

School/Department:	Rotterdam School of Management Department of Organizational and Personnel Management (OPM)
Project Title:	<i>Servant Leadership, Machiavellianism and Gender</i>
Abstract:	<p>For this PhD-project we are looking for somebody who is interested to dive deeper into how servant leadership can be a way to achieve high performance among subordinates while responding to a constantly changing business environment with specific attention for the person of leader in terms of Machiavellianism and Gender. Servant leadership has a strong focus on the well-being of people in the organization. One of the most intriguing challenges of servant leadership is the paradox incorporated in the term itself: "Serving and leading become almost exchangeable. Being a servant allows a person to lead; being a leader implies a person serves" (Van Dierendonck, 2011, p. 1231). How one can lead and serve simultaneously is the underlying question and challenge that is the core of this project.</p> <p>Research until now has demonstrated the positive influence of servant leadership behavior on subordinate needs (Eva et al., 2019). However, for leadership effectiveness, a stronger balance may be needed between people focus and organizational focus (Van Dierendonck et al., 2014). The underlying challenge is that being effective in a power position may mean using manipulation as a real tool to get things done. To be an effective leader requires both influencing skills and attention to the needs of people in an organization. At their darkest, these influencing skills are described as Machiavellianism. Several studies have indicated that Machiavellianism may be an effective tool for leaders.</p> <p>The main envisioned aim of this PhD project is provide a deep dive into the paradox how and when the "light" of servant leadership can be combined with the "darkness" of Machiavellianism to enhance our insights into the balance between leading and serving.</p> <p>Specific attention is to be given to leaders' gender because women are still significantly underrepresented in top executive leadership. This underrepresentation may be related to gender biases in the way we evaluate leadership effectiveness. Research has shown that male and female leaders receive different evaluations even while exhibiting the same leadership styles.</p>

	<p>The end result of the project is envisioned to offer an integrative and process-based framework that will enhance our understanding of the multi-faceted challenge of gender in servant leadership theory, with specific attention for Machiavellianism. The methodology may include surveys, experiments and qualitative research through interviews. Expected tangible outputs of this project are 3 publications at top-tier management or applied psychology journals</p> <p>The project is part of a broader research project on Servant Leadership in China, a collaboration of: prof. dr. van Dierendonck (RSM, EUR) dr. Lin Xiu (Labovitz School of Business and Economics, University of Minnesota, Duluth, https://lsbe.d.umn.edu/faculty-staff/lin-xiu-phd) Feng LV, School of Business, Nankai University, Tianjin https://bs.nankai.edu.cn/2019/0101/c10958a164707/page.htm</p> <p>The prospective candidate is expected to collaborate within this project.</p>
	<p>Background: Candidates are expected to have a background in management / business administration (with a specialization in organizational behavior), industrial and organizational psychology, or social psychology. Research experience (e.g., laboratory experiments, surveys) and statistical skills (e.g., [M]ANOVA, regressions, structural equation modeling) are highly commendable. Candidates are expected to have excellent communication skills in both written and spoken English. They are expected to be the top academic performers in the class and demonstrate integrity, initiative, and interest in the scientific work.</p> <p>Master's degree: Yes</p> <p>EUR requirement: IELTS: 7.5 (min. 6.5 for all subsections) or TOEFL: 100 (internet, min. 23 for all subs) or 600 (paper); GMAT-test or GRE-test: 85%. See also the ERIM page: Link</p>
Supervisor information:	<p><i>Prof. dr. Dirk van Dierendonck</i> DvanDierendonck@rsm.nl https://www.rsm.nl/people/dirk-van-dierendonck/</p> <p>Sousa, M. & Van Dierendonck, D. (2021) Serving the need of people: the case for servant leadership against populism. <i>Journal of Change Management</i>, 21, 222-241</p> <p>Liu, Y., Chen, C., Zhang, J., Guo, Y., & van Dierendonck, D. (2021). The Compensatory Association of Autonomy and Relatedness</p>

	<p>Satisfaction on Affect and Aggressive Feelings. <i>Journal of Happiness Studies</i>, 1-22.</p> <p>Giolito, V. J., Liden, R. C., van Dierendonck, D., & Cheung, G. W. (2021). Servant leadership influencing store-level profit: The mediating effect of employee flourishing. <i>Journal of Business Ethics</i>, 172(3), 503-524.</p> <p>Liu et a Liu, Y., Chen, C., Zhang, J., & van Dierendonck, D. (2020). Synergistic effect of autonomy and relatedness satisfaction on cognitive deconstruction. The Journal of General Psychology, 1-36.l. Synergistic Effect of Autonomy and Relatedness Satisfaction on Cognitive Deconstruction. <i>Journal of General Psychology</i>.</p> <p>Kersemaekers; W, Vreeling; K., Verweij, H., van der Drift, M., Cillessen, L. Van Dierendonck, D., Speckens, A. (2020). Effectiveness and Feasibility of a Mindful Leadership Course for Medical Specialists. <i>BMC Medical Education</i>, https://doi.org/10.1186/s12909-020-1948-5.</p> <p>Kobayashi, Y., Watanabe, K., Otsuka, Y., Eguchi, H., Imamura, K., Kawakami, N., & Van Dierendonck, D. (2020). Servant leadership in Japan: A validation study of the Japanese version of the Servant Leadership Survey (SLS-J). <i>Frontiers in Psychology</i>, 11, 1711.</p> <p>Vreeling, K. Kersemaekers, W., Cillessen, L., Van Dierendonck, D., & Speckens, A. (2019). How medical specialist experience the effects of a mindful leadership course on their leadership capabilities: a qualitative interview study in the Netherlands. <i>BMJ Open</i>, 9:031643, doi: 10.11.36/BMJopen-2019-031643.</p> <p>Rodríguez-Carvajal, R., Herrero, M., van Dierendonck, D., de Rivas, S., & Moreno-Jiménez, B. (2019). Servant leadership and goal attainment through meaningful life and vitality: A diary study. <i>Journal of Happiness Studies</i>, 20, 499-521.</p> <p>Eva. N., Robin, M., Sendjaya, S., Van Dierendonck, D., Liden, R. (2019). Servant leadership: A systematic review and call for future research. <i>The Leadership Quarterly</i>, 30, 111-132.</p> <p>Leroy, H., Segers, J., Van Dierendonck, D., & Den Hartog, D. (2018). Managing people in organizations: Integrating the study of HRM and leadership, <i>Human Resource Management Review</i>, 28, 249-257.</p> <p>Sousa, M. & Van Dierendonck, D. (2017). Servant leadership and the effect of the interaction between humility, action, and hierarchical pone follower engagement. <i>Journal of Business Ethics</i>, 141 (1), 13. doi:10.1007/s10551-015-2725-y</p>
--	---

Erasmus University Rotterdam, the Netherlands
CSC PhD 2022 Project Description
Application to: euccchinaoffice@eur.nl
Application deadline: Friday Mar 4, 2022



	<p>Sousa, M. & van Dierendonck, D. (2017). Servant leaders as underestimators: theoretical and practical implications. <i>Leadership & Organization Development Journal</i>, 38, 2, 270-283.</p> <p>Van Dierendonck, D., Sousa, M., Gunnarsdóttir, S., Bobbio, A., Hakanen, J., Pircher Verdorfer, A., Duyan, E.C., & Rodriguez-Carvajal, R. (2017), The cross-cultural invariance of the servant leadership survey: A comparative study across eight countries. <i>Administrative Sciences</i>, 7, 2, 8; doi:10.3390/admsci7020008.</p>
--	--

English requirements: Please refer to Erasmus University China Center official website for your information www.eur.nl/eucc

Erasmus University China Center -> CSC Scholarship -> "I am a prospective CSC PhD Candidate" -> Table 1

Please note that each institute requires difference level of English, make sure to find the right institute. 2022 CSC-PhD programme information will be shared and updated soon!