

## SERVANT LEADERSHIP AND EMPLOYEE WELLBEING: A MODERATED MEDIATION FRAMEWORK

Muhammad Ashfaq<sup>\*1</sup>, Dr. Maria Saleem<sup>2</sup>, Atta Muhammad<sup>3</sup>, Dr. Faisal Mahmood<sup>4</sup>,  
Shahbaz Haneef<sup>5</sup>

<sup>\*1</sup>M.Phil. Scholar, The Superior University Lahore,

<sup>2</sup>Assistant Professor, The Superior University Lahore,

<sup>3</sup>M.Phil. Scholar, The Superior University Lahore,

<sup>4</sup>Associate Professor, The Superior University Lahore,

<sup>5</sup>Lecturer, The Superior University Lahore

<sup>\*1</sup>Ashfaqali050@gmail.com, <sup>2</sup>mariasaleem.fsd@superior.edu.pk, <sup>3</sup>attahmuhammad786@gmail.com,  
<sup>4</sup>faisal Mahmood.fsd@superior.edu.pk, <sup>5</sup>shahbaz.haneef.fsd@superior.edu.pk

### ABSTRACT

Attaining optimal levels of job satisfaction is imperative for stability, competitiveness, and sustainability of the banking industry. This underscores the critical role of employee well-being in stimulating organizational resilience and prolonged success within the sector. The banking industry is identified by its notably demanding framework and employee-intensive practices, presenting considerable challenges in sustaining job satisfaction and promoting employee well-being. Servant leadership has a crucial role in improving job satisfaction and employee well-being. The objective of this research framework to foster the job satisfaction and investigated the relationship between the servant leadership and employee wellbeing by mediation of job satisfaction under the boundary condition of job resource and job demand underpinning the social exchange theory. Present study implemented a quantitative research design and chased the post positivist paradigm Supported by research question and the development to theory is deductive as this study intends to investigated the causal relationship among the research variable. This is multi-source mono method quantitative research by applied time lagged framework to attain primary data by following a survey strategy through multiple Self-conducted questionnaires. The selected population of this study is commercial bank are regulated by state bank of Pakistan in Punjab province. The sample for this research encompasses 150 commercial banks and 750 employees, nominated to share a comprehensive representation of the target population. This research study managed the systematic framework of analysis by utilizing SPSS and smart PLS software. The findings indicated that job satisfaction established a mediated positive relationship between servant leadership and employee wellbeing. The result investigated that servant leadership Can serve the aspiration as a result-oriented leadership strategies to Elevate job satisfaction and employee well.

**Keywords:** Servant Leadership, Job Satisfaction, Employee Wellbeing, Job Demand, Job Resource, Social Exchange Theory

## INTRODUCTION

In the current dynamic socioeconomic environment Multiple leadership styles have been adopted by organizations to attain high performance among subordinates in response to a continuously changing corporate environment (Jaiswal et al., 2017). Servant leadership is a particularly pertinent leadership style that prioritizes the welfare of individuals within an organization. It also fosters a strong belief that leaders who look out for the well-being of their constituents will also look out for the company. The increasing body of research on servant leadership has validated its effectiveness, pertinence and favorable impact on the requirements of subordinates (Eva et al., 2019). The research investigated that organizational innovation is impacted by servant leadership with the feeling of accomplishment. Eva et al. (2019). The research documented that servant leadership is significant impact on organizational commitment. Zainab et al. (2022) examined that servant leadership is a crucial set of leadership patterns and behaviors that contribute to an increase in motivation and engagement through a quantitative examination of university faculty members. Tarallo (2021) examined that servant leaders are modest, self-assured, and motivating follower to achieve objective.

However, the majority of research in the literature on servant leadership have prioritized the servant role rather than leader role (Van Dierendonck, 2011). According to Lanet et al., (2021) organizational creativity is impacted by servant leadership through the sense of achievement. According to Stouten and Liden, (2020) follower is inspired by leaders to be more imaginative, self-assured, and take initiative. They put talent management and development front and center while also enabling others (Zadok et al., 2024). For institutions to succeed in the twenty-first century and to satisfy the aspirations of their constituents, servant leadership must negotiate a fast-changing world. To give a path for success and sustainability, academic leaders need to establish the strategic direction (Louw, 2023). Although, the concept of servant leadership is considered in multiple aspects. Yet, no final consensus has been established so far, and this is evident from the recent calls for papers by various

research journals such as the leadership quarterly and sage journal. The conference on servant leadership is arranged by Viterbo university date June 27-28- 2024. Science Cite Welcomes researcher to International Conference on Servant Leadership dated 20th-21st Dec 2024 Toronto, Canada. to explore new opportunities, information, and lots of exposure. Groundbreaking discussions among global participants and experts are surely something to take into account. As a student, you can present your unique vision and research for peer and expert review. Furthermore, valuable suggestions, new opportunities, and recognition contribute to professional growth. To effectively manage the challenges of the twenty-first century, servant leadership will be necessary (Linda et al., 2012) As servant leadership has gained attention in various organizational contexts, including business (DeConinck et al., 2018). and non-profit sectors (Ngah et al., 2023). Philosophers and administrators are among the professionals outside of education industry who have adopted servant leadership (Langhof & Guldenberg, 2020). The research investigated that servant leadership is the hallmark of 21st- century leadership as it is the primary factor in determining an organization's performance (Rasberry, 2019). servant leadership significant impact on organization operational activities (Mahmood et al., 2022a; Lee et al., 2020).

Accordingly, the present research devises a compressive framework by considering servant leadership to promote wellbeing with the mediation of job satisfaction with the boundary condition of job demand and job resource by underpinning the social exchange and job demand resource theory. Employee well-being is critical to corporate success, yet many employers fail to give adequate assistance (Mahmood et al., 2022b). Studies show that high levels of burnout, job discontent, and mental health concerns are exacerbated by variables like as remote work, technological advances, and economic instability. According to De Clercq et al. (2024) more than 60% of employees feel moderate to high stress as a result of job insecurity, a lack of autonomy, and insufficient management assistance. Poor well-being is associated with decreased engagement, productivity, and increased turnover rates.

According to Gallup's State of the Global Workplace 2024, employees who feel their employer cares about their well-being are 69% less likely to look for work elsewhere. Investing in well-being programs improves employee retention, satisfaction, and productivity (Ariza-Montes et al., 2022).

Servant leaders inspire followers to reach their full potential by putting the needs of their subordinates above their own (Khan et al., 2022). Research investigated that servant leadership is a crucial organizational characteristic that significantly affects the behavior of followers (Kramer, 2019; Mostafa et al., 2023). Servant leadership motivates followers to assist in accomplishing company objectives (Mostafa et al., 2023). Developing and empowering followers is the primary goal of the servant leadership style, which sets it apart from other value-based approaches (Slack & Singh, 2020). The distinctive "serving others" mentality of servant leadership makes it a significant organizational component influencing the attitudes and behaviors of employees (Eva et al., 2019). According to Alonderiene & Majauskaite, (2016) of all the leadership philosophies, servant leadership has the positive impact on job satisfaction. Research has examined that servant leadership positive affects at job satisfaction universities in nations like Oman, Turkey, and Italy (Singh & Ryhal, 2021). provide the prerequisites for this progress. The servant leadership strong correlation with job satisfaction (Donia et al., 2016). The primary goal of this paper is to examine the connection between job satisfaction and servant leadership. However, a follower's behavior has the potential to alter a leader-follower relationship, a point that the literature on servant leadership has yet address. Positive employee outcomes, such as increased job satisfaction, have been repeatedly connected to the caliber of leader-member interchange (Schyns et al., 2009). Servant leadership prioritizes the needs of followers over those of the leader (Iqbal et al., 2023). Servant leaders inspire followers to reach their full potential by putting the needs of their subordinates above their own (Dahleez et al., 2021). Previous studies have found that servant leadership is associated with

higher levels of job satisfaction, engagement, and overall well-being (Van Dierendonck, 2011).

Previous research investigated that the positive relationship between the job satisfaction and wellbeing (Skaalvik & Skaalvik, 2023). Servant leadership is about prioritizing the well-being of their follower by serving them (Gull et al., 2023). Servant leadership strive to foster a supportive and empowering work atmosphere that encourage people to achieve wellbeing (Chen et al., 2013). Job demands refer to the physical, psychological, social, or organizational aspects of a job that require sustained effort and are associated with certain physiological and psychological costs (Demerouti et al., 2001). The JD-R model suggests that job demands can moderate the relationship between job resources (e.g., servant leadership) and employee outcomes (e.g., well-being). Specifically, high job demands can exacerbate stress and reduce the positive effects of job resources. The social exchange theory (SET) is a concept in organizational psychology and sociology that investigates connections inside companies to enhance their performance (Cropanzano et al., 2017). According to SET, people participate in social relationships with the expectation of reciprocal advantages and rewards (Blau, 2017). This research broadly investigates does servant leadership fosters employee well-being? The sub research questions are: a) does job satisfaction mediate the relationship between servant leadership and employee well-being? b) does job demand and job resources moderate the impact of servant leadership on employee well-being?

## 1. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### 1.1. Servant Leadership and Job Satisfaction

Servant leadership is defined as "a form of moral-based leadership where leaders tend to prioritize the fulfillment of the needs of followers, namely employees, customers, and other stakeholders, rather than satisfying their personal needs." (Alice et al., 2021). In the field of organizational behavior and leadership research, it is widely recognized that emotional intelligence, self-efficacy, and the motivation to serve are vital factors foster servant leadership (Munawar et al.,

2023). In scholarly discourse, mindfulness, humility, and empathy are fundamental precursors to the construct of servant leadership (Canavesi et al., 2022). Servant leadership significantly augments job satisfaction and organizational commitment through its emphasis on the welfare and professional growth of employees (Lu et al., 2024). In the domain of business management scholarship, servant leadership has garnered substantial recognition as a leadership paradigm that markedly augments organizational efficacy, cultivates employee involvement, and elevates job performance metrics (McClellan & Practice, 2023). The job satisfaction is defined as “job satisfaction as the degree to which an individual feels positive or negative about various aspects such as job tasks, working conditions, and peer relationships” (Osborn, 1972). The antecedents of job satisfaction encompass the equilibrium between work life balance, leadership style, and organizational support. These elements profoundly affect employees' comprehensive contentment with their positions within an organization, underscoring their essential function in cultivating a constructive work atmosphere and promoting employee welfare (Ghazzawi, 2023). Research examined that servant leadership has a notable positive impact on job satisfaction, and this connection is facilitated by trust and leader-member exchange (LMX). These mediating elements highlight the significance of relational interactions in boosting the efficacy of servant leadership in fostering job satisfaction (Anselmus et al., 2024). The research concluded that there are positive effects of servant leadership on job satisfaction, empowerment, and performance, while considering gender as a moderating factor in these interactions. This underscores the subtle influence of gender in determining the results of servant leadership in organizational settings (Eslamdoust & Mahmoudinazlou, 2023). The social exchange theory (SET) is a theoretical framework used in organizational psychology and sociology to improve organizations by understanding the relationships between individuals within the organization (Cropanzano et al., 2017)). SET is based on the idea that individuals engage in social interactions with others with the expectation of receiving certain

profits, benefits and rewards in return (Cropanzano et al., 2017). The recent research concluded that servant leadership correlates with higher job satisfaction levels (Saadaoui et al., 2024). Similarly, another latest study noted that there is positive relationship between the servant leadership and job satisfaction (Jannah et al., 2024; Nandana & Putra, 2024). The research investigated that Servant leadership enhance a culture of trust and support, which is integral for job satisfaction (Haruna, 2024). Therefore, under the above discussion this research proposed the following hypothesis.

*Hypothesis 1: “There is positive relationship between the servant leadership and job satisfaction”.*

## **1.2. Job Satisfaction and Employee Well Being**

Employee wellbeing is defined as “a combination of feeling good and functioning effectively” (Huppert & So, 2013, p. 838). Employee well-being is primarily influenced by job security, interpersonal relationships, and the work environment. These elements are essential in nurturing a supportive and healthy work environment that promotes overall employee satisfaction and productivity (Bhoir & Sinha, 2024). The study noted that job satisfaction greatly improves job performance and employee retention in the realm of business management. This highlights the essential importance of job satisfaction in promoting organizational success and longevity (Jianchun, 2024). SET enhance employee engagement, and ultimately achieve better organizational outcomes (Abualigah et al., 2023). The empirical research investigated that there is positive correlation between employee wellbeing and job satisfaction, highlighting the crucial importance of job satisfaction in fostering a healthy and productive workplace (Sironi & Quantity, 2019). Previous research has investigated there are direct relationship between job satisfaction and employee well-being, emphasizing their connection (Skaalvik & Skaalvik, 2018). Another Previous research has noted the direct relationship between job satisfaction and employee wellbeing (Hansen & Stræte, 2020)). Additionally, the study

documented that the job satisfaction is key determinant of employee wellbeing (Feller et al., 2018). Therefore, under the support of above literature this research suggests the following hypothesis:

*Hypothesis 2: “There is positive relationship between the job satisfaction and employee wellbeing.*

### **1.3. Mediation of Job Satisfaction between the Servant Leadership and Employee Well Being**

Servant leadership significantly augments job satisfaction and organizational commitment through its emphasis on the welfare and professional growth of employees (Vasluianu et al., 2024). In the domain of business management scholarship, servant leadership has garnered substantial recognition as a leadership paradigm that markedly augments organizational efficacy, cultivates employee involvement, and elevates job performance metrics (McClellan & Practice, 2023). The research concluded that there are positive effects of servant leadership on job satisfaction, empowerment, and performance, while considering gender as a moderating factor in these interactions. This underscores the subtle influence of gender in determining the results of servant leadership in organizational settings (Eslamdoust & Mahmoudinazlou, 2023). The social exchange theory (SET) is a theoretical framework used in organizational psychology and sociology to improve organizations by understanding the relationships between individuals within the organization (Cropanzano et al., 2017). The recent research concluded that servant leadership correlates with higher job satisfaction levels (Saadaoui et al., 2024). Similarly, another latest study noted that there is positive relationship between the servant leadership and job satisfaction (Aulia et al., 2024). The research investigated that Servant leadership enhance a culture of trust and support, which is integral for job satisfaction satisfaction (Haruna, 2023). The study noted that job satisfaction greatly improves job performance and employee retention in the realm of business management. This highlights the essential importance of job satisfaction in promoting

organizational success and longevity (Jianchun,2024). SET enhance employee engagement, and ultimately achieve better organizational outcomes (Abualigah et al., 2024). The empirical research investigated that there is positive correlation between employee wellbeing and job satisfaction, highlighting the crucial importance of job satisfaction in fostering a healthy and productive workplace (Sironi & Quantity, 2019). Previous research has investigated there are direct relationship between job satisfaction and employee well-being, emphasizing their connection (Skaalvik & Skaalvik, 2018). Another Previous research has noted the direct relationship between job satisfaction and employee wellbeing (Hansen & Stræte, 2020). Additionally, the study documented that the job satisfaction is key determinant of employee wellbeing (Feller et al., 2018). The research provides empirical support for the idea that job satisfaction acts as a mediator in the connection between servant leadership and the well-being of employees. These results highlight the essential role of promoting job satisfaction as a way to improve general employee well-being (Dami et al., 2022). Therefore, this study presented the following hypothesis:

*Hypothesis 3: “The relationship between the servant leadership and employee well-being is mediated by job satisfaction”.*

### **1.4. Moderation of Job Demands and Job Resources**

Recent studies emphasize that leadership greatly impacts employees' well-being, performance, and behavior (Hassan et al., 2023). In particular, servant leadership has proven to improve employee well-being by focusing on their needs and offering assistance (Hassan et al., 2023). Servant leaders strive to establish a nurturing and empowering workplace that enhances intrinsic motivation, consequently supporting employee well-being (Chen et al., 2013). Nevertheless, workers subjected to significant job demands face the danger of psychological exhaustion, which can adversely impact their well-being (Marzocchi et al., 2024). Job requirements, including heavy workload and stress, have been closely linked to

anxiety, exhaustion, and negative health effects (Bakker & Demerouti, 2017). In light of this dynamic, employee wellbeing is essential in moderating the impacts of job demands, aiding in the reduction of stress and sustaining performance (Marzocchi et al., 2024). Recent research indicates that although servant leadership promotes well-being by providing support and empowerment, the advantages may be lessened by elevated job demands, leading to heightened stress and lower well-being (Yan et al., 2023). These results highlight the need to balance leadership strategies and job requirements to enhance employee well-being and performance (Umrani et al., 2024).

Job resources are referred as "the degree to which the work offers the assets or talents of specific workers" (Chadwick, & Harney, 2024). Both theoretical frameworks and empirical studies have extensively established the moderating influence of job resource between the relationship between servant leadership and employee wellbeing (Zhaoyang et al., 2024). The Job Demands-Resources (JD-R) model describes job resources as components in the workplace that aid in accomplishing work goals, lessen the effects of job demands, and promote personal growth and development (Galanakis & Tsitouri, 2022). Job resources, such as social support, feedback, autonomy, and chances for learning, play a significant role in minimizing the unfavorable consequences of job demands. These services act as buffers against workplace pressures while simultaneously increasing employee engagement and general well-being (Claes et al., 2023). Servant leadership promote a friendly and supportive work environment that foster employee well-being, but its efficacy depends on job resources, which can either increase or decrease its influence (Ortiz et al., 2022). How well servant leadership promotes employee well-being with the moderating support of job resource because the employee with availability of job resources is better able to take advantage of the promoting environment by servant leadership, which foster the employee well-being (Cai et al., 2024). Research documented that job resource promote the strong the relationship between the servant leadership and employee wellbeing (Cai et

al., 2024). Empirical research for instance Ortiz et al., (2022) concluded that directs effect of servant leadership on employee outcome by moderating support of job resource the relationship is stronger. Similarly, the other research investigated that job resource moderated the relationship between the leadership and employee engagement with employee experience (Xin et al., 2024). Under the umbrella of above literature this research suggests the following hypothesis

*Hypothesis 4: "The relationship between the servant leadership and job satisfaction is moderated by job demands such that the relationship will be weaker when the job demands are high than when it is low".*

*Hypothesis 5: "The relationship between the servant leadership and job satisfaction is moderated by job resources such that the relationship will be strengthened when the job resources are high than when it is low".*

## **2. Research Methodology**

This research comes under the umbrella of post positivist philosophy by using quantitative research design with deductive theory approach. This study examines the casual relationships of servant leadership with employee well-being mediated by job satisfaction under the boundary condition of job demand and job resource. This research employed time lagged design to collect data through survey questionnaires, and the unit of analysis is individual. Accordingly, multiple surveys are conducted in three lags. The data for the present research is collected from banking sectors in Pakistan. In the initial stage, 200 commercial banks branches were identified purposefully in three larger metropolitan cities of Punjab, Pakistan. We requested for the participation of senior management in the surveys by clearly defining the objectives of this research study. Finally, we attained authorization from 150 commercial banks established in Punjab. We organized professional ethics and confidentiality agreements with these commercial banks and further made a commitment to confidentiality.

Subsequently, confidentiality and ethical compliance forms were formalized, and Privacy safeguards and commitments were Improved. With the guidance of the branch managers, 750 employees were selected for data collection in this research study. The proposed sample for this research Represents 750 employees. The objectives of the study were communicated to the target respondents. To mitigate common method biases, a time-lagged approach was employed, collecting data across three distinct phases with three surveys administered. The surveys were spaced at three-week intervals, with data collection occurring between August 2024 and November 2024. The delivery and collection strategy are adopting the collection of data from participants. The first employee survey (at Time 1) examined perspective of employee on their servant leader and job resource. 490 filled questionnaires were returned out of 750 questionnaires distributed among the respondents' returned percentage was (65.33%). The second employee survey (at Time 2) analyzed the perception of employees about employee well-being and job demand. In this phase 490 questionnaire delivered to employee who participants in the initial surveys and 400 (81.63%) questionnaires were delivered back. Finally, the third and last employee survey to get the data about job satisfaction. We distributed the 400 questionnaires to the respondents who had participate in all last surveys and returned 354(88%) questionnaires. We conducted the initial review and cleaning of data and confirmed the 350 questionnaires to be completed and suitable for research analysis.

### 2.1. Measures

This research employed already established instruments to measure the underlying constructs. The 5-point Likert scale strongly disagree to strongly agree was applied to estimate the all the variable engaged in this research. The servant leadership is measured by the instrument which is

presented by (Liden et al., 2008). This scale consists of 24 items. The Cronbach's alpha value is 0.994. The job resource is estimated by the instrument developed by (Chang et al., 2013). This scale contains of 9 items. This scale showed the Cronbach alpha value is 0.667. Further, the employee well-being is measured with scale developed by the (Diener et al., 1991). This instrument consists of 8 items. The Cronbach's alpha value is 0.854. furthermore, the job demand is estimated by the instrument developed by the (Leung et al., 2000). This scale encompasses the 11 items. The Cronbach's alpha value is 0.888. Finally, the job satisfaction is measured by the instrument which is recommended by (Macdonald & MacIntyre, 1997). This scale comprises of 10 items. The Cronbach's alpha value is 0.853.

### 2.2. Analysis Strategy

Preceding to hypothesis testing, preliminary data analyses were accomplished to examine missing values, to ensure validity, identify potential outliers, and examined the normality of the data. Scale's reliability is established by Cronbach's Alpha and composite reliability. Descriptive statistics offer a summary of data mean, standard deviation, data normality and bi-variate correlation. Finally, for the hypotheses testing Smart PLS is used in the present research.

### 3. RESULT AND ANALYSIS

Table 1 displays the demographic characteristics of the participants. Out of the 350 employees, 83.1% were male and 16.9% were female. In terms of age distribution, about 30% were aged 22 to 27, 42% fell within the 28 to 33 age range, and 28% were older than 33. Regarding educational achievement, 48% of participants had finished 16 years of schooling, 42% had completed 18 years, and 10% had received education surpassing 18 years. Concerning professional experience, 20% of the participants had 1-5 years of experience, 49% held 6-10 years of experience, and 31% boasted over 10 years of experience.

**Table 1: Respondents Characteristics**

	Profile	Percentage	Profile	Percentage	
Gender	Male	83.1	Age	22-27	30
	Female	16.9		28-33	42

			Above 33	28
	1-5	20	16 years	48
Experience	6-10	49	18 years	42
	Above 10	31	Above Master	10

Table 2 shows that the measures employed in this study possess both validity and reliability, with outcomes remaining within an acceptable range. To show reliability, the average variance extracted (AVE) must be greater than 0.50, and the maximum shared variance (MSV) ought to be less than the AVE. Furthermore, to demonstrate the reliability of the scale, it is essential for the composite reliability and Cronbach's alpha to be above 0.70 and 0.60, as indicated by a study (Hair, Ringle, & Sarstedt, 2013) (Hair et al., 2013). Thus,

we found that the AVE value was greater than 0.50, while the MSV value was less than the AVE. Additionally, both Cronbach's alpha and composite reliability surpassed the required levels to confirm reliability. For example, the composite reliability exceeded 0.80, while Cronbach's alpha was greater than 0.70 for all fundamental concepts. The information in Table 2 shows that there were no concerns regarding validity and reliability.

**Table 2: Scale Validity and Reliability**

Variables	Items	Alpha	AVE	MSV	CR
Servant leadership	24	0.994	0.652	0.815	0.36
Job satisfaction	10	0.853	0.712	0.532	0.91
Employee well being	08	0.854	0.582	0.313	0.79
Job resource	09	0.776	0.601	0.414	0.74
Job demand	10	0.888	0.572	0.295	0.78

**Notes:** CR is the composite reliability, AVE presents average variance extracted, and MSV is maximum shared variance

Table 3 presents the summary statistics and bivariate correlations among the research variables. The average values show the central tendency of the data, while the standard deviation reveals its dispersion. Moreover, skewness and kurtosis are utilized to assess the normality of the data. For instance, the average for EIJP was

4.3906, having a standard deviation of 0.4653, which is within a sensible range. Similarly, the skewness and kurtosis values were noted to remain within the normal range  $\pm 1.96$  as indicated by (Gomes et al., 2012; Cruz, 2007). Moreover, the bivariate correlation analysis showed a low correlation value, indicating that there was no concern regarding multicollinearity.

**Table 3. Descriptive Statistics and Correlation**

	Mean	SD	Skew	Kurt	1	2	3	4	5
1. Servant leadership	4.38	0.94	-1.87	3.21	1				
2. Job satisfaction	3.97	0.41	-0.77	0.23	0.67	1			
3. Employee wellbeing	3.41	0.41	-0.20	-0.64	0.14	0.32	1		
4. Job resource	4.49	0.63	-1.98	1.36	0.012	0.40	0.32	1	
5. Job demand	3.31	0.35	-0.92	0.84	0.068	0.003	0.008	0.42	1

#### 4.3. Hypothesis Testing

After validating and testing the reliability of the data, along with performing descriptive and inferential statistics and evaluating model fit, hypothesis testing is performed, and the results are reported in Table 4. It is found that servant leadership has a statistically significant and

positive effect on job satisfaction of 0.676\* (95% CI [0.431, 0.921]). Thus, Hypothesis 1 is supported that states, "There is positive relationship between the servant leadership and job satisfaction". Similarly, we also noticed direct positive and statistically significant impact of job satisfaction on EWB 0.487\* (95% CI



[0.273, 0.701]). Thus, the Hypothesis 2 is supported as well. Further, the relationship between servant leadership and EWB is significantly mediated by job satisfaction 0.329\* (95% CI [0.191, 0.466]). We found full mediation and the Hypothesis 3 is supported as well as the direct effect of servant leadership and EWB noted to be positive but statistically insignificant. Further, Hypothesis 4 explicated that, “*The relationship between the servant leadership and job satisfaction is moderated by job demands such that the relationship will be weaker when the job demands are high than when it is low*”. Accordingly, it is noticed that the relationship is significantly moderated by job demands such the when job demands are high

than the effect of servant leadership on job satisfaction significantly reduced -0.598\* (95% CI [-0.312, -0.867]). Thus, the Hypotheses 4 is supported. Further, Hypothesis 5 explicated that, “*The relationship between the servant leadership and job satisfaction is moderated by job resources such that the relationship will be strengthened when the job resources are high than when it is low*”. Accordingly, it is noticed that the relationship is significantly moderated by job resources such the when job resources are high than the effect of servant leadership on job satisfaction significantly increased 0.721\* (95% CI 0.451, 0.992]). Thus, the Hypotheses 5 is supported is well.

**Table 4. Summary of the Direct and Indirect Effects**

	Estimate	p-value	95% CI	Remarks
SL → JS	0.676*	0.00	[0.431, 0.921]	Supported (H <sub>1</sub> )
JS → EWB	0.487*	0.00	[0.273, 0.701]	Supported (H <sub>2</sub> )
SL → EWB	0.145	0.06	[-0.034, 0.324]	
SL → JS → EWB	0.329**	0.01	[0.191, 0.466]	Supported (H <sub>3</sub> )
SL*JD → JS	-0.598*	0.00	[-0.312, -0.867]	Supported (H <sub>4</sub> )
SL*JR → JS	0.721**	0.00	[0.451, 0.992]	Supported (H <sub>5</sub> )

**Notes:** \* p < 0.05, \*\* p < 0.01, SL = servant leader, JS = job satisfaction, EWB = Employee wellbeing, JR = Job resource, JD = Job demand.

#### 4. DISCUSSION AND CONCLUSION

This research study examines the complex relationship between servant leadership, job satisfaction, employee well-being, job demands, and job resources in organizational contexts. The results are consistent with the existing literature, providing strong support for the proposed pathways and interactions between these variables. Job satisfaction acts as a key mediator linking servant leadership to employee well-being, functioning as an essential mechanism that achieves the beneficial impacts of servant leadership on employee well-being into reality. Elevated job satisfaction fosters a sense of value, engagement, and dedication among employees, thereby improving their overall well-being. This research highlights the crucial importance of job satisfaction in promoting employee well-being and enhancing organizational effectiveness. Firstly, this present research examined that there is direct relationship between the servant

leadership and job satisfaction. The finding of this research study is aligned with the available literature. Similarly, the research concluded that there is a direct relationship between the servant leadership and job satisfaction (Anselmus et al., 2022; Wase et al., 2020; Gala et al., 2024). The result of this study is positive and statistically significant. Secondly, this study investigated that there is positive relationship between job satisfaction and employee wellbeing and the outcome this research is match with the existing literature for example the study concluded that there is positive relationship between the job satisfaction and employee wellbeing (Bhoir et al., 2024; Jaswal., 2024). The relationship is direct and statistically is significantly. Thirdly, this research concluded that the relationship between the servant leadership and employee wellbeing is mediated by the job satisfaction. The result of this study is match with the existing literature for example Akbal & Karabulut, (2024); Anselmus et

al., (2022). concluded the relationship between the servant leadership and employee wellbeing is mediated by job satisfaction. Findings of this study is positive and statistically significant. Fourthly, this study examined There is positive relationship between the servant leadership and employee wellbeing is moderated by job demand and the relationship is strengthened when the job demand is high than when it is low. The finding of this research is match with the literature for example the recent research documented that There is positive relationship between the servant leadership and employee wellbeing is moderated by job demand and the relationship is strengthened when the job demand is high than when it is low (Yan et al., 2023; Umrani et al., 2024; Yan et al., 2023). The finding of this study is positive and statistically significant. Fifthly this research investigated There is positive relationship between the servant leadership and employee wellbeing is moderated by job resource and the relationship is strengthened when the job resource is high than when it is low. The result of this research is similar with the past literature for example research concluded There is positive relationship between the servant leadership and employee wellbeing is moderated by job resource and the relationship is strengthened when the job resource is high than when it is low (Cai, Wang, & Cheng, 2024; Ortiz et al., 2022). The result of this research is positive and statistically significant. The results of this research offer numerous practical insights for leaders and HR professionals in organizations. To begin with, fostering a culture of servant leadership in organizations can greatly improve employee well-being by encouraging increased job satisfaction. Secondly, organizations ought to strive to align job demands with adequate job resources to enhance the positive effects of servant leadership. By providing resources like autonomy, social support, and chances for professional growth, organizations can foster an environment that enhances the development and efficiency of servant leadership, thus maximizing employee well-being. Although the findings are strong, some limitations deserve attention. The cross-sectional design restricts the ability to draw conclusions about causality. Future studies ought

to employ longitudinal designs to more effectively capture the evolving nature of these relationships. Furthermore, although this research emphasized the mediating effect of job satisfaction, other possible mediators like organizational commitment and psychological empowerment need to be investigated. Additional studies should explore how various leadership styles interact and their collective impact on employee well-being. To summarize, this research offers a significant addition to the current body of work regarding servant leadership and its effects on employee well-being. The results highlight the crucial significance of fostering supportive and resource-abundant work settings by clarifying the mediating impact of job satisfaction and the moderating influences of job demands and resources. Organizations that implement servant leadership principles and offer ample job resources are ideally situated to improve employee well-being and attain overall organizational efficiency.

## REFERENCES

- Abualigah, A., & Badar, K. (2024). Does spiritual leadership promote employees' green creativity? The mediating effect of green work engagement. *Journal of Organizational Effectiveness: People and Performance*. In Press
- Abualigah, A., & Badar, K. (2024). Does spiritual leadership promote employees' green creativity? The mediating effect of green work engagement. *Journal of Organizational Effectiveness: People and Performance*. In Press
- Akbal, Ö. F., & Karabulut, A. T. (2024). The Mediating Role of Job Satisfaction in the Effect of Servant Leadership on Employee Performance: A Research on Saving Finance Sector. *İşletme Araştırmaları Dergisi*, 16(3), 1552-1566.
- Alonderiene, R., & Majauskaite, M. (2016). Leadership style and job satisfaction in higher education institutions. *International Journal of Educational Management*, 30(1), 140-164.
- Anselmus Dami, Z., Budi Wiyono, B., Imron, A., Burhanuddin, B., Supriyanto, A., &

- Daliman, M. (2022). Principal self-efficacy for instructional leadership in the perspective of principal strengthening training: work engagement, job satisfaction and motivation to leave. *Cogent Education*, 9(1), 2064407.
- Anselmus Dami, Z., Imron, A., Burhanuddin, B., & Supriyanto, A. (2024). Predicting the outcomes of servant leadership in Indonesian Christian higher education: Direct and indirect effects. *International Journal of Christianity & Education*, 28(1), 35-70.
- Ariza-Montes, A., Mahmood, F., Han, H., & Saleem, M. (2022). The mental well-being of health care professionals during the COVID-19 pandemic. *Journal of Occupational and Environmental Medicine*, 64(5), 429-442.
- Aulia, E., Jannah, R., Lena, W., Azmi, M., & Iskandar, M. (2024, August). The Influence Of School Principal Leadership And Teacher Commitment On Teacher Performance At Madrasah Aliyah Negeri 1 Bireuen. In *Proceeding Medan International Conference on Economic and Business* (Vol. 2, pp. 1652-1658).
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of occupational health psychology*, 22(3), 273.
- Bhattarai, B., Gupta, S., Dahal, S., Thapa, A., & Bhandari, P. (2021). Perception of online lectures among students of a medical college in Kathmandu: A descriptive cross-sectional study. *JNMA: Journal of the Nepal Medical Association*, 59(235), 234.
- Bhoir, M., & Sinha, V. (2024). Employee well-being human resource practices: a systematic literature review and directions for future research. *Future Business Journal*, 10(1), 95.
- Blau, P. (2017). *Exchange and power in social life*. Routledge.
- Boyd, A. T., Rocconi, L. M., & Morrow, J. A. (2024). Construct validation and measurement invariance of the Parasocial Relationships in Social Media survey. *Plos one*, 19(3), e0300356.
- Cai, M., Wang, M., & Cheng, J. (2024). The Effect of Servant Leadership on Work Engagement: The Role of Employee Resilience and Organizational Support. *Behavioral Sciences*, 14(4), 300.
- Chan, D. (1998). Functional relations among constructs in the same content domain at different levels of analysis: A typology of composition models. *Journal of applied psychology*, 83(2), 234.
- Chang, H. T., Hsu, H. M., Liou, J. W., & Tsai, C. T. (2013). Psychological contracts and innovative behavior: a moderated path analysis of work engagement and job resources. *Journal of Applied Social Psychology*, 43(10), 2120-2135.
- Chen, C. Y., Chen, C. H. V., & Li, C. I. (2013). The influence of leader's spiritual values of servant leadership on employee motivational autonomy and eudaemonic well-being. *Journal of religion and health*, 52, 418-438.
- Cheung, G. W., Cooper-Thomas, H. D., Lau, R. S., & Wang, L. C. (2024). Reporting reliability, convergent and discriminant validity with structural equation modeling: A review and best-practice recommendations. *Asia Pacific Journal of Management*, 41(2), 745-783.
- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of management annals*, 11(1), 479-516.
- Dahleez, K. A., Aboramadan, M., & Bansal, A. (2021). Servant leadership and affective commitment: the role of psychological ownership and person–organization fit. *International Journal of Organizational Analysis*, 29(2), 493-511.
- Dami, Z. A., Imron, A., Burhanuddin, B., Supriyanto, A., & Mustiningsih, M. (2022). Servant leadership and life satisfaction at public school in Indonesia: career satisfaction as mediator. *Pedagogika*, 145(1), 94-116.

- DeConinck, J. B., Moss, H. K., & Deconinck, M. B. (2018). The relationship between servant leadership, perceived organizational support, performance, and turnover among business to business salespeople. *Global Journal of Management and Marketing*, 2(1), 38-52.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499.
- Diener, E., Sandvik, E., Pavot, W., & Gallagher, D. (1991). Response artifacts in the measurement of subjective well-being. *Social Indicators Research*, 24, 35-56.
- Donia, M. B., Raja, U., Panaccio, A., & Wang, Z. (2016). Servant leadership and employee outcomes: The moderating role of subordinates' motives. *European Journal of Work and Organizational Psychology*, 25(5), 722-734.
- Eslamdoust, S., & Mahmoudiazlou, S. (2023). Servant leadership, followers job satisfaction, empowerment and performance: the moderating effect of gender. *Open Journal of Social Sciences*, 11(3), 8-22.
- Eva, N., Robin, M., Sendjaya, S., Van Dierendonck, D., & Liden, R. C. (2019). Servant leadership: A systematic review and call for future research. *The leadership quarterly*, 30(1), 111-132.
- Feller, S. C., Castillo, E. G., Greenberg, J. M., Abascal, P., Van Horn, R., Wells, K. B., & University of California, Los Angeles Community Translational Science Team. (2018). Emotional well-being and public health: Proposal for a model national initiative. *Public Health Reports*, 133(2), 136-141.
- Ghazzawi, I. (2023). Leadership Failure in the Eyes of Subordinates: Perception, Antecedents, and Consequences\*. *International Leadership Journal*, 15(1).
- Hansen, B. G., & Stræte, E. P. (2020). Dairy farmers' job satisfaction and the influence of automatic milking systems. *NJAS-Wageningen Journal of Life Sciences*, 92, 100328.
- Haruna, P. (2023). Educating public servants for a post-COVID-19 world: MPA/MPP curricular implications in Ghana. *Journal of Public Affairs, Education*, 29(2), 175-191.
- Hassan, S., Ansari, N., & Rehman, A. (2023). Public service motivation, workplace spirituality and employee well-being: a holistic approach. *Journal of Economic and Administrative Sciences*, 39(4), 1027-1043.
- Hassan, S., Gull, M., Farasat, M., & Asif, R. (2023). Servant Leadership and Employee Well-being in Sustainable Organizations: A Self-Efficacy Perspective. *Journal of Excellence in Management Sciences*, 2(2), 100-111.
- Iqbal, A., Ahmad, M. S., & Nazir, T. (2023). Does servant leadership predict innovative behaviour above and beyond transformational leadership? Examining the role of affective commitment and creative self-efficacy. *Leadership & Organization Development Journal*, 44(1), 34-51.
- Jaiswal, N. K., & Dhar, R. L. (2017). The influence of servant leadership, trust in leader and thriving on employee creativity. *Leadership & Organization Development Journal*, 38(1), 2-21.
- Jaswal, N., Sharma, D., Bhardwaj, B., & Kraus, S. (2024). Promoting well-being through happiness at work: a systematic literature review and future research agenda. *Management Decision*, 62(13), 332-369.
- Jianchun, Y. (2024). Effects of green mining practices on corporate sustainable development: role of green innovation, green organizational commitment, and corporate social responsibility. *Frontiers in Environmental Science*, 12, 1476075.

- Kramer, M. (2019). Syria's Alawis and Shi'ism. In *Shi'ism, Resistance, and Revolution* (pp. 237-254). Routledge.
- Kramer, M. (2019). Syria's Alawis and Shi'ism. In *Shi'ism, Resistance, and Revolution* (pp. 237-254). Routledge.
- Langhof, J. G., & Guldenberg, S. (2020). Servant Leadership: A systematic literature review—toward a model of antecedents and outcomes. *German Journal of Human Resource Management*, 34(1), 32-68.
- Lee, A., Lyubovnikova, J., Tian, A. W., & Knight, C. (2020). Servant leadership: A meta-analytic examination of incremental contribution, moderation, and mediation. *Journal of Occupational and Organizational Psychology*, 93(1), 1-44.
- Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. *The Leadership Quarterly*, 19(2), 161-177.
- Linda Parris, D., & Welty Peachey, J. (2012). Building a legacy of volunteers through servant leadership: A cause-related sporting event. *Nonprofit Management and Leadership*, 23(2), 259-276.
- Louw, J. (2023). *Assessing the role of trust in the relationship between servant leadership and work engagement of academic staff in selected South African universities* (Doctoral dissertation, North-West University (South Africa)).
- Lu, J., Falahat, M., & Cheah, P. K. (2024). A systematic literature review on the relationship between servant leadership and its team and organizational level outcomes. *Journal of Organizational Change Management*, 37(2), 255-282.
- Macdonald, S., & MacIntyre, P. (1997). The generic job satisfaction scale: Scale development and its correlates. *Employee Assistance Quarterly*, 13(2), 1-16.
- Mahmood, F., Saleem, M., Ariza-Montes, A., & Han, H. (2022a). Green Attitudes, Human Values, and Wellbeing among Hospitality Service Employees. *International Journal of Mental Health Promotion*, 24(6).
- Mahmood, F., Ariza-Montes, A., Saleem, M., & Han, H. (2022b). COVID-19 exposure and mental wellbeing of European male employees. *Journal of Men's Health*, 18(7), 145.
- Mantry, A. K., Pradhan, B., Tak, S., Lalotra, S. K., & Islam, M. T. (2023). The Trend of Leadership Research in Higher Education: A Bibliometric Overview and Visualization. *Journal of Higher Education Theory and Practice*, 23(8).
- Marzocchi, I., Nielsen, K., Di Tecco, C., Vignoli, M., Ghelli, M., Ronchetti, M., & Iavicoli, S. (2024). Job demands and resources and their association with employee well-being in the European healthcare sector: a systematic review and meta-analysis of prospective research. *Work & Stress*, 1-28.
- McClellan, J. (2023). The “best test” for success in academic advising: Exploring the purpose of advising through the lens of servant-leadership. *Servant Leadership: Theory & Practice*, 10(1), 5.
- Merry, J. J., Bobbitt-Zeher, D., & Downey, D. B. (2020). Number of siblings in childhood, social outcomes in adulthood. *Journal of Family Issues*, 41(2), 212-234.
- Mostafa, A. M. S., Yunus, S., Au, W. C., & Cai, Z. (2023). Co-worker undermining, emotional exhaustion and organisational commitment: the moderating role of servant leadership. *Journal of Managerial Psychology*, 38(3), 194-209.
- Munawar, S., Yousaf, H. Q., Ahmed, M., & Rehman, S. (2023). The influence of online entrepreneurial education on entrepreneurial success: An empirical study in Pakistan. *The International Journal of Management Education*, 21(1), 100752.
- Ngah, N. S., Abdullah, N. L., Mohd Suki, N., & Kasim, M. A. (2023). Does servant leadership affect organisational citizenship behaviour? Mediating role of affective commitment and moderating role of role identity of young volunteers in non-profit organisations. *Leadership & Organization Development Journal*, 44(6), 681-701.

- Ortiz-Gómez, M., Molina-Sánchez, H., Ariza-Montes, A., & de Los Ríos-Berjillos, A. (2022). Servant leadership and authentic leadership as job resources for achieving workers' subjective well-being among organizations based on values. *Psychology Research and Behavior Management*, 2621-2638.
- Rasberry, A. (2019). *The Perceived Influence of Servant Leadership and Interpersonal Communication on Employee Engagement for Employees in Southeastern United States*. Saint Leo University.
- Singh, S., & Ryhal, P. C. (2021). How does servant leadership behaviour affect job satisfaction? A study on Indian Academia. *FIIB Business Review*, 10(1), 52-61.
- Sironi, E. (2019). Job satisfaction as a determinant of employees' optimal well-being in an instrumental variable approach. *Quality & Quantity*, 53(4), 1721-1742.
- Skaalvik, E. M., & Skaalvik, S. (2018). Job demands and job resources as predictors of teacher motivation and well-being. *Social Psychology of Education*, 21(5), 1251-1275.
- Skaalvik, E. M., & Skaalvik, S. (2023). Shared goals and values in the teaching profession, job satisfaction and motivation to leave the teaching profession: The mediating role of psychological need satisfaction. *Social Psychology of Education*, 26(5), 1227-1244.
- Slack, N. J., & Singh, G. (2020). The effect of service quality on customer satisfaction and loyalty and the mediating role of customer satisfaction: Supermarkets in Fiji. *The TQM Journal*, 32(3), 543-558.
- Stouten, J., & Liden, R. C. (2020). Social loafing in organizational work groups: The mitigating effect of servant leadership. In *Individual motivation within groups* (pp. 55-80). Academic Press.
- Umrani, W. A., Bachkirov, A. A., Nawaz, A., Ahmed, U., & Pahi, M. H. (2024). Inclusive leadership, employee performance and well-being: an empirical study. *Leadership & Organization Development Journal*, 45(2), 231-250.
- Van Dierendonck, D. (2011). Servant leadership: A review and synthesis. *Journal of management*, 37(4), 1228-1261.
- Vasluianu, F. A., Seizinger, T., Zhou, Z., Wu, Z., Chen, C., Timofte, R., ... & Fu, M. (2024). NTIRE 2024 image shadow removal challenge report. In *Proceedings of the IEEE/CVF Conference on Computer Vision and Pattern Recognition* (pp. 6547-6570).
- Wase, G. H., & Arif, L. S. B. M. (2020). Effect of Servant Leadership on the Employee Job Satisfaction: A Review of Empirical Studies. *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)*, 25 (2), 27–33. Retrieved from [www.iosrjournals.org/27%7CPage](http://www.iosrjournals.org/27%7CPage).
- Yan, G., Meng, L., Li, B., & Li, J. (2023). How can managers Promote employee sustainability? A study on the impact of servant Leadership on emotional Labor. *Sustainability*, 15(14), 11162.
- Zadok, A., Benoliel, P., & Schechter, C. (2024). School middle leaders' transformational leadership and organizational resilience: The moderating role of academic emphasis. *European Journal of Education*, e12657.
- Zainab, S. S., Ahmad, U. N. U., & Sheeraz, M. I. (2022). Impact of servant leadership on employee work engagement: Mediating role of psychological climate. *FWU Journal of Social Sciences*, 16(3), 94-106.