuitability for factor analysis (Tavşanlı, 2005). The Bartlett test gauged the normal distribution of the dataset, with a KMO >

0.6 and a Bartlett test p-value of 0.05 indicating the dataset's appropriateness for factor analysis. Table 3 provides an overview of the KMO and Bartlett test results, confirming the Corporate Strategic Management Perception Scale's suitability for factor analysis. The KMO value surpasses 0.6, and the Bartlett X² test is significant ($p < 0.05$), signifying the scale's appropriateness for component analysis.

The Servant Leadership Scale, devised by Liden et al. (2008), comprises 28 items distributed across 7 dimensions. During the scale creation, all dimensions, except "Relationships" and "Service," demonstrated fitting values. Reliability values for the seven dimensions, each consisting of four statements, ranged from 0.76 to 0.86. In a Turkish context, San Ürü and colleagues (2013) identified a five-factor structure for the servant leadership scale. Cronbach's alpha values for the factors were "Emotional Healing and Altruism," "Support for Personal Development and Career," "Conceptual Ability," "Ethical Behavior," and "Adding Value to the Community." To streamline the scale's original length, a version with 7 items and one dimension was created, resulting in a cumulative Cronbach's alpha score of 0.84 (Liden et al., 2013).

Employee performance was assessed across two dimensions: task performance and contextual performance, with distinct items for each. Turkish translations of four items from Beffort and Hatrup (2003) and two items developed by the author gauged task performance, aligned with the job duties of 50 employees. Contextual performance was evaluated through 5 questions corresponding to the five components established by Borman and Motowidlo (1993). A total performance variable was derived by averaging the 11 components. Both employees and supervisors assessed performance using a five-point Likert scale, aiming to establish agreement between parties for a more comprehensive conclusion.

The research instrument comprised four sections: The first section collected socio-demographic data, including gender, length of employment, education level, organization type, position, district, and age. The second section elicited respondents' perspectives on strategic management techniques. The third section sought respondents' views on the impact of servant leadership implementation. The fourth section evaluated employees' perceived performance in general in carrying out their tasks, covering both middle managers and other employees.

Table 1*SMG Reliability Statistics*

Cronbach's Alpha	Cronbach's Alpha Based on N of Items	Standardized Items
.810	.776	11

Table 2*Inter-Item Correlation Matrix*

	SMG01	SMG02	SMG03	SMG04	SMG05	SMG06	SMG07	SMG08	SMG09	SMG10	SMG11
SMG01	1.000	.387	.391	-.035	.126	.377	.321	.322	.276	.213	.851
SMG02	.387	1.000	.563	.080	.140	.548	.508	.301	.405	.131	.368
SMG03	.391	.563	1.000	-.027	.154	.939	.671	.250	.243	.278	.370
SMG04	-.035	.080	-.027	1.000	-.012	-.028	-.024	-.027	-.034	-.026	-.035
SMG05	.126	.140	.154	-.012	1.000	.142	-.042	-.047	-.060	-.046	.139
SMG06	.377	.548	.939	-.028	.142	1.000	.628	.254	.240	.255	.358
SMG07	.321	.508	.671	-.024	-.042	.628	1.000	.172	.204	.265	.281
SMG08	.322	.301	.250	-.027	-.047	.254	.172	1.000	.406	.236	.272
SMG09	.276	.405	.243	-.034	-.060	.240	.204	.406	1.000	.117	.308
SMG10	.213	.131	.278	-.026	-.046	.255	.265	.236	.117	1.000	.104
SMG11	.851	.368	.370	-.035	.139	.358	.281	.272	.308	.104	1.000

Table 3*SMG Item-Total Statistics*

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Total Correlation	Item-Squared Correlation	Multiple Cronbach's Alpha if Item Deleted
SMG01	11.10	3.691	.634	.	.777
SMG02	11.17	4.140	.617	.	.780
SMG03	11.19	4.058	.701	.	.771
SMG04	11.31	5.183	-.029	.	.820
SMG05	11.29	5.099	.097	.	.818
SMG06	11.18	4.032	.675	.	.773
SMG07	11.23	4.414	.555	.	.789

Table 3 (continued)

SMG total item statistics

SMG08	11.20	4.484	.409	.	.801
SMG09	11.14	4.324	.398	.	.804
SMG10	11.21	4.708	.274	.	.812
SMG11	11.11	3.846	.601	.	.781

Table 4

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on N of Items
.815	.810

Table 5

SLD Inter-Item Correlation Matrix

	SLD01	SLD02	SLD03	SLD04	SLD05	SLD06	SLD07	SLD08
SLD01	1.000	.277	.137	.170	.221	.309	.198	.147
SLD02	.277	1.000	.372	.318	.434	.395	.251	.243
SLD03	.137	.372	1.000	.190	.582	.515	.365	.311
SLD04	.170	.318	.190	1.000	.290	.275	.233	.234
SLD05	.221	.434	.582	.290	1.000	.600	.451	.383
SLD06	.309	.395	.515	.275	.600	1.000	.488	.478
SLD07	.198	.251	.365	.233	.451	.488	1.000	.850
SLD08	.147	.243	.311	.234	.383	.478	.850	1.00

Table 6*EPP Inter-Item Correlation Matrix*

	EPP01	EPP02	EPP03	EPP04	EPP05	EPP06	EPP07	EPP08	EPP09	EPP10	EPP11
EPP01	1.000	.359	.415	.440	.323	.344	.251	.267	.265	.220	.157
EPP02	.359	1.000	.712	.513	.460	.456	.367	.324	.452	.289	.241
EPP03	.415	.712	1.000	.701	.561	.556	.495	.461	.492	.329	.203
EPP04	.440	.513	.701	1.000	.607	.696	.580	.437	.440	.434	.282
EPP05	.323	.460	.561	.607	1.000	.573	.460	.428	.394	.231	.200
EPP06	.344	.456	.556	.696	.573	1.000	.663	.511	.458	.502	.382
EPP07	.251	.367	.495	.580	.460	.663	1.000	.493	.397	.380	.355
EPP08	.267	.324	.461	.437	.428	.511	.493	1.000	.387	.391	.308
EPP09	.265	.452	.492	.440	.394	.458	.397	.387	1.000	.563	.521
EPP10	.220	.289	.329	.434	.231	.502	.380	.391	.563	1.000	.653
EPP11	.157	.241	.203	.282	.200	.382	.355	.308	.521	.653	1.000

Table 7*EPP Item-Total Statistics*

	Scale Item Deleted	Mean if Item Deleted	ifScale Variance Deleted	Variance if Corrected Total Correlation	Item-Squared Correlation	MultipleCronbach's Alpha if Item Deleted
EPP01	11.82		10.300	.437	.229	.891
EPP02	11.75		9.797	.608	.535	.882
EPP03	11.72		9.073	.735	.696	.874
EPP04	11.68		8.673	.767	.672	.872
EPP05	11.72		9.310	.630	.476	.881
EPP06	11.73		9.084	.764	.645	.872
EPP07	11.72		9.369	.652	.507	.880
EPP08	11.71		9.466	.576	.371	.885
EPP09	11.79		9.990	.610	.484	.883
EPP10	11.81		10.166	.545	.564	.886
EPP11	11.85		10.604	.444	.488	.891

Table 8*SMG Correlation Matrix*

	SMG0 1	SMG0 2	SMG0 3	SMG0 4	SMG0 5	SMG0 6	SMG0 7	SMG0 8	SMG0 9	SMG1 0	SMG1 1
SMG0 1	1.000	.387	.391	-.035	.126	.377	.321	.322	.276	.213	.851
SMG0 2	.387	1.000	.563	.080	.140	.548	.508	.301	.405	.131	.368
SMG0 3	.391	.563	1.000	-.027	.154	.939	.671	.250	.243	.278	.370
SMG0 4	-.035	.080	-.027	1.000	-.012	-.028	-.024	-.027	-.034	-.026	-.035
SMG0 5	.126	.140	.154	-.012	1.000	.142	-.042	-.047	-.060	-.046	.139
Correlati on SMG0 6	.377	.548	.939	-.028	.142	1.000	.628	.254	.240	.255	.358
SMG0 7	.321	.508	.671	-.024	-.042	.628	1.000	.172	.204	.265	.281
SMG0 8	.322	.301	.250	-.027	-.047	.254	.172	1.000	.406	.236	.272
SMG0 9	.276	.405	.243	-.034	-.060	.240	.204	.406	1.000	.117	.308
SMG1 0	.213	.131	.278	-.026	-.046	.255	.265	.236	.117	1.000	.104
SMG1 1	.851	.368	.370	-.035	.139	.358	.281	.272	.308	.104	1.000

Table 9*SMG KMO and Bartlett's Test*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.743
	Approx. Chi-Square	1632.426
Bartlett's Test of Sphericity	df	55
	Sig.	.000

Table 10*SMG Total Variance Explained*

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.019	36.538	36.538	4.019	36.538	36.538
2	1.362	12.378	48.915			
3	1.219	11.083	59.998			
4	1.033	9.386	69.385			
5	.916	8.331	77.716			
6	.851	7.736	85.452			
7	.584	5.308	90.760			
8	.456	4.143	94.902			
9	.364	3.306	98.208			
10	.139	1.260	99.468			
11	.059	.532	100.000			

Extraction Method: Principal Component Analysis.

Table 11*SMG Component Matrix^a*

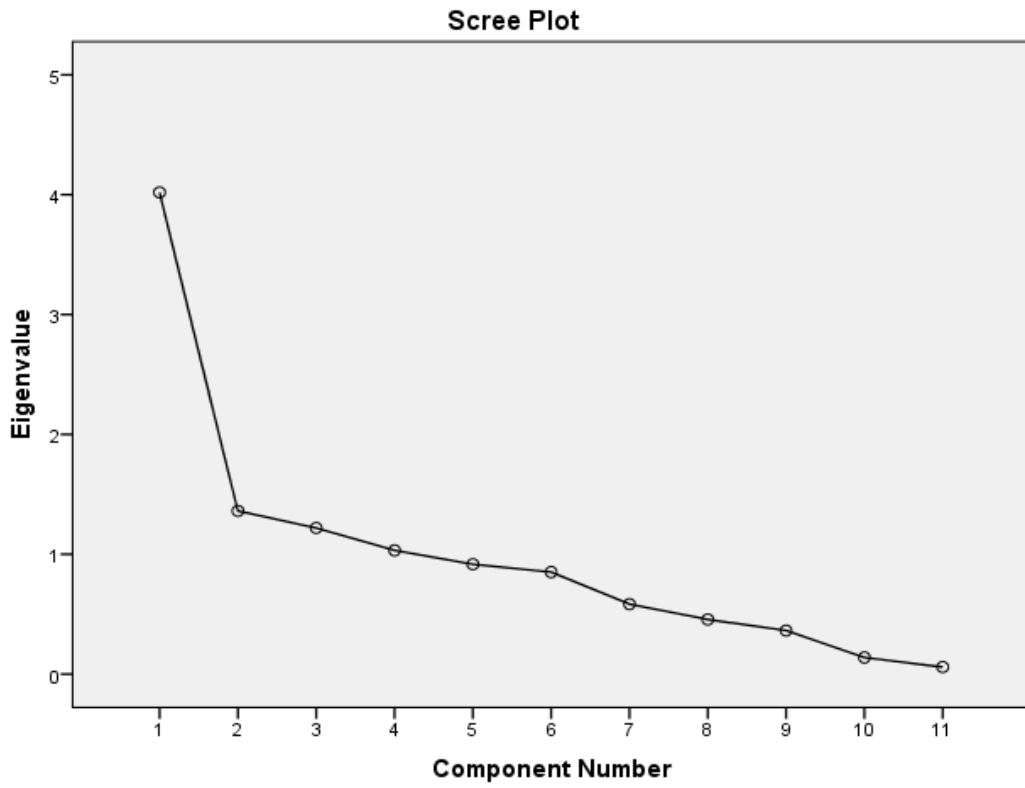
	Component
	1
SMG03	.847
SMG06	.829
SMG02	.735
SMG07	.712
SMG01	.700
SMG11	.668
SMG09	.490
SMG08	.481
SMG10	.370
SMG05	.144
SMG04	-.031

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Figure 1

SMG scree plot



3.5.2.2. Factor Analysis of Servant Leadership

Table 12

SLD Correlation Matrix

	SLD01	SLD02	SLD03	SLDO4	SLD05	SLD06	SLD07	SLD08
SLD01	1.000	.277	.137	.170	.221	.309	.198	.147
SLD02	.277	1.000	.372	.318	.434	.395	.251	.243
SLD03	.137	.372	1.000	.190	.582	.515	.365	.311
SLDO4	.170	.318	.190	1.000	.290	.275	.233	.234
SLD05	.221	.434	.582	.290	1.000	.600	.451	.383
SLD06	.309	.395	.515	.275	.600	1.000	.488	.478
SLD07	.198	.251	.365	.233	.451	.488	1.000	.850
SLD08	.147	.243	.311	.234	.383	.478	.850	1.000

Table 13*SLD KMO and Bartlett's Test*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.777
	Approx. Chi-Square	938.786
Bartlett's Test of Sphericity	df	28
	Sig.	.000

Table 14*SLD Total Variance Explained*

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.547	44.338	44.338	3.547	44.338	44.338
2	1.149	14.366	58.704			
3	.922	11.522	70.226			
4	.835	10.440	80.666			
5	.593	7.410	88.075			
6	.433	5.416	93.491			
7	.378	4.722	98.213			
8	.143	1.787	100.000			

Extraction Method: Principal Component Analysis.

Figure 2

SLD scree plot

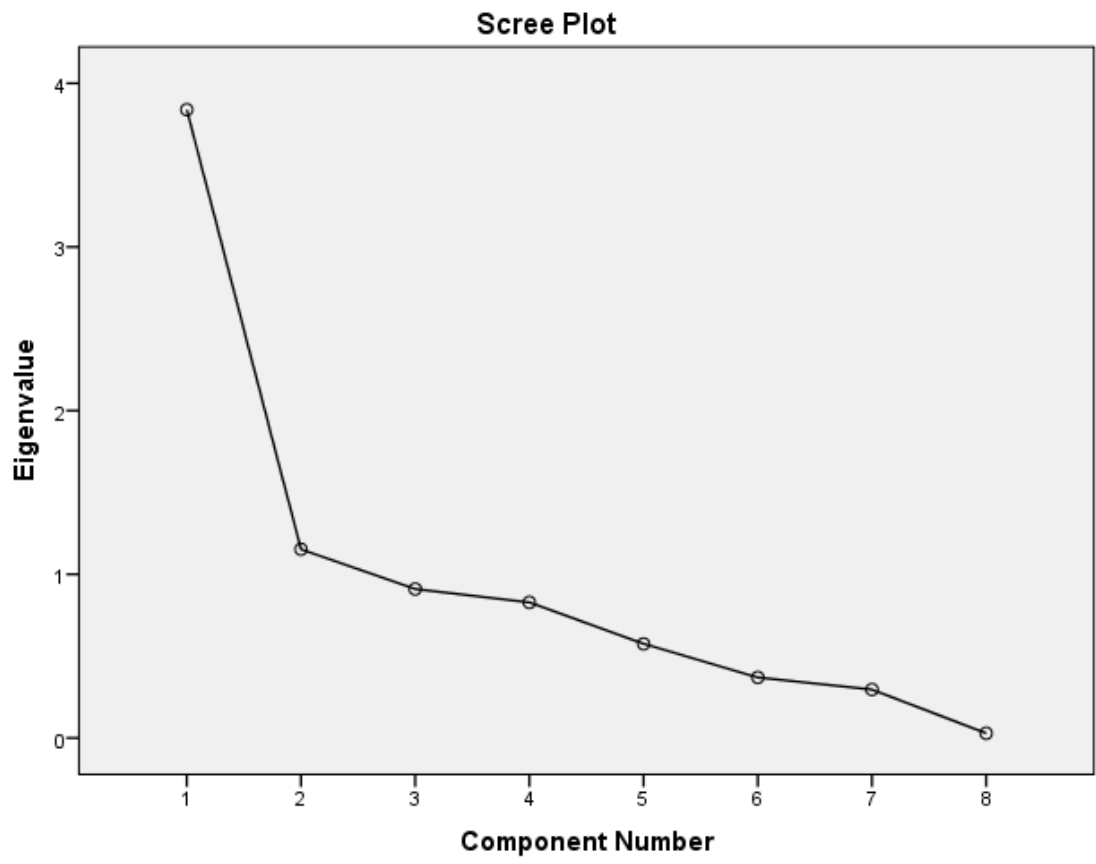


Table 15*EPP Correlation Matrix*

	EPP01	EPP02	EPP03	EPP04	EPP05	EPP06	EPP07	EPP08	EPP09	EPP10	EPP11
EPP0 1	1.000	.359	.415	.440	.323	.344	.251	.267	.265	.220	.157
EPP0 2	.359	1.000	.712	.513	.460	.456	.367	.324	.452	.289	.241
EPP0 3	.415	.712	1.000	.701	.561	.556	.495	.461	.492	.329	.203
EPP0 4	.440	.513	.701	1.000	.607	.696	.580	.437	.440	.434	.282
EPP0 5	.323	.460	.561	.607	1.000	.573	.460	.428	.394	.231	.200
EPP0 6	.344	.456	.556	.696	.573	1.000	.663	.511	.458	.502	.382
EPP0 7	.251	.367	.495	.580	.460	.663	1.000	.493	.397	.380	.355
EPP0 8	.267	.324	.461	.437	.428	.511	.493	1.000	.387	.391	.308
EPP0 9	.265	.452	.492	.440	.394	.458	.397	.387	1.000	.563	.521
EPP1 0	.220	.289	.329	.434	.231	.502	.380	.391	.563	1.000	.653
EPP1 1	.157	.241	.203	.282	.200	.382	.355	.308	.521	.653	1.000

Table 16*EPP Total Variance Explained*

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.342	48.567	48.567	5.342	48.567	48.567
2	1.382	12.562	61.129			
3	.871	7.918	69.047			
4	.723	6.572	75.618			
5	.590	5.364	80.983			
6	.511	4.649	85.632			
7	.423	3.847	89.479			
8	.406	3.688	93.168			
9	.303	2.757	95.925			
10	.255	2.314	98.239			
11	.194	1.761	100.000			

Extraction Method: Principal Component Analysis.

Table 17*EPP Component Matrix^a*

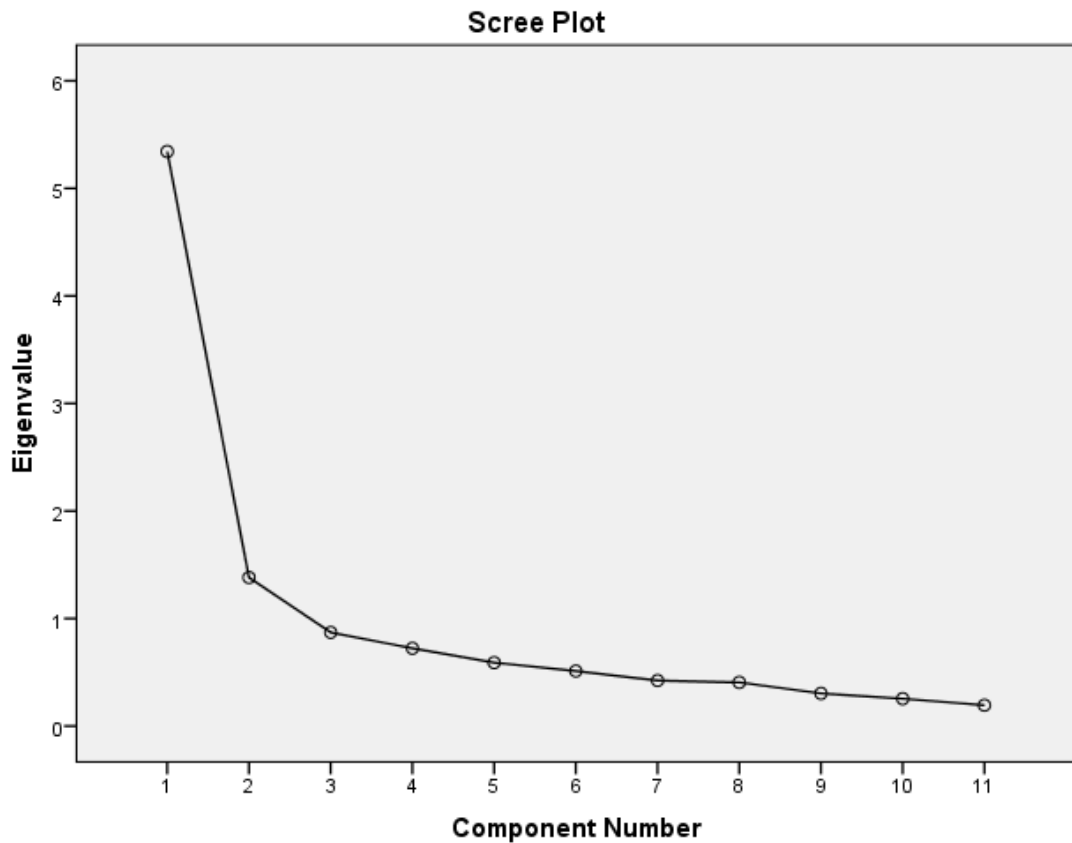
	Component
	1
EPP04	.823
EPP06	.821
EPP03	.794
EPP07	.725
EPP05	.700
EPP09	.698
EPP02	.685
EPP08	.656
EPP10	.640
EPP11	.537
EPP01	.510

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Figure 3

EPP scree plot



3.6 Data Analysis

An overall of 304 questionnaires were completed by respondents. The dataset from google forms was first of all linked to excel spreadsheet, it was then coded in the excel spreadsheet with all variables defined and saved. The feedback was then opened on SPSS (Statistical package for Social Sciences) spreadsheet for proper linear regression analyses. Linear regression helps quantify and understand the extent to which these variables; strategic management and servant leadership predicts or explain variations in employee performance. SPSS is more suitable for data analysis since its user friendly and effective in complex dataset analysis and variables correlations. Descriptive statistics was used in explaining the dependent and independent variables (mean, median and standard deviation).

3.7. Data Limitations

Convenience sampling may induce sample bias since participants are chosen based on their accessibility and availability. This may restrict the findings' generalizability to the larger group of employees in TRNC SMEs.

3.7.1. Self-Reported Data

The data acquired through the survey questionnaires will be based on self-reported replies from participants. This raises the prospect of response bias, since individuals may supply socially desired or erroneous information. To compensate for this constraint, participants will be ensured of confidentiality and anonymity, and they will be urged to offer honest and true comments.

3.7.2. Time and Resources

The investigation took place within a set time frame and with restricted resources. This may limit the size of the sample and the depth of data collecting. A reduced sample size may also have an impact on statistical power and the capacity to identify minor or subtle effects.

3.7.3. External Variables like Organizational Changes or Contextual Effects

It could have an impact on employee performance and the links between strategic management, servant leadership, and employee performance. These factors are outside the researcher's control and may inject additional variability into the results.

3.7.4. Singular Geographic Focus

The study is limited to SMEs in the TRNC. As a result, the findings may not be entirely relevant to SMEs in different geographic or cultural settings. Generalizing the findings outside of the particular setting of TRNC should be done with caution.

CHAPTER 4

RESULTS AND DISCUSSIONS

4.1 Results

Table 18

Gender of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	182	59.9	59.9	59.9
	FEMALE	122	40.1	40.1	100.0
	Total	304	100.0	100.0	

Table. 18, displays the gender of respondents in this study. 182 males responded with a percentage response of 59.9% meanwhile, 122 females responded with a percentage response of 40.1%. Overall responses were 304 out of 350 questionnaires sampled. Thus the overall response rate throughout this study was 86.86% ($304/350 \times 100$).

Table 19

Age of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24	14	4.6	4.6	4.6
	25-34	125	41.1	41.1	45.7
	35-44	122	40.1	40.1	85.9
	45-54	39	12.8	12.8	98.7
	55+	4	1.3	1.3	100.0
	Total	304	100.0	100.0	

Table. 19, shows the age of respondents. For the purpose of this study, only people from 18 years old and above were allowed to participate in this study. From the outcome above, 14 respondents (4.6%) of age range 18-24years, 125 respondents (41.1%) of age range 25-34years, 122 respondents (40.1%) of age range 35-44years, 39 respondents(12.8%) of age range 45-54years and 4 respondents (1.3%) of 55 and above years participated respectively.

Table 20

Level of Education of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
HIGH SCHOOL OR EQUIVALENT	104	34.2	34.2	34.2
BACHELOR'S DEGREE	130	42.8	42.8	77.0
Valid MASTER'S DEGREE	49	16.1	16.1	93.1
DOCTORATE DEGREE	21	6.9	6.9	100.0
Total	304	100.0	100.0	

Table. 20 above demonstrates the level of education of the respondents. For the purpose of this study, all participants were at least, holders of high school certificate or equivalent. As per the statistics above, 104 respondents (34.2%) were holders of high school certificate or equivalents, 130 respondents (42.8%) were holders of bachelor's degree or equivalents, 49 respondents (16.1%) were holders of master's degree and 21 respondents (6.9%) were holders of doctorate degree.

Table 21

Business Type of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
RESTAURANTS	47	15.5	15.5	15.5
Valid SCHOOLS	41	13.5	13.5	28.9
SUPERMARKETS	44	14.5	14.5	43.4

Table 21 (continued)

Business type of respondent

RENT A CAR COMPANIES	29	9.5	9.5	53.0
HAIR SALOONS DRESSING	27	8.9	8.9	61.8
TOURISM AND HOSPITALITY COMPANIES	19	6.3	6.3	68.1
HOSPITALS	27	8.9	8.9	77.0
EXCHANGE OFFICE	13	4.3	4.3	81.3
REAL ESTATES AGENCY	38	12.5	12.5	93.8
BANKS	10	3.3	3.3	97.0
TELECOMMUNICATION	9	3.0	3.0	100.0
Total	304	100.0	100.0	

Table. 21 demonstrates the sector in which respondents were selected. Basically this studies focuses on SMEs that operates in the service sector. Based on the responses above, 47 respondents (15.5%) work in restaurants, 41 respondents (13.5%) work in schools, 44 respondents (14.5%) work in supermarkets, 29 respondents (9.5%) work in RENT A CAR companies, 27 respondents (8.9%) work in hair dressing saloons, 19 respondents (6.3%) work in tourism and hospitality companies,

Table 22*Number of Years of Experience of Respondents*

	Frequency	Percent	Valid Percent	Cumulative Percent
1-5 YEARS	107	35.2	35.2	35.2
6-10YEARS	152	50.0	50.0	85.2
11-15YEARS	36	11.8	11.8	97.0
16-20YEARS	7	2.3	2.3	99.3
21 YEARS AND ABOVE	2	0.7	0.7	100.0
Total	304	100.0	100.0	

Table. 22, focuses on the number of years of experience respondents have in their respective organizations. 107 respondents (35.2%) had 1-5years of experience,

152 respondents (50%) had 6-10years of experience, 36 respondents (11.8%) got 11-15 years of experience, 7 respondents (2.3%) got 16-20 years of experience and 2 respondents (0.7) had 21years and above years of experience.

Table 23

Position occupied by respondents in organizations

	Frequency	Percent	Valid Percent	Cumulative Percent
MIDDLE MANAGER	20	6.6	6.6	6.6
DEPARTMENTAL MANAGER	104	34.2	34.2	40.8
EMPLOYEE/WORKER	180	59.2	59.2	100.0
Total	304	100.0	100.0	

Table 23, illustrates the position occupied by respondents in their respective organizations. From the statistics, 20 respondents (6.6%) were middle managers, 104 departmental managers (34.2%) and 180 respondents were employees/workers

Table 24

City in which respondent's business operates

	Frequency	Percent	Valid Percent	Cumulative Percent
KYRENIA	76	25.0	25.0	25.0
NICOSIA	73	24.0	24.0	49.0
FAMAGUSTA	50	16.4	16.4	65.5
GUZELYURT	26	8.6	8.6	74.0
Valid ISKELE	31	10.2	10.2	84.2
LEFKE	25	8.2	8.2	92.4
LAPTA	23	7.6	7.6	100.0
Total	304	100.0	100.0	

Table 24, presents the cities in which the respondents organizations are based. All the 7 districts in north Cyprus were sampled for the purpose of the study. 76 respondent's organizations (25%) were in Kyrenia, 73 respondent's organization (24%) in Nicosia, 50 respondent's (16.4%) organizations in Famagusta, 26 respondent's (8.6%) organizations in Guzelyurt, 31 respondent's(10.2%) organizations in Iskele, 25 respondent's(8.2%) organizations in Lefke, and 23 respondent's (7.6%) organizations reported in Lapta.

Table 25

Descriptive Statistics

	Mean	Std. Deviation	N
EMPLOYEE PERFORMANCE	1.1731	.40007	304
STRATEGIC MANAGEMENT	2.3415	.77752	304
SERVANT LEADERSHIP	2.4634	.97135	304

Table 25, describes the average score of strategic management, servant leadership and employee performance responses through-out the study and also displays the score of the values that deviated from the mean throughout the study. Number of participants were 304.

Table 26*Correlations*

		Employee performance	Strategic management	Servant leadership
Pearson correlation	Employee performance	1.000	.716	.650
	Strategic management	.716	1.000	.977
	Servant leadership	.650	.977	1.000
Sig. (1-tailed)	Employee performance	.	.000	.000
	Strategic management	.000	.	.000
	Servant leadership	.000	.000	.
N	Employee performance	304	304	304
	Strategic management	304	304	304
	Servant leadership	304	304	304

Employee Performance and Strategic Management: The correlation value is 0.713, showing a significant positive link.

Employee Performance and Servant Leadership: The correlation value is 0.649, showing a somewhat good relationship.

Strategic Management and Servant Leadership: The correlation coefficient is 0.977, showing a very significant positive link. The significance levels (Sig.) show the likelihood of getting the observed correlation coefficients by chance. A significance value of less than 0.05 (commonly expressed as p 0.05) is regarded statistically significant, implying that the observed correlations are unlikely to have occurred by chance.

Table 27*Model Summary^b*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.752 ^a	.565	.562	.26481	.035

a. Predictors: (Constant), SERVANT LEADERSHIP, STRATEGIC MANAGEMENT

R = .752, showing a positive relation between the predictors (Servant Leadership and Strategic Management) and the dependent variable (Employee Performance).

The R Square value of .565 indicates that the variables included in the model, namely Servant Leadership and Strategic Management, explain approximately 56.5% of the variation in Employee Performance. This suggests a moderate to strong explanatory power of the model. The Adjusted R Square, accounting for the number of predictors and sample size, is slightly lower at .562, providing a more conservative estimate of the explained variance.

Table 28*ANOVA^a*

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	27.390	2	13.695	195.296	.000 ^b
1 Residual	21.108	301	.070		
Total	48.498	303			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), SERVANT LEADERSHIP, STRATEGIC MANAGEMENT

The p-value <.005 thus the model is significant.

Model: The model's Sum of Squares, measuring the variance in the dependent variable (Employee Performance) explained by the predictors (Servant Leadership and Strategic Management), is 27.390. The Df =2, indicating the number of predictors (Servant Leadership and Strategic Management) in the model.

Table 29*Coefficients^a*

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
(Constant)	.138	.056		2.464	.014		
STRATEGIC MANAGEMENT	.903	.091	1.755	9.932	.000	.046	21.607
SERVANT LEADERSHIP	.438	.073	1.065	6.023	.000	.046	21.607

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Dependent Variable: EMPLOYEE PERFORMANCE

From table 29 above, the followings explanations were drawn:

Strategic management: The unstandardized coefficient is.903, implying that a one-unit increase in Strategic Management is linked with a.903 rise in the expected value of Employee Performance, everything else being equal.

Servant leadership: The unstandardized coefficient is.438, implying that a one-unit increase in Servant Leadership leads to a.438 rise in the anticipated value of Employee Performance when all other factors are held constant.

Overall, the P-value is 0.00 which is <0.05 , thus this study is significant.

From the above results as shown on Table 13, the hypothesis of this study were drawn.

H1: “Strategic management has a positive impact on employee performance such that, when there is an increase in strategic management implementation, it will eventually increase employee performance likewise when there is a decrease in strategic management implementation, employee performance equally decreases”

H2: “Servant leadership has a positive impact on employee performance such that, when there is an increase in service leadership implementation, it will eventually leads to an increase in the performance of employees, likewise when there is a decrease in servant leadership implementation, employee performance equally decreases”

Table 30

Results of hypothesis testing

H1	Strategic management has a significant and positive impact on employee job performance	supported
H2	Servant leadership has a significant and positive impact on employee job performance	supported

Figure 4

Histogram of the regression

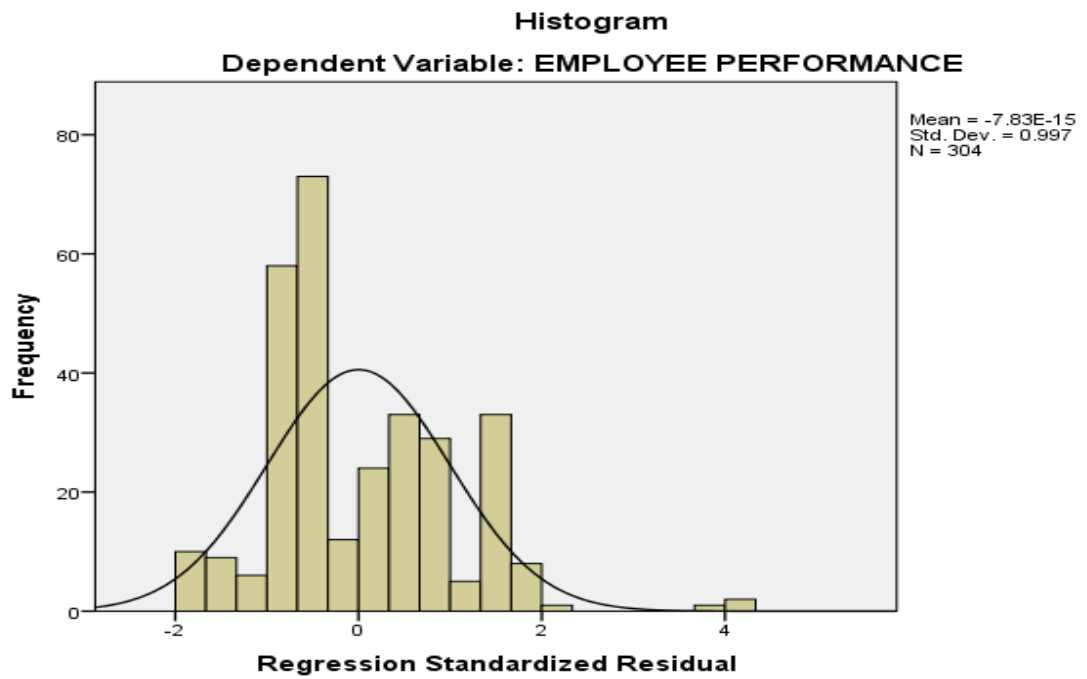


Figure 5

P-P Plot of regression

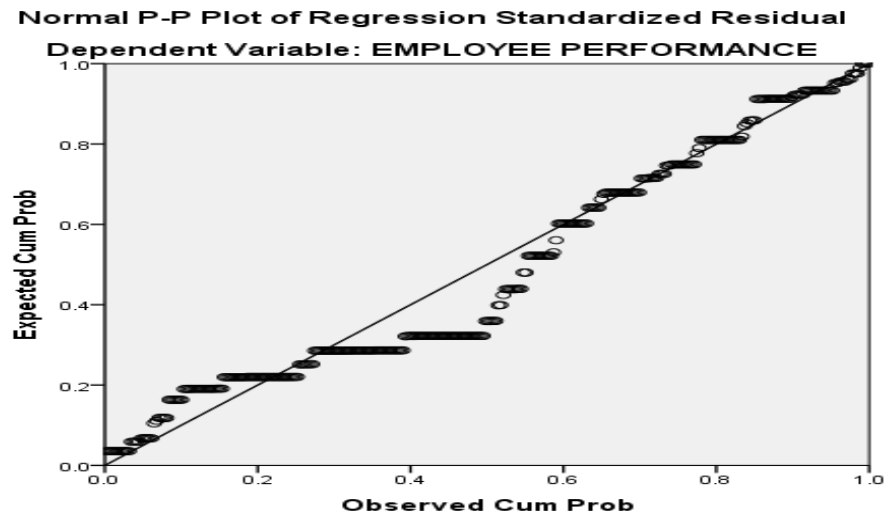
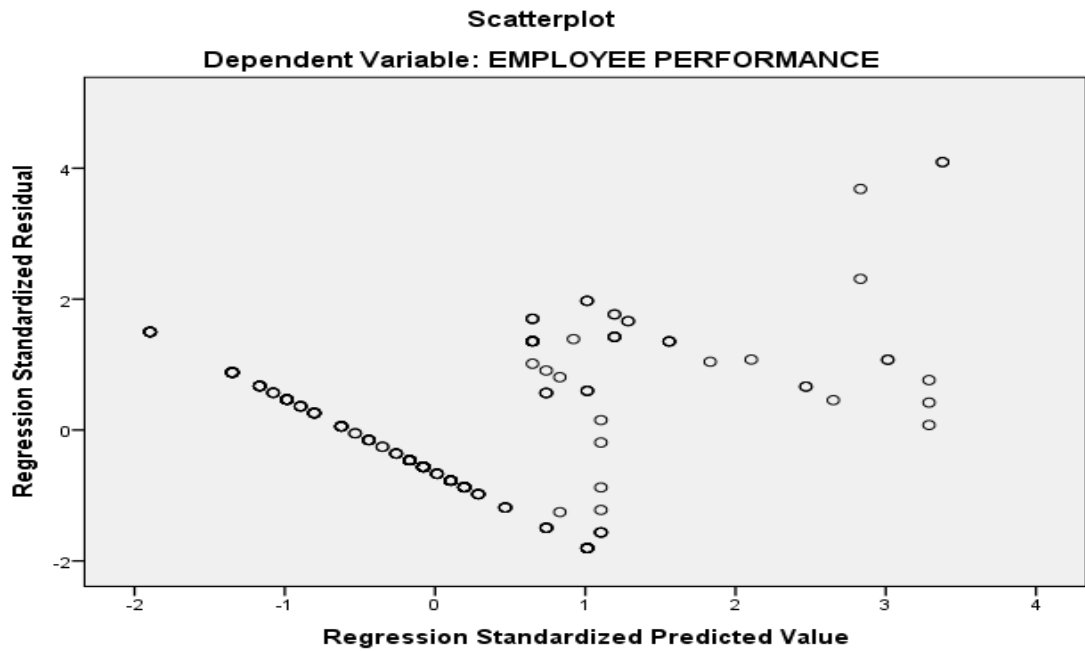


Figure 6

Scatterplot of regression



4.2 Discussions

The alignment of the hypotheses provides robust evidence of the positive relationships between strategic management practices, servant leadership behaviors,

on employee performance. As anticipated, our findings underscore the importance of these organizational factors in influencing the overall effectiveness and productivity of employees

The results resonate with and contribute to the broader literature on strategic management and servant leadership. The positive correlations observed align with prior studies that have highlighted the significant impact of strategic management on organizational outcomes and the positive influence of servant leadership on employee well-being and performance

The positive association between strategic management practices and employee performance supports the notion that organizations embracing strategic planning, goal alignment, and performance measurement are likely to witness improved employee outcomes. This finding aligns with strategic management literature emphasizing the pivotal role of organizational strategy in shaping employee engagement and productivity.

Moreover, the positive correlation between servant leadership behaviors and employee performance reinforces the understanding that leaders who prioritize service, empathy, and employee development contribute to a more positive and productive work environment. This echoes existing literature that underscores the positive impact of servant leadership on employee satisfaction and performance

4.2.1 Implications

To begin with, the research provides important insights into how strategic management and servant leadership may favorably affect employee management in SMEs, particularly in the TRNC service sector. This adds to the body of knowledge on successful leadership methods for small and medium-sized businesses by illuminating how to boost employee engagement, happiness, and performance.

By recognizing the unique challenges and opportunities within SMEs, leaders can implement targeted strategies to optimize employee performance, engagement, and satisfaction. This, in turn, contributes to the creation of a supportive work environment, fostering employee retention and overall organizational resilience. The implication lies in the potential for SMEs to unlock untapped potential within their workforce, driving long-term growth and competitiveness.

Furthermore, the positive organizational results emerging from this study underscore the pivotal role of strategic management and servant leadership in driving favorable outcomes within SMEs in the TRNC service sector. The observed improvements in employee performance translate into enhanced productivity, greater job satisfaction, and increased organizational effectiveness. These positive results not only contribute to the overall well-being of the workforce but also signify a potential for heightened competitiveness and sustainability for SMEs. Organizations are encouraged to leverage these findings by adopting and reinforcing strategic management and servant leadership practices to foster a positive workplace environment, ultimately yielding beneficial outcomes for both employees and the organization as a whole.

However the findings suggest that the effectiveness of management practices, particularly strategic management and servant leadership, is influenced by the unique characteristics and challenges of the business environment. Organizations are advised to carefully assess and tailor their management strategies to align with the specific context in which they operate. This implies that a one-size-fits-all approach may not be optimal, and adaptability in implementing management practices is key for success in the dynamic and diverse contexts of SMEs in the TRNC service sector.

Also, the study's contributions to servant leadership theory are significant, offering valuable insights that enrich the understanding of this leadership paradigm, particularly within the context of SMEs in the TRNC service sector. The findings contribute to the theoretical foundation of servant leadership by emphasizing its positive impact on employee performance, shedding light on the nuanced dynamics of its applicability, and providing empirical evidence of its effectiveness in a specific organizational and cultural setting

Practically, the findings underscores the vital need for organizations, particularly SMEs in the TRNC service sector, to invest in structured programs aimed at developing and enhancing leadership skills. The findings emphasize that leader development and training initiatives should not only focus on traditional management practices but also integrate elements of strategic management and servant leadership. This implies a shift towards holistic leadership development that considers both the strategic decision-making aspects and the interpersonal and servant-oriented dimensions of effective leadership. Organizations are encouraged to design and

implement comprehensive leadership training programs that foster a well-rounded skill set in leaders, aligning with the identified areas of strategic management and servant leadership that positively impact employee performance. This implication suggests that continuous investment in the development of leaders is crucial for the long-term success and sustainability of SMEs in the TRNC service sector.

Additionally, this study highlights the transformative potential of embedding a clear and meaningful purpose within the organizational fabric. The study suggests that SMEs in the TRNC service sector can enhance employee performance by actively cultivating a purpose-driven culture. This involves aligning strategic management and servant leadership practices with a shared and inspiring organizational purpose. By clarifying and communicating a compelling mission, SMEs can instill a sense of meaning and direction, motivating employees to connect with their work on a deeper level. This implication encourages organizations to not only focus on performance metrics but also to foster a workplace environment where employees feel a strong sense of purpose and contribution. Establishing a purpose-driven culture is portrayed as a key element in unlocking higher levels of engagement, satisfaction, and overall success within SMEs.

Also, this research underscores the critical role of strategic management and servant leadership in fostering heightened levels of employee engagement within SMEs in the TRNC service sector. The findings suggest that organizations can significantly improve employee performance by prioritizing initiatives that actively engage and involve employees in decision-making processes. This involves not only aligning organizational goals with individual roles but also creating a work environment that values collaboration, open communication, and a sense of ownership. The implication emphasizes that promoting employee engagement is not only a means to enhance performance but also a strategy for cultivating a positive workplace culture. Organizations are encouraged to invest in practices that empower employees, recognize their contributions, and create opportunities for professional growth, ultimately leading to increased job satisfaction and organizational success.

Finally, the study underscores the strategic significance of incorporating robust performance management systems within SMEs in the TRNC service sector. The study suggests that these systems play a pivotal role in optimizing employee

performance. By establishing clear performance expectations, providing regular feedback, and aligning individual goals with organizational objectives, SMEs can cultivate a results-oriented culture. The implication encourages organizations to invest in the implementation of comprehensive performance management systems, integrating both strategic management and servant leadership principles. This not only enhances individual performance but also contributes to the overall effectiveness and competitiveness of the organization. The call to implement performance management systems is a strategic move towards fostering accountability, continuous improvement, and a positive organizational culture within SMEs.

4.2.2. Future Research

Based on the findings and limitations of this study, numerous options for future research might be followed to increase knowledge and understanding of the impacts of strategic management and servant leadership on personnel management in TRNC SMEs in the service sector. Some possible areas for future inquiry include:

Employing a longitudinal research which entails studying changes over time to examine the differences in the outcomes.

Carrying out a mixed method research to examine if there will be a difference in outcomes.

The research can also be carried out using moderating or moderating variables to observe if there will be any changes.

Future researcher can also employ cross-cultural studies in the same field

And finally SMEs in different countries can be tested on the same topic.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

This study delves into the nuanced dynamics of strategic management and servant leadership and their impact on employee performance within the SMEs of the TRNC, specifically focusing on the service sector. The primary sectors of interest encompass schools, supermarkets, real estate agencies, rent-a-car companies, hairdressing salons, and telecommunication companies. Employing a descriptive design and quantitative survey research approach, data were collected from a convenient sample that included staff members ranging from middle managers and departmental managers to employees across various SMEs in the specified service sectors within TRNC. The study's data yielded significant findings and insights into the intricate relationship between strategic management and servant leadership and their effects on employee performance. The investigation particularly delved into how the independent variables, namely strategic management and servant leadership, exert influence on the dependent variable, employee performance.

The outcomes of the study present compelling evidence that strategic management practices exert a substantial positive influence on employee performance in SMEs. The implementation of strategic management procedures, including goal formulation, performance monitoring, and strategic planning, equips employees with a clear understanding of corporate objectives and their specific roles in achieving them. This clarity, in turn, amplifies employee enthusiasm, engagement, and performance, contributing to enhanced organizational outcomes. Furthermore, the research highlights the noteworthy impact of servant leadership practices on employee performance in SMEs. Servant leaders, who prioritize the needs and development of their workforce, foster a supportive and empowering workplace. Consequently, this approach elevates employee satisfaction, loyalty, and commitment, resulting in heightened levels of performance and productivity.

Summarily, this research provides valuable insights into the interplay of strategic management and servant leadership in the context of employee performance

in TRNC SMEs. The findings underscore the pivotal role of effective strategic management methodologies and servant leadership qualities in cultivating a positive work environment and elevating employee performance.

The researcher contributed to this study by conducting an empirical inquiry into the impacts of strategic management and servant leadership on employee performance in TRNC SMEs, with a primary focus on service industries. Important data was gathered and analyzed to draw relevant conclusions and suggestions using a quantitative survey research technique. Moreover, this research adds to both academic and practical understanding of the distinctive landscape of SMEs in TRNC. It fills a void in research by exploring the interplay between strategic management, servant leadership, and employee performance in this unique context. The results provide valuable perspectives on the dynamics and significance of these factors in shaping performance outcomes within TRNC SMEs. To sum up, this investigation delivers theoretical insights into the impact of strategic management and servant leadership on employee performance, accompanied by practical recommendations for SME owners and leaders. By achieving its research objectives, this study enhances comprehension of effective management practices within the realm of TRNC SMEs and contributes to the existing knowledge base.

5.2. Recommendations

This research focuses on investigating the impacts of strategic management and servant leadership on employee performance. Previous studies from different researchers provided a wide array of impacts. This study is limited to the SMEs of the service sector of TRNC. Results showed a significant positive impact of both strategic management and servant leadership on employee performance, though not effectively practiced in TRNC. It's therefore crucial to suggest recommendations that will go a long way to accelerate the effective and efficient employment of strategic management and servant leadership in order to increase employee job performance which will equally increase overall organizational productivity. Below are some of the suggested recommendations for organizations in TRNC;

5.2.1. Promotion of Leadership Training and Development

Promoting Leadership Training and Development is essential for organizations aiming to cultivate effective and visionary leaders. Investing in ongoing training programs not only enhances the skills of current leaders but also identifies and nurtures emerging talents within the organization. Leadership training should encompass a range of competencies, including communication, decision-making, conflict resolution, and strategic thinking. Providing opportunities for professional growth and development not only strengthens leadership capabilities but also boosts employee morale and loyalty. Organizations can establish mentorship programs, workshops, and access to external training resources to ensure a comprehensive approach to leadership development. By fostering a continuous learning culture, organizations empower their leaders to adapt to evolving challenges, drive innovation, and ultimately contribute to the sustained success of the organization.

5.2.2. Develop a Clear Organizational Vision and Mission

SMEs should develop a clear and compelling vision and mission because, crafting a clear and compelling Organizational Vision and Mission is imperative for organizations seeking direction and purpose. A well-defined vision provides a future-oriented perspective, outlining where the organization aspires to be, while a mission statement succinctly articulates its fundamental purpose and values. Leaders should involve key stakeholders in the development process to ensure alignment with diverse perspectives and aspirations. A clear vision and mission act as a guiding beacon for decision-making, inspiring employees and fostering a shared sense of identity and purpose. These statements serve as a foundation for strategic planning, helping the organization navigate challenges and stay focused on its long-term objectives. Regularly revisiting and refining the vision and mission ensures they remain relevant and reflective of the evolving organizational landscape, fostering a resilient and forward-thinking organizational culture.

5.2.3. Encourage Employee Engagement and Involvement

Organizations should actively promote and foster a culture of Employee Engagement and Involvement. By encouraging employees to be actively engaged in their work and involving them in decision-making processes, organizations can

cultivate a sense of ownership and commitment. Employee engagement goes beyond conventional roles, encompassing a genuine connection to the company's mission and values. Leaders can facilitate this by creating open channels for communication, recognizing and appreciating contributions, and providing opportunities for skill development. When employees feel valued and involved, it not only enhances job satisfaction but also contributes to increased productivity, innovation, and a positive workplace atmosphere. Embracing employee engagement and involvement is pivotal for building a resilient and motivated workforce that drives organizational success.

5.2.4. Implement Performance Management Systems

Organizations are strongly encouraged to embrace the implementation of robust Performance Management Systems (PMS) as a strategic initiative. A well-designed PMS provides a structured framework for setting clear performance expectations, monitoring progress, and offering constructive feedback. By integrating key performance indicators, goal-setting mechanisms, and regular performance reviews, organizations can foster a culture of accountability and continuous improvement. This not only enhances individual employee performance but also aligns organizational objectives with the overarching mission. A thoughtfully implemented PMS contributes to organizational success by optimizing workforce potential and promoting a results-driven environment

5.2.5. Employee Recognition and Reward Programs

Implement employee recognition and incentive programs to acknowledge and reward accomplishments and efforts. Recognizing employee successes encourages positive behavior and increases staff morale and job satisfaction. In summary, based on the study's findings, these recommendations provide practical guidance for SMEs in the TRNC's service sector looking to enhance their employee management practices and create a positive and empowering work environment. Implementing a strategic management and servant leadership approach may result in greater employee satisfaction, engagement, and organizational performance, ultimately contributing to the success and development of SMEs in the region.

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APPENDIX 1

SURVEY QUESTIONNAIRES

Kuzey Kıbrıs'taki KOBİ'ler örneğinde

Stratejik Yönetim Ve Hizmetkâr Liderlik Çalışanın İş Performans

A . BÖLÜM : DEMOGRAFİK BİLGİLER

1. Cinsiyetiniz nedir?

Erkek

Kadın

diğer _____

2. Yaş aralığınız nedir?

18-24

25-34

35-44

45-54

55+

3. Tamamladığınız en yüksek eğitim seviyesi nedir?

Lise veya denk düzeyde eğitim

Lisans derecesi

Yüksek lisans derecesi

Doktora derecesi

4. İşletmenizin türü nedir?

Restaurants

Okul

Süpermarket

Araç kiralama

Kuaför

Turizm ve konaklama

Hastane

Döviz bürosu

inşaat şirket

Other:

5. Hizmette kaç yıldır bulunmaktasınız?

- 1-5 yıl
 6-10 yıl
 11-15 yıl
 16-20 yıl
 21+

6. İşletmedeki pozisyonunuz nedir

- Orta düzey yönetici
Departman yöneticisi
Personel
diğer: _____

7. İşletmenizin faaliyet gösterdiği şehir neresidir

- Girne
Lefkoşa
Mağusa
Güzelyurt
Iskele
Lefke
Lapta

B. BÖLÜM : STRATEJİK

YÖNETİM

Lütfen çalıştığınız firmayla ilgili aşağıdaki her bir ifadeyi dikkatlice okuyarak, 5'li ölçek üzerinden size uygun olan ifadeyi işaretleyiniz.

1. Çalıştığım firmanın faaliyet alanı ile ilgili mevzuat ve üst politika belgelerindeki hususlar, yöneticiler ve çalışanlar tarafından yeterince bilinmektedir

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

2. Stratejilerin oluşturulması veya geliştirilmesinde kurum çalışanlarının görüş, düşünce ve önerileri dikkate alınmaktadır

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

3. Çalıştığım firmada stratejik plan çalışmalarının anlamı, önemi ve nasıl yapılacağı hakkında firma çalışanları yeterli düzeyde bilgi sahibidir

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

4. Çalıştığım firmanın vizyon ve misyonu tüm çalışanlarca benimsenip kabul görmektedir

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

5. Çalıştığım firmanın vizyon ve misyonunun en gerçekçi şekilde belirlendiğine inancım tamdır.

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

6. Çalıştığım firmada amaç ve hedefleri gerçekleştirmek üzere belirlenen stratejiler her zaman başarılı bir şekilde uygulanmaktadır

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

7. Çalıştığım firmanın amaç ve hedefleri, üst politika belgelerindeki (stratejik plan vb.) amaç ve hedefler ile uyumludur

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

8. Firma çalışanları , kurumun güçlü ve zayıf yönleri hakkında tam bilgi sahibidirler

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

9. Firma çalışanları, hangi işlerin öncelikli olarak yapılması gerektiği konusunda bilgi sahibidir

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

10. Çalıştığım firmada strateji çalışmalarına katılım düzeyi yüksektir

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

11. Çalıştığım firmanın stratejik yönetim sayesinde, dışarıdan gelebilecek tehditler fırsatlara ve kurum için avantajlara dönüştürülmektedir.

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

C. BÖLÜM: HİZMETKÂR LİDERLİK (liderler, müdürler,
denetleyiciler,
yöneticiler, direktörler)

Lütfen her bir ifadeyi dikkatlice okuyarak, 5'li ölçek üzerinden direk bağlı olduğunuz yöneticinizi (liderler, müdürler, denetleyiciler, yöneticiler, direktörler, şefler, vbg.) size uygun olan ifadeyi işaretleyerek değerlendirin.

1. Şahsi bir problemim olduğunda yöneticimden yardım isteyebilirim

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

2. Yöneticim topluluğa geri vermenin (yardım etmenin) önemini vurgular

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

3. Yöneticim, organizasyonel hedeflere ulaşmak için kişisel fedakarlık yapar

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

4. Yöneticim eğer bir şeyler yanlış gidiyorsa bunu söyleyebilir .

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

5. Yöneticim zor sorunları en iyi hissettiğim yolla idare etmem (çözmem) için bana serbestiyet verir

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

6. Yöneticim kariyer gelişimime öncelik verir.

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

7. Yöneticim benim en iyi çıkarlarımı kendi çıkarlarının önüne koyar

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

8. Yöneticim başarı elde etmek amacıyla etik ilkelerinden (etiksel değerlerinden) taviz vermez.

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

D. BÖLÜM: PERFORMANS
ALGISI

Lütfen her bir ifadeyi dikkatlice okuyarak, 5'li ölçek üzerinden size uygun olan ifadeyi işaretleyiniz.

1. Yüksek kalitede iş ortaya koymaktayım

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

2. İşimin esasını oluşturan ana görevlerimi başarıyla yerine getirmekteyim.

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

3. İşimi yaparken zamanı verimli bir şekilde kullanabilmekte ve iş planlarına bağlı kalmaktayım

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

4.İŖi baŖarılı bir Ŗekilde yapabilmek iin gerekli teknik bilgiyi grevlerimi yerine getirirken etkili bir Ŗekilde kullanabilmekteyim.

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

5 Grevlerimi yerine getirirken szli iletiŖim becerisini etkili bir Ŗekilde kullanabilmekteyim.

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

6 Grevlerimi yerine getirirken yazılı iletiŖim becerisini etkili bir Ŗekilde kullanabilmekteyim

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

7 Kendi işimin bir parçası olmayan işleri de yapmak için gönüllü olmalıyım

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

8 Kendi işlerimi yaparken büyük bir heves ve gayret içerisindeyim

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

9 Gerektiğinde çalışma arkadaşlarıma yardım etmekte ve onlarla işbirliği içerisinde çalışmaktayım

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

10 Çalıştığım firmanın kurallarını ve prosedürlerini onaylamakta ve bunlara uyum göstermekteyim.

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

11 Çalıştığım firmanın hedeflerini onaylamakta, desteklemekte ve savunmaktayım.

Kesinlikle katılıyorum

Katılıyorum.

Kararsızım.

Katılmıyorum.

Kesinlikle katılmıyorum

APPENDIX 2

ETHICS APPROVAL LETTER



İÇ YAZIŞMA / INTER OFFICE MEMORANDUM

Gönderilen/To: Princely Tentang Khan

Tarih/Date: 21/06/2023

Gönderen/From: Prof. Dr. Hüseyin YARATAN
Rector

Ref/Sayı:100/050/REK.001

Konu/Subject: About ethical approval

In line with the decision taken at the Ethics Committee meeting on June 16th, 2023, it was decided that your study was ethically and scientifically appropriate.

Distribution: Chair of the Ethics Committee

Ethics Committee Decision:

Karar Sayısı 2023/021/06:

The application titled "The impacts of strategic management and servant leadership on employee performance" which was submitted to the Ethics Committee by Princely Tentang Khan, to be carried out under the supervision of Assist. Prof. Dr. Hürçan was discussed. The proposed research was found ethically and scientifically appropriate, with the justification, purpose, approach and methods stated in the application.

SK/HY

APPENDIX 3

THESIS

SIMILARITY REPORT

ORIGINALITY REPORT

18%

SIMILARITY INDEX

15%

INTERNET SOURCES

9%

PUBLICATIONS

10%

STUDENT PAPERS

PRIMARY SOURCES

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