

CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD



**Impact of Servant Leadership on
Employee Performance with
Mediating Role of Trust in
Leadership and Moderating Role
of Power Distance**

by

Shahzar Atiq

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

Faculty of Management & Social Sciences

Department of Management Sciences

2020

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*I want to dedicate my work to my world, my Mother, **Jamila Atiq** and my dearest husband, **Abuzar Fareed**. I thank **Abuzar** for the interest he showed in my studies and the motivation he gave me during those trying times when I had doubts about my abilities. You are truly a wonderful husband. Thank you for always making life easier for me.*

*The completion of this task was not easy, it required troublesome efforts and hard work. It was not possible without you **Abuzar**. How lucky I am to be with someone like you. You are the best guy I've ever met. Thank you again.*



CERTIFICATE OF APPROVAL

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Acknowledgements

All praises for Almighty Allah, the most merciful and compassionate, the creator of universe who enabled me to improve my knowledge. I offer my humblest word of thanks to Muhammad (PBUH) who is forever torch of guidance and knowledge for humanity. I would like to have the honour to express my sincerest gratitude to my supervisor, **Dr. S.M.M. Raza Naqvi** who has been a phenomenal source of motivation and guidance throughout my research, I have learned immensely under the supervision of **Dr. S.M.M. Raza Naqvi** in every phase of my MS thesis. His dedication and sincerity towards his students is truly exceptional. Besides all, I would take this opportunity to thank my beloved family, without their continuous support and motivation this work would have been impossible to accomplish. Thank you all and May Allah Bless Us All! Ameen.

Abstract

This study focuses on the relationship between Servant Leadership (SL) and Employee Performance (EP) with the mediating role of trust in leadership (TL) and moderating role of Power Distance (PD). The exact background of the research is the service organization in Pakistan, mostly hospitals where servant leadership is practiced. Data was collected from 281 employees working in several serving organizations in Pakistan. Results show that servant leadership is positively associated with employee motivation. Furthermore mediating role of trust in leadership is also established. In addition to above, results also settle the moderating character of power distance. Theoretical and practical implications are argued.

Key words: Servant Leadership, Trust in Leadership, Employee Performance, Power distance

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Chapter 1

Introduction

1.1 Background of the Study

Different styles and types of leadership are studied in literature. One of the idea servant leadership, was to serve and help people. Also, Chiniara & Bentein (2016) establish servant leaderships affirmative influence on employees performance which leads to the organizations success. Recently, the researchers found that the servant leadership enhances employees motivation and directly impact on the employee performances (Bande, Pilar, Fernandez, Concepcin, Varela-Neira & Carmen, 2016). The servant leadership is known to motivate the employees and motivated employees successfully leads to good performances in an organization. Nuijten (2011) studied that the supportive and serving indication for the prospective influence of servant leadership on workforce engagement. In further experimental lessons, structures strictly linked to servant leadership alike humbleness (Owens et al. 2013) & empowerment (Tuckey et al. 2012) were studied to be intensely linked to commitment of employees. The study has revealed, the servant leadership is completely linked directly to many series of commitments, results, personal self-effectiveness, OCB, job routine, community citizenship behaviour, comfort to the supervisor, organizational obligations and customer service actions (Liden, Wayne, Liao & Meuser, 2014; Liden et al, 2008; Neubert et al, 2008; Van Dierendonck et al, 2014; Walumbwa Hartnell & Oke, 2010).

Fresh viewpoints on leadership, like Ethical Leadership, (Brown Trevino & Harrison, 2005) an Authentic Leadership, (Avolio & Gardner, 2005) followed by several issues, scandals and along with leadership failures now a day in corporate domain. Loss of assurance in the existing organizational business, more and more attention as led by leadership, in philosophy of servant leadership, and it endorses setting a side leaders self-centeredness for the advancement of their subordinates by their leaders. In the leadership literature, servant leadership is a modern concept which is seeming in the literatures of Greenleaf, (1970), nonetheless it has its sources, in philosophy and in religion earlier. The idea findings, obvious written in Bible, and who ever will be great in between you, will be your servant & who ever will be first in between you, will be the slave of all. And even the son of man has come not to be served, but to serve. (Mark 10, pp. 4345). In 4th century, a researcher writes that the king (leader) enjoys the states resources with people together, and is a paid servant. (Rangarajan, 1992). Group researches figures out link among group result and servant leadership among them. A few are gratification of the client, teams effectiveness, and the teams behavior, as well as team performance. (OCBs; Ehrhart, 2004; Hui & Liden, 2011; Hunteretal, 2013; Liden, Meuser, panaccio, Hu & Wayne, 2014; Liden, Wayne, Liao & Meuser, 2014; Schaubroeck et al, 2011). Paterson et al, (2012) explained that performance is directly linked with the servant leadership, of the team ultimately making the team an asset. Van Dierendonck & Patterson (2015) explains qualities of servant leadership as humbleness, thankfulness, compassion, and generosity.

Faith & Trust is the elementary feature of any work (De Jong & Kroon, & Schilke, forthcoming; Fulmer & Gelfand 2012). Faith & Trust adds supporter's alertness regarding their office and can prove to be a very positive add on for the organization (Liden, Wayne ,Liao, & Meuser,2014). Faith & belief is the key element which raises a healthy relation between leader and supporter. Supporters & followers who have trust in their leaders can develop a scene of responsibility towards each other. Faith & belief in the leader can have possible result for the organization and digging more, it came into knowledge that faith, belief & trust is the key element of servant leadership, servant leadership is key to build trust among organization.

Office colleagues interaction with each other develops sympathy among them only if they know that their leaders and the organization are trustworthy, amazingly only two interpretations hook concerning trust to physical identification (Restubog et al (2008)). Researcher on faith in leader of a group on individual level gives vast results, for example faith in your boss is directly proportional to job satisfaction, less ambiguity in the job. (Colquitt, Lepine, Piccolo, Zapata, & Rich, 2012). We think on many places that trust will be the strongest parameter in servant leadership, through personalized attention and incentive (Ehrhart 2004), servant leaders should be honest and should work of the ones who depend on them.

Leaders who trust the ones working under them are mostly concerned about dependents knowledge which is directly relatable to organizational results, which encourages them to work more smoothly (Piccolo & Colquitt, 2006). Faith in leader is vital for the ones working under and this will give raise to groom them professionally, which helps them practice that professional grooming in their daily work routine. (Kotter & Schlesinger, 1979).

Servant leaders framework is securing inter-relationship across organization, it also adds to growth and progress of organization. Significance of service inspiration as described by upcoming people with modesty differentiates a servant leader from other leadership styles. As different researches support that separate traditional groups have separate costumes (Schwartz, 1994) this in return comes up with different perfect leadership practice. (Dickson, Den Hartog & Mitchelson 2003).

I observed recommendation of SL in this study, in culture: the power distance. Till today, there is completely nonappearance of cross reference of data regarding servant leadership across country level too. Researchers highlighted a limitation in the previous literature, that numerous mechanisms are needed to check in leadership support-outcome relationship (Carmeli et al., 2010; Javed, Khan, Bashir & Arjoon, 2016). Here in this mediation, the association between trust in leadership and employee performance is also not studied. Pakistan. this context. To fill up the said gap, used information from Organizational Behaviour Effectiveness (GLOBE) project, came across five features of servant leadership which are honesty, authorizing, sympathy and modesty plays a vital role. Power distance is

a point to which people in organization or on the bigger perspective the society accept that power should be focused at top levels of the organization. Servant leaders have integrity and honesty factors, which is also supported by Jones & Jones 2008, who specified the most significant characteristic of servant leadership is integrity because it delivers integrity. Leaders who have component of integrity are considered to be faithful, even to small things. Leader develops trust in the subordinates by himself, as a result of integrity and this factor encourage other leaders to be more accurate and devoted, steady and accountable.

The idea of leadership covers a range of significances. House & Javidan, 2004, attempts to study how servant leadership is observed in different cultures regarding reputation about behaviors of effective leadership. servant leadership across culture in terms of power distance is the first inclusive experimental investigation of in this study. Previous studies on servant leader are confined to two countries, e.g. u.s.a and Ghanna (Hale & Fields 2007), Philippines and U.S.A (West & Bocarnea, 2008), as well as Indonesia and Australia (Pekerti & Sendjaya 2010). Our study will provide breakdown of endorsement of the 5 magnitudes of servant leadership in the first culture: power distance, would offer us with an understanding of what are the outcomes of the employees of an organization, in presence of servant leadership along with power distance culture. Furthermore, the study includes correlation between cultural value known as power distance and the employee performances and how they are observed to be vital for active leadership. According to McGregor (1976), leadership is not personality trait, it is an interface of leadership qualities with attitude, desires & behaviors of the employees and supporters.

1.2 Gap Analysis

According to findings of Barbuto & Wheeler (2006), no doubt, that servant leadership is normally studied in leaderships text but it is not sufficiently scrutinized in perspective with the public organizations. Therefore, to speak about the gap analysis, an insistence of servant leaderships implement in health organization is felt & also its productivity to be measured in terms of the employees approach &

behaviors headed for the organizational goals with faith of trust in leadership in them. Furthermore, this notion of servant leadership needs to be studied in Pakistani cultural context, such as power distance because in Pakistan, other classes of leadership is studied however servant leadership is an overlooked area where it is related with power distance. It is because Pakistan is a country where dark traits of leadership are common but the serving factor of leaders are not much discovered. The urge to discover servant leadership phenomena becomes more vibrant if we take power distance as moderator as Hofstede (1984) puts stress on cultures considerations as a difference in studying people approaches and behaviors.

Purpose for this idea is that an organizational behavior philosophies which are established in one country are not appropriate in another, in similarly effective fashion because of main cultural changes like uniqueness/socialism, power distance and also fostering/achievement, etc. Pakistan has a culture of high power distance. As per results of Hofstede & Mc Crae (2004). It must also be noticed, that many researched on Serving leaderships is done in western culture which are called individualist & culture of low power distance. So, it can be claimed that the cultural change, power distance, is a possible defense to study the servant leadership & also its probable attitudinal significances in the Pakistani cultural background.

Also, researches on serving leadership is in rising stage. Limited research are available on impact of servant leadership on employee performance. Therefore, this current study emphasize on part of servant leadership supports for worker performance & finds some important and significant gaps in literature. First, this study focuses on Servant Leadership & employee performance relationships. Secondly, current research emphasizes on intervening part of faith in leadership among Servant Leadership & worker performances. Here, in this mediation, link among trust in leadership and worker performance is not studied in this context. Thirdly, the current study focus is interacting of power distance on the direct servant leaderships effect upon trust in leadership. These results propose we need to specially emphasis on servant leadership and its outcomes. This is in addition to

few studies that discuss servant leadership & its influence on employee performance but relationship with power distance was rarely discussed.

1.3 Problem Statement

Beside ample research in leadership, servant leaders face numerous trials & glitches regarding leadership. Although research has focused on leadership styles, stress, ambiguity, knowledge, inspiration and team and specially power distance, but it is almost silent about servant leadership and its outcomes. Past studies also advocate that contextual factors enrich in significance when leadership become more complex. Hence the role of servant leadership cannot be ignored in the power distance context, as it contributes to the employee performance.

The leadership literature is predominantly focused on positive outcomes of leadership. For last many decades, either its traits or the behaviors, the main focus have been a positive image of leaders. However many incidents highlighted that how leaders handled the situations for their self-interests and against the benefit of others. But the serving side emerged as a key focus in leadership debate; however this has many unaddressed puzzles which studies need to solve. One of these is to identify new mechanisms which clearly explain how servant leadership results various outcomes. In addition role of culture (power distance) needs further clarify. To address these problems, the present study contributes in extant literature by looking servant supervision as a potential explanatory mechanism in presence of power distance as moderator. This will give new findings to find solutions of the problems in extant literature.

1.4 Research Question

The current study aims to identify answers for these questions:

Question 1: Does servant leadership associates with employee performance?

Question 2: Does trust in leadership mediate the relation between servant leadership and employee performance?

Question 3: Does power distance moderate the relationship between servant leadership and trust in leadership?

1.5 Research Objectives

Aim of this study, overall, is to test and develop expected prototype for finding out the connection among SL & worker performance & trust in leadership as a mediator. Additionally, power distance, in this research model, is added as the moderator for the connection of variables (Servant supervision, trust in leadership and employee performance). This study intends to consider following objectives.

Objective 1: To examine the association between servant leadership and employee performance.

Objective 2: To examine the association between servant leadership and trust in leadership.

Objective 3: To examine the association between trust in leadership and employee performance.

Objective 4: To explore the mediating role of trust in leadership between servant leadership and employee performance.

Objective 5: To explore the moderating role of power distance between servant leadership and trust in leadership.

1.6 Significance of Study

The current research provides to enhance knowledge by searching new ways that contribute towards the employee performance, i.e. by serving the employees. While going through this particular study, the practices of servant leadership also increase their courage and hope, and confidence level of the employee of the firms

and organizations. In now a days, employee outcomes plays a significant role in getting the competitive advantage which can be obtained through serving leadership because organization face many problems to achieve its outcomes. In the context of the Pakistan most of the failure of the organizational outcome is because of poor leadership. There are many under considerable issues which are emerged during the developmental phase of the organization, out of which, one basic concern is poor leadership style. This current study determines the servant leaderships impact on worker performance through a powerful & important variable, trust in leadership, because it has wider outcomes on directories of employee attitudes and performances. Earlier research exhibited that the trust in leadership is ideally related with employee performance in a large extent samples and the study also determine relationship of servant leadership & its effect on trust upon leadership in power distance culture. As Pakistan is a country where power distance prevails (Islam, 2004) crease the strength of this study. In light of these conclusions, we believe that this research spurs carryon study on inhibitors of servant Leadership at work place. This study use moderator power distance that influences the impact of servant leadership toward employee performance. Accordingly, we analysis the moderators and mediators that relate serving in Pakistan where people accept that power is distributed to elite people (Randall et al., 1993). None of the study in Pakistan has yet been conducted to test such relation of Serving leadership and employee performance under the light of culture power distance.

This study makes following contributions in extant literature:

- Servant leadership is studied in presence of unique explanatory mechanism.
- Trust in leadership has been used as mediator to link worker performance with servant leadership.
- Role of culture power distance has been added in servant leadership literature to provide new venues for research.

1.7 Supporting Theory

1.7.1 LMX theory

Recent researches depend upon LMX, leader member exchange theory, established on this principal, it is observed that supportive nature of the leader allows the employees to have same affect i.e. a responsible & supportive nature, as a result whole organizations success elevates with servant leadership. Furthermore, it is observed that employee performance helps in success of organization by obtaining high employee performances and underlying factors for this success & employee performance is trust in their leader (the boss) who is a servant leader. Blau, (1964) likewise defined exchange associations, while trend of causal arrow is slightly unclear. For-instance, Blau claimed the character of the relationship between exchange partners may affect the process of social exchange (p.97.), connotation that the connection effects the sort of exchange. On the other hand, he also deduced that a healthy relation can make an individual devoted to other individual (p. 101), suggesting smooth conversation regularly has an effect on the relation. Blaus (1964) justifications has another point, in the given explanation word exchange is used to address a form of connection / relationship, but the word association and exchange are different in terms of their meaning, however, they are related. This statement is not flawless, Blau used this association as intervening variable while this commonly used in organization context. Blau used this as type of transaction. Somewhat as type of connection. Blau 1964 & Homless (1981) recognize trust as an inspiring factor. Trust is very important for a healthy exchange.

Both leaders (the boss) & subordinates (the workers) use LMX philosophy of development, in order to discover LMX is referred as a (vertical dyad linkage), the relationship of vertical orientation (Graen 2004). A dyadic philosophy, LMX, is established from role philosophy (Dienesch & Liden, 1986) & also Social Exchange philosophy (Cropanzno & Mitchel 2005). Leaders will always choose an individual who is regarded as an awesome employee other than their personal likeness as

it was suggested by LMX. More over this LMX philosophy is considered as an emerging philosophy.

LMX philosophy is grounded on the social exchange philosophy (Gouldner, 1960) & states, bosses have a special connection with every subordinate (Graen & Uhl-Bien, 1995), this special relationship amongst leader & subordinates develops over a period of time which is a result of the tasks assigned to the subordinate and how they do it. Smooth work environment, healthy performance, are among some of the favorable outcomes which are associated with the healthy relationship between boss & subordinate. (Kelley & Thibaut, 1978), (Ilies et al., 2007). Dienesch & Liden (1986) at the start made a point that development of LMX relation based of three factors salary: amount of money they get of the work they do, devotion, and combined friendliness. Further studies deduced that a fourth factor should also be kept in mind which is professional respect (Liden & Maslyn, 1998).

Chapter 2

Literature Review

2.1 Servant Leadership & Employee Performance

Servant leadership is about the honesty and truthfulness of leaders and is committed to enhance the position of everyone else (Greenleaf, 1977; Ehrhart, 2004). Most prominent standard as highlighted by the researchers, of servant leadership is that it focuses on the interests of subordinates way before focusing on their self-interest, (Dierendonck, 2011; Ehrhart, 2004; Lapoint & Vanden berghe, 2018). Within last twenty years, the studies on servant leadership has well developed as an approach of leadership that is on paper and by performing many experiments, is separate to the Transformational Leadership, (Liden et al.. 2015). SL is based on much affirmative qualities like selflessness, spirituality, ethics & genuineness. Servant leadership is where leaders are expected to serve first, and a self-concept as a steward (Sendjaya & Sarros, 2002), further because of honesty and truthfulness of (leaders) bosses (Liden et al., 2008). As the action of bosses are found dependable, ethical and selfless by the followers, (Sendjaya & Pekerti, 2010), therefore they had a greater self-confidence (Searle & Barbuto, 2011), higher job contentment & committed appointment (Simon & Wai Ming, 2014; van Dierendonck, 2011), Results in enhanced enactment.

Meanwhile many different authors have tried to put into operation Greenleafs (1977) important workings upon servant leaderships (Ehrhart, 2004; Liden et al, (2008), van Dierendoncks (2011) literature reviews depicts solely, Sendjaya et al.s (2008) (SLBS) gathers part of sanctity, particular idea of SL. Sendjaya et al. (2008) knew 6 aspects of servant leadership behavior: volunteer subservience, that is about placement of leaders to place needs of others on the far side ones self; authentic self, repeated show of modesty, honesty, reliability, surety, and vulnerability by leaders; contractual connection, real & long-lasting leader-follower association distinguished via mutual trust and mutual principles, responsible ethics, having a connected moral liability that confirms the ends and therefore the suggests which are required by leaders are virtuously made legitimate, ethically justified and properly reasoned, transcendental spirituality, that tells about the extent to which leaders promote the way of transcendence, link, which means among the employees and changing the structure of influence, however the leaders get a way of amendment through empowering, role modeling, casting vision, trusting, and giving advices to the followers. The main differences among servant leadership and other designs of leadership are three in total. First, in relation with empowering and transformational leaders, the followers are inspired by the World health organization to give their best in order to achieve structure aims, servant leaders primarily emphasis on their subordinates upon their own interests (Stone et al., 2004; Dierendonck, 2011). Secondly, servant leaders contain strong issues regarding providing space to supporters, the applicable behaviors & ethical parts, which is basic declaration of moral, authentic and moral leadership (Ehrhart, 2004). Third, there is no opposite leadership design listed which contains all main characteristics highlighted by Dierendonck (2011). Servant leadership is a lot different as with other leadership style (Dierendonck, 2011).

Fundamentals of Servant leaderships are mainly applicable headed for organizations (Brownell, 2010), Furthermore, Zou et al.s (2015) investigation explained, servant leadership might motivate workers conduct from growing member-leader and member-team exchange. Regardless of this results, none of the lessons have pointed out servant leaderships impact on workers active facility behaviors, its

gaining popularity for achievement of organization (Chen et al., 2017). Research reports the gaps by concentrating the methods which influence the employee output.

Employee performance is measurement of assigned job tasks against the standards set by organization. According to Gngr (2011), employee work results can also be measured as what staff can do, what they do not do & comprise on the following factors: outputs magnitude, time of output, flexibility and work attendance. The duties performed by the staff are acknowledged combined with the duties they perform for the main operations of an organization. (Borman & Motowidlo, 1993). A lot of study has been done on employee performance, from corner to corner studying different cultures from long time, for understanding behaviors, means that encourage performances (Bono & Judge, 2003; Piccolo & Colquitt, 2006). Investigating & co-relating different studies on behavior & elements that progress performance can alter organizations benefit of, investing the physical, mental and expressive abilities (Habberhon et al., 2003; Pham Thai et al., 2018) this can be supported the degree of emotional help & transfer of respected resources. (Wayne et al. 2002, p. 590). In step with Harris et al. (2013), the LMX combines boss & subordinate in a relationship that endorses worker performance, flexibility, motivation & accountability. This bond between the boss & subordinate is backed by trust, smooth correspondence and sharing or weakness that refrains from work duties (Walumbwa et al., 2011). Tariq et al. (2014), examination on creating & overhaul work places mainly in Gujranwala, examined, performance and LMX has crucial relationship. Furthermore, workers having these attitudes can safeguard organization & motivate others (Atuahene-Gima, 2005; Diamond StateJongand DenHartog, 2010; Stoffers & Vander Heijden, 2009; Walumbwa et al., 2009).

Servant leaders perceive them as wardens of organization working in (Parris and Peachey, 2013), They dont forget their targets regarding performance objectives and standards on the other hand their objective is growth of their followers (Ferch, 2005). unlike the traditional leadership style which will always sacrifice the staff for their own growth and profits (Sendjaya, 2015, p. 4) Through a field study & 2 investigational studies, VanDierendonck et al. (2014) established difference

exists among servant leadership and transformational leadership in a way that in servant leadership the followers have satisfaction regarding their leader, however transformational leadership effected supporter results through apparent leadership efficiency. Schaubroeck et al.s (2011) research credibility to the current, in this they deduced that servant leadership described of change in group performance on the far side transformational leadership. However, in spite of theoretical opinions inform to an optimistic association among servant leadership & worker performance, enquiry which gives framework to current association is reasonably developing (Paris and Peachy, 2013; Van Dierendonck, 2011). Detailed analysis predict variation of underlying framework and process has been done and it explains that outcome of effects of servant leadership are, like public uniqueness (Chen et al., 2015; Wayne, Chenwei, Liden & Meuser, 2014; Liden, Panaccio, Hu & Wayne Meuser, 2014; Yoshida et al., 2014), Social influences, (Hunter et al., 2013) the Social trade (Schaubroeck et al., 2011), Social knowledge (Jaramillo et al., 2015), as well as the path-goal theory (Jaramillo et al., 2009), helping culture (Liden, Wayne, Chenwei & Meuser, 2014; Liden, Panaccio, Meuser, Hu & Wayne, 2014), moral & impartial environment (Schwepker & Schultz, 2015; Zahir et al., 2013), strong work relations between workforce (Carter & Baghurst, 2014), crew effectiveness (Hu & Liden, 2011), & limiting emphasis (Neubert et al., 2008). On other hand Peterson et al. (2012) established commercial managerial servant leadership has positive co-relation with performance, as it is measured by come on investments, Delaware Waal & Sivro (2012) bring into being nill co-relation among servant leadership & performance. Moreover, established that servant leaderships influence vary on different structural level, a lot of scrutiny is required to inspect this relation crossways totally different frameworks (Liden, Wayne, Chenwei & Meuser, 2014; Liden, Panacio, Meuser, Hu & Wayne, 2014; Parris & Peachey, 2013; van Dierendonck, 2011) exclusively a restricted variety of search has checked out possible moderators for the servant leadership performances affiliation (Jaramillo et al., 2015; Schwepkr & Schultz, 2015).

We debate, servant leadership will attain an improved fit, so healthier performance, in organization where front-runner mentors & authorizes staff to use skills

to invent. As the contingency theory debates every organizational fundamental interrelate (Osborn et al. 2002), the hypotheses reflects this difficulty through studying the 3 ways connections of leaderships, policy, & structures together with 2-way connections. Servant leadership increases employees performance & thus we conclude that:

H₁: *Servant Leadership has a positive and significant relationship with employee performance*

2.2 Servant Leadership & Trust in Leadership

Robbins (2005) stated leadership is a trait which effects group of people positively, towards the goal. Fiedler (1967) in Bimo (2003), leadership can be a way of impelling work for a group of people towards achieving their targets. Lapidator et al. (1995) defines leadership as a way of guiding & impelling group of people towards the targets assigned. On the other hand, Yuki (1998) describes leadership as a manner of communal impression intentionally by someone to align the happenings & relationship with organization. Luthans (2001) describes leadership as connection with group of members, and among them leader is a mediator of reforms, a person whose attitude should matter to the others working under them, a leaders behavior should not be transformed by the others. Similarly, Yukl (2007) states that leadership can be a deliberately driving force used by someone in order to influence his/her command towards a group of people. Blanchard (2002) describes servant leadership is basics of efficient leadership. Learnings regarding leadership & life model of Israelite within the middle Nineteen Eighties, Blanchard stated Situational Leadership Theory (SLT) to be basis of servant leadership & also endorsed idea of servant leadership from the epicenter for faith walk Leadership, though Hersey-Blanchers model precisely not sketch word of servant leadership.

We accept Atkinson and Butchers (2003) assert the word trust cannot have a specific definition as it is social & cultural thing, however, their own assertion, Atkinson and Butcher (2003) debated trust can be theorized under some variations, it has three similar modules, volitional acceptance of vulnerability and risk,

but faith is hypothesized by Atkinson & Butcher (2003), stood imparted by the Rousseau et al. (1998): Faith may be situation involving meaning to merely admit weakness held positive prospects of aims or conduct of an another, (Rousseau et al., 1998, p. 395). Current analysis on faith & trust, found in leadership backed definitions of interest because an integrative meaning of faith & trust in the leadership, (Burke et al., 2007). Furthermore, as the trust is to put yourself in p of secretive danger supported prospects that trustee won't act in a way, that ends up in the trustor damage, (Atkinson and Butcher, 2003, p. 289).

In the research, we agree to Atkinson & Butchers (2003) concept of faith & trust. In this perspective development of trust, in social control relation & explicitly ponder on trust in his leader as in trusts contradiction in organization. Trusting the leader is usually defined because nature of a worker to prone to the leaders actions that are on far side the juniors management (Mayer et al., 1995), however faith in any organization is common insight of team on an organizations trustiness (Gambetta,1988), however 2 concepts are linked, through experiments and observations separate, each with a set of backgrounds & consequences (Tan and Tan, 2000). This division is vital as outcome of it suggests that, a group of people working together under the supervision of a single leader may trust their organization just because they trust their leader, such overview of trust doesn't happen, the worker exclusively trusts their leader & not the organization.

We suggest in this search that interchange conducts that happen among leader & subordinates develops trust level between the two. Tan and Tans (2000) experimental findings backed preceding finding that leaders aptitude, compassion & truthfulness are explicit features of trust in leader. We debate over this thing that these 3 magnitudes are a portion of servant leadership conducts. Consequently, agreement with Atkinson & Butchers (2003) studies development of faith in people working under a person is aligned with target-based trust as the subordinates evolve it under servant leadership. At the same point this joins with task allocation from the leader, consequently the trust that has developed over time between the boss and subordinate, it is impartial & aligned with leadership. On the contrary, we debate that servant leadership has many magnitudes of leadership

attitudes that develops trust within the leader. We have to carry out more social experiments & studies to develop a theory for trust that duplicate the real social environment precisely, servant leadership. While theoretical mixture on trusts understanding crossways several self-restraints exist. (Bigley & Pearce, 1998; Wicks et al., 1999), it is established that trust has a relation with leadership. Multiple studies have found that there is a link between leaders attitude and faith in the organizations. (Arnold et al., 2001; Brower et al., 2000; pantryman, 1991; pantryman et al., 1999; Dirks & Ferrin, 2002; Dizzy Gillespie & Mann, 2004; Gomez & Rosen, 2001; Jones & St. George, 1998; Joseph & Winston, 2005; Jung & Avolio, 2000; Mayer & Davis, 1999; Mayer et al., 1995; Podsakoff et al., 1990, 1996; bleach et al., 1998). Nevertheless, no analysis explicitly talks about the mutual relation amongst precise leadership behaviors & then creation of adherents trusts in leader. Whereas, concept of trust is properly linked with servant leadership. From all the key parts of significant leaderships styles; it has been observed that servant leadership is linked with faith, belief & trusts. (De Pree, 1997; Joseph & Winston, 2005; Melrose, 1995; Russell, 2001), from side to side servant leader displays & interprets their personal integrity into structure fidelity (De Pree, 1997, p. 127). Greenleaf (1977) said, trust could be an element for servant leaders, UN agency continuously raise atmospheres of trust. Their work of leaders in corporate and NFP organization of America, and archipelago, Joseph & Winston (2005) agreeing correlational statistics among workers professed levels of structure servant leaderships, trust in leaders & among the professed level of servant leadership & assemble trust. Up till now relevant data shows that there is initial experiential evidence of relation among servant leadership & trust. Still, servant leaders produce supporters trust in leaders wasn't self-addressed in preceding readings.

Current analysis studies the influence of servant leaderships manners on supporters trust in their leader. Brower et al.s (2000) states, trust is somewhat planned on actions, we have capacity to debate that a followers trust in his leader is due to servant leadership qualities his leader has. This is turn doesnt meant that leader trusts his followers. Notwithstanding leaders trust in worker, it's leaders attitude

that produce assistants trust within leader. When servant leaders place his followers benefits on top of those, preserve evenness between words and deeds, cooperate in ethical discussion with supporters, still a way of determination which means in supporters, they add to the trust of their supporters. Associations planned upon trust & repair are notion for effect of servant leadership (Sarkus, 1996; Tatum, 1995).

Greenleaf (1977) states trust is vital to servant leadership as leadership validity starts with trust. Further illustrated the solely sound basis for trust is for individuals to own the solid expertise of being served by their institutions (p. 83). Servant leaders are faithful as an outcome of sympathize with and unconditionally settle for followers (p. 35), attributable to their duty, which ends up from their brilliant native vision (p. 56), & since leaders discussed by example (p. 342). Faith & admiration is uppermost in conditions wherever, through services, a community is made during which, the liability of each for the other & all for one is limitless (p. 52). Greenleaf (1977) suggested establish mental trust is made once their trustees are reached at merits, as of servants. Greenleaf (1977) states leaders are accountable for performance of an organization. (pp. 127-8). As from the perspective of Greenleaf, the only factor is a trust because of which, the perceptions of a leadership traits are increased, that also unites the mutual relationship to a leaders trust (Zolin, 2002).

Farling et al., 1999 study states that Trust reflect mutuality in servant leadership, among leaders and followers. Moreover, those, who places the followers self-interests as their priorities, a servant leaderships central part, produces trust from the followers for those leaders. The study also includes that leaders concern backs the concerns of followers and to the total limit or amount of followers trust that can be placed in leaders. According to Russell & Stones (2002) trust is useful characteristic of servant leadership and argued that importance of trust in leader-member relations, in this concerns of leaders for individuals and as a result, an integrity is vital to gathering social trusts. Russell (2001) claimed leaders organizations are effected by the servant leaders values (an independent variables which activate the behavior of servant leader) produce each discernible qualities. He

stated that such values always plays a main role in creating social and structural trust which holds servant-led organizations along. Thus we conclude that:

H₂: *Servant leadership has positive and significant impact on trust in leadership*

2.3 Trust in Leadership & Employee Performance

Gillespie and Mann (2004) and Dirks and Ferrin (2002) proposed that trust is the main element of a good leader, he/she trusts his subordinates and get trust in return, this trust relationship forces them, the subordinates to work more effectively & efficiently. Having faith in leadership is vital component for effective & healthy work environment. Tyler (2003) debates trust develops healthy mutual relationship in organization. This is backed by Bijlsma & Koopma (2003) states that trust constructs performance, which in turn helps an organization. Trust is very valuable to the working of organizations (Dirks and Ferrin, 2001; Costa et al., 2001). It is studied that trust relationship works in a straight method it affects behaviors, mutual relation and productivity. On the contrary trust can turn by impelling the situations beneath that the advanced results are probably to occur. Trusting a leader is natural for the followers be susceptible to the activities of his supervisor, whose behaviors and activities he cannot manage and whose duty is to speak to them the goals and policies determined by higher management (Tan & Tan, 2000). The insight of the trust is created on the personality of the leaders and proposes that workers to make implications regarding the personality of leaders, like accountability and honesty and used them to see their level of trust in their leaders. This viewpoint of trust in management exposes the susceptibility of the worker to the ability of the management in gradable relationship, with trust by the worker seemingly to depend upon their insights of the character of the structure leadership. Trumpeter & Mann (2004) state that it's vital that managers act in a way which not exclusively construct followers beliefs regarding the leaders trustiness, moreover construct their actions and emotional trust to the leader.

Davenport & Prusak (2000), state that trust is the key unit when it comes to exchange of information. They debated that trust is a key, one can not only rely on technology & infrastructure for smooth flow of information. Proper interaction is vital if organization want to get most out of its workers intellect & skills. The organizer of smooth statement is trust and is influenced by friendship, name and assurances of mutuality. Reinforced by Garvey & Williamson (2002) United Nations agency if interaction between employees is smooth, its apparently to lead the meeting of recent ideas and ways regarding doing the things. They argue that apparently to be honesty in the communications wherever trust is found, admiration for individuals and a promise to honesty. Trust is considered as a personal observation and has two factors, however they need to be treated by their management, organization, and different workers; a question on their truthfulness and fulfill their duties; and maybe they will be able to carry on their duties in future (Guest and Conway, 2001; Emil Klaus Julius Fuchs, 2003). This study debates trust is the DNA for positive mutual relation between people, gaggle or organization. Moreover, high level of communication helps in smooth transfer of information and skills, (Newell et al., 2002). Kaser and Miles (2002) deduced to maintain a smooth working environment for smooth transfer of information & data management has to give chance to the workers and develop a level of trust to proceed. Thus, one on one interaction is required in data exchange market which in turn is a weakness as well. These weaknesses originate as a consequence of organizations have no clue that aptitude and information are located at intervals the organization, and partly as a consequence of skills and information aren't similarly disclosed throughout the organization. Goh (2002) debates that relation between people has an important impression on persons tendency to add. A less amount on communication or transfer of information is carried out where the relationships are extended one like associate degree relations the reason to this is distant linkage between the people or interaction is difficult. It is only the key and vital element of trust that can let the worker perform more than the organization expects from him. (Von Krogh et al., 2000). debates, same as, Chami, and Fullen kamp (2002), if the trusts level, motivated and cultured by its organization is high, and robust,

then it is doubtless to aid the event of a network of connections. This system is vital to increase the value of optional extra-role behaviors by workers.

Performance is described as the level of the specific work done by person (Shore, 1990). Performance is a result of work assigned to an employee and evaluating him on the outcome of the job with reference to the criteria assigned. Robbins (1998) elaborates that a persons performance is directly related to capability and motivation. Employees performance is defined as accomplishment scaled by the ethics or values set by the organization. Performance is a result of someones achievement through sure phases in play acting the responsibilities associated to the level of task given. (Rivai, 2004). Rivai says, performance is not an unaccompanied factor, it is linked with other factors like job satisfaction and benefits involved which are further influenced by the abilities, the skills and also an individual traits. So, to have an honest performance the workers should try his utmost to achieve the targets associated with him. Simanjuntak (2001), states performance is influenced by: (1) excellence and skills of employees, i.e. the stuffs concerning trainings and education, work motivation as well as work ethic, also the strength and cognition of the staff, (2) supporting the facilities, i.e, the matters concerning work setting and matters concerning the welfare of workers (3) above services, i.e. the matters concerning policies of government and also the industrial management relations. A higher level of performance is a result of doing a job consistently and the set limits. (Wirawan, 2009). The performance of employees can be measured by the variety of works which he will finish in time, according to the objectives of organization, and inadequate time and value. The value of leadership trusts in obtaining optional determination from employees and incresing the efficiency of the system is slowly recognized,(Dirks,2000). Furthermore, trust is taken as a major contributor for performance structure as a result of discretionary contributions by employees can not necessarily be repeated or copied,(Jones & SaintGeorge,1998)Management strategies and procedures that are capable of mirroring the principles and convictions shared by management will have a significant effects on company when employees perceive it.

If expectations of the worker are positive, then the sharing opportunities can be

strengthened. Unfortunately, competitive stresses usually cause management to follow procedures that reduce employees' chances of speaking and building trust (Bolman and Deal, 2003; Sharkie, 2005). Performance is that the total result or achievement of an individual throughout bound time of work in comparison to quality of work, the goals or standards that are determined before and have been unified (Rivai, 2004). Rivai moreover argues that the performance is not an independent variable, it is linked with job satisfaction & consideration of work, which are further influenced by aptitudes, expertise and individual characters. Similarly, employee performance is measured flexibility, need and atmosphere. Each employee has his own characteristics which helps them in better performance in a highly modest and globalized era, the organizations are certainly look for high achievers. Thus we conclude that:

H₃: *Trust in leadership has positive and significant impact on employees performance*

2.4 Mediating role of Trust in leadership between Servant Leadership and Employee Performance

Employees trust in leaders could be a three-D construct which is dened as a status containing the purpose to simply receive exposure based mostly on the positive expectations of those behaviors and intentions of others (Rousseau et al., 1998, p. 395). It has to do with extent of condence one is having in others to perform in a very truthful & certain manner (Luhmann, 1982). In different words, worker trusting leaders discusses to supporters religion within confidence as well as intentions in the conducts of leaders (Cook and Wall, 1980). Social trust is prime for guaranteeing activeness at intervals administrations (Cook and Wall, 1980). though some students difference the degree to that worker trust in leaders leads performance of employees (Bachmann and Akbar, 2006), once followers start trusting in their leaders, they're softer acting in ways in which could place them in danger

within the relation with the leaders by transferring delicate data or accepting issues (Dirks & Ferrin, 2002; Mayer, Davis & Schoorman, 1995); additionally, tend to counter with their leaders. This is done by operating exhausting on needed jobs & performing arts on the far side standards (Dirks & Ferrin, 2002; Knovsky & Pugh, 1994) this can be necessary as staff World Health Organization believe they can't trust their leaders can pay longer cover their backs by verifying their work of satisfaction, as an example, (Dirks & Ferrin, 2002; Mayer & Gavin, 2005) that successively will affect their overall performances. Current practical researches have also established that there is an affirmative association among workers motivation, performance & worker faith in boss (e.g., Dirks & Ferrin, 2002; Konovsky & Pugh, 1994; Gillespie & Mann, 2004).

It is also being instant that the trust, which is the core of the pioneer devotee relationships (Dirks & Ferrin, 2002), ought to be taken to thought although discovering this affiliation (Burke et al., 2007). Greenleaf (1998), World Wellbeing Association is measured the inventor of worker authority hypothesis, has moreover upheld this contention. incorporation social trade hypothesis (Blau, 1964), Greenleaf (1998) composed that, the hireling heads dazzled trust inside adherents that expected them to return by giving unrivaled execution. Thinking about Greenleaf's (1998) hypothesis, these examination accentuations on the character of trust in chief, while work the pioneer supporter association worker authority has been consideration of incredible take care of more than 3 ages. A fineness connects between a pacesetter and their partners, or laborers, produces them feel idealistic in regards to their association and lifts their self-esteem worker pioneers make a situation inside which subordinate sense recognized, regardless of dissatisfactions, accordingly authorizing supporters' creativity and proficient improvement (Van Dierendonck & Rook, 2010). Trust in like manner has been a major a piece of learning for some periods. it's related with assortment of employment foundations and results (see Colquitt et al., 2007 and Dirks & Ferrin, 2002 for contemporary meta-investigations). However, next to no investigation happens perceptive the relationship between partner association's moral work environment and laborers' assessment of trust. These measures will root the development of people trust and

structure trust. Greenleaf (1977) demonstrated his arrangement to associations, domain, business, instruction, establishments, and houses of worship. Greenleaf also featured that pioneer World Wellbeing Association veteran hireling administration were furthermore expected to be dependable. Sympathy is recorded as an urgent component for compelling initiative (Bass, 1999; choose, Piccolo, and Ilies, 2004), in detail; there are looks into that counsel that humane pioneers educate their direct while evaluating their devotees (Batson, 1991). In like manner, ongoing examination inside the differ of authority demonstrates that the evident fascination of pioneers is renovated in as rich as there's partner broadened mastery to them (Maniaci, Caprariello, Eastwick, and Finkel, 2011) or as people become a great deal of acquainted with the pioneer.

Sendjaya et al's. (2008) Hireling authority scale distinguishes six center degrees: volunteer change, genuine character, covenantal affiliation, capable ethics, enchanted devotion, and cleansing motivation. the primary focal point of this investigation is that the elements of revising impact and covenantal relationship, every one of that totally impact structure performance. Van Dierendonck (2011) perceived "trust in pioneer" is born in "relational acknowledgment," & make nearby alliance among worker initiative and trust in chief. Wards demonstrate attitude to surface powerlessness due to their positive mindfulness concerning manager capacities and lead (Zhang & Chou, 2014). Thirdly, propelled trusting boss might confidently move aides' mindfulness concerning chief choices like validity, equity and relative gathering, convincing employment viewpoint and establishment (Dirks & Ferrin, 2002; Burke et al., 2007; Goodwin et al., 2011)

Earlier researchers have discovered a solid association among servant leadership approach and structure obligation (Liden et al. 2008), up until currently there has been partial experiential study of the instruments important this association. Social Social exchange theory (Blau 1964) has been accustomed make a case for why servant leadership improves assistants institutional obligation (Liden et al. 2008). Prior work claims that trust in leader is important providing it shows the excellence of social exchange between the leader and worker (Huange et al .2010; Zhu et al.2013). Trust within the leader is outlined as the employees mental

state, that involve optimistic hopes concerning the leaders intents or actions in circumstances involving danger (Gao Et Al., 2011). Authenticating the social exchange theory (Blau, 1964), previous analysis had recognized that leader United Nations agency is afraid with happiness of follower instils optimistic mental state at intervals them, that is responded by groups within kind of appreciation & enlarged trust (Kelloway et al., 2012 ; Zhang and Chou, 2014).

The previous mensuration of trust, intellectual trust, denotes to the trust that outcomes from a balanced assessment by the subordinate of the administrators noticeable individual options like their capability, trait, and dependableness (Wang et al. 2010). The last, called moving trust, denotes to what grows from the demonstrative links between the employee and therefore the supervisor as they involve in a very procedure of social exchange (Wang et al. 2010).). It advances once the subordinate sincerely trusts that the administrator upkeep for his or her good fortune & turns with their wellbeing in concentration (Colquitt et al. 2007). moving trust denotes trust engineered on the non-public pledge and allocation of useful mark between 2 folks (Webber, 2008). Leaders produce and endure trust (Bennis, 2002; DePree, 2002) over the conduct of boss. E.g., trust seems stubborn in main by conduct of the boss talkative and sympathetic performances (Gimbel, 2001; Tschannen-Moran & lighter, 1998) trust defilements, like in agreement breaks, reduced trust in house owners, inflicting in lesser employee assistances to the establishments (Braun,1997).

Characteristics of servant leaders in adding to being servants 1st, According to Greenleaf (1977) noncommissioned varied different necessary qualities of servant bosses. These comprised ability, concentrate and acceptive, Imagination, the power to get rid of, recognition and compassion, awareness, prudence, cognizance and consider, the potential to influence, the potential to intellectualize, curative and serving to, and therefore the ability to make community. If the finale aim of a company is to lift additional worker performances, organizations ought to replicate acceptive servant leadership actions, in addition trust & price relation among leaders & subordinates (Jaramillo, Bande, & Varela, 2015; Rai & Prakash, 2012; Whisnant & Khasawneh, 2014).

Additionally, hypothesizing trust in leadership mediates the linkage among servant leadership & worker performance, we have a tendency to additionally expect that this result would be conditional on the extent of trust within the supervisor. We have a tendency to anticipate a stronger result among workers high in trust as compared with their counterparts low in trust. Mayer et al.'s (1995) integrative model outlined trust because the temperament of a trustor to be susceptible to the actions of a trustee. This definition states that beside the danger of getting injured, the trustor will trust the trustee supported a positive hope that the opposite party won't exploit the things on his behalf, (Rousseau et al., 1998). Trust develops the premise of a fascinating working climate between the supervisors and their subordinates. Trust in the supervisor is completely associated with work engagement, (Chughati et al., 2015) and also to the performance of employees.

(Colquitt et al., 2007; Dirks and Ferrin, 2002). Social exchange theory (Blau, 1964) proposes that social communications are target-hunting by associate in Nursing underlying norm of reciprocity (Gouldner, 1960). The custom of exchange dictates that once Associate in nursing worker trusts his supervisor, the supervisor also reciprocates. Higher-up rude behavior disrupts this norm of reciprocity. We have a tendency to make an argument that people having low levels of trust in their supervisors are less tormented by rude behaviors as a result of they're possible to own lower expectations of favorable treatments from their supervisor, as a result of people with low trust levels in their supervisors are expecting a bad behavior from their supervisors. They're going to not understand violations of the norm to constant extent as those that trust their supervisor. That is, they're less possible to expertise violation of the trust (Morrison and Robinson, 1997) even once unprotected to a trust break (Rousseau, 1989) within the sort of rude behavior.

H₄: *Trust in leadership mediates the relationship between servant leadership and employee performance*

2.5 Moderating role of Power Distance between Servant Leadership and Trust in leadership

Power distance has achieved an important point in different sectors as it is vital cultural value which explains accepting the authority. (Earley & Gibson, 1998; Yang et al., 2007). On society level, power distance mentions the extent to which a society accepts the fact that power in institutions and organizations is distributed unequally (Hofstede, 1980, p. 45). Hofstede's experimental study on the values of culture, many researchers have highlighted these studies were done individually rather than on society level. (Kirkman et al., 2006; Farh et al., 2007). The level in which unbalanced spread of power in any organization is referred as the power distance at an individual level. As defined by (Hofstede, 2001). Subordinates with more power distance standards have faith in the fact that this distance is due to the status and they (the subordinates) are more obedient towards their leaders. In these situations, more distance in power appears to be more suitable. On the contrary, persons with less power distance standards believe that authority should be distributed properly, and every one should have same privileges & say. (Yang et al., 2007; van Dierendonck, 2011). Past readings observed moderating outcome of power distance & establish that power distance moderates relation among many other variables for example, between individual level outcomes and practical justice climate (Yang et al., 2007), work outcomes and perceived organizational support (POS) (e.g., affective organizational commitment, OCB and performance of job) (Farh et al., 2007), also between routine justice and transformational leadership (Kirkman et al., 2009), as well as contribution of team & empowerment (Zhang & Begley, 2011) and also between employee well being and abusive supervision (Lin et al., 2013). Earley & Gibson (1998) highlighted there is a need that team level must be studied in light of power distance. Further suggested by Yang et al. (2007), that group fellows power distance could gather to teams and group levels with the particular designs of public connections might be greater organizational power & authority.

Past researches shows that power distance has always been a barrier to impact of servant leadership. (Hale and Fields, 2007). In a groups context, group power distance also has an adverse effect on servant leadership, which is an amalgamation of power distance among the members of a team. So to examine this proposal, we inspect power distance, a concept that reveals group members shared values that authorities should be shown deference and can rightfully dictate to those in subordinate positions (Yang et al., 2007, p. 682).

Once the group is categorized by the high power distance, juniors are forced to show their respect and obedience to the ones above them in status as they know that this status difference is essential (Farh et al., 2007). In such situations, workers take commanding attitude for-granted (Lin et al., 2013). In servant leadership style, the leader always works for the betterment of the subordinates, he will work for their empowerment and on their creative side so that they can undertake any extra responsibility. (Hale & Fields, 2007; Liden et al., 2015). But, the struggle from the servant leader, for the betterment of the subordinates, are dependent upon willingness of the subordinate to complete the responsibilities individually. (Hofstede, 2001; Fields et al., 2006; Lin et al., 2013). When group is categorized as high power distance, subordinates are extra tilted towards the leaders who have authority, and depend upon the orders given by their leaders. In such cases, subordinates will find servant-leaders less operational (Hale & Fields, 2007; Lin et al., 2013), leading towards lesser trust in the leader. Supporters also shows low dependence on the leaders & become less concerned about leaders encouragement & their support in employees tasks. Thus, impact of servant-leadership on workers trust in leadership will decrease in such large power distance.

On the other hand, when a group is categorized in low power distance, assistants start believing that they have a participative & democratic relation with their leaders (Farh et al., 2007). Here, employees and assistants starts believing, they have same level of authority and status as their leaders have, view difference with power, authority figures as appropriate, & also feels like they are capable of negotiating rules when they think appropriate, with their leaders (Farh et al., 2007; Lin et al., 2013). Servant-leaders are viewed positively in a low power distance

environment as their leaders has helped them to be creative & to find solutions of issues on their own as by (Liden et al., 2005). Furthermore, when workers are extra motivated to view servant leaders behaviors as truly reducing the imbalance of power among supervisors & workers, as by (Lin et al., 2013). With their own belief that the relation among leaders & workers is based on same footing, this opinion of workers imitates significantly. Therefore, servant-leaders highlight backing & reassurance for their workers achievements & developments, which might cultivate a sense of respect & trust in leaders, by the workers (Hofstede, 2001, Hale and Fields, 2007; Liden et al., 2015).

Servant leadership is, no doubt, benefited from the level of trust between the leader and subordinates or employee which can strongly encourage employees creativity and ability. Therefore, it also helps the employees to be creative. (Tierney and Farmer, 2011).

Therefore, our proposition for the hypothesis is as follows:

Power distance moderates relation among Servant-leadership & Trust in leadership in such a way that relation among Servant-leadership & Trust in leadership will be strongly positive when Power Distance will be low.

2.6 Research Model

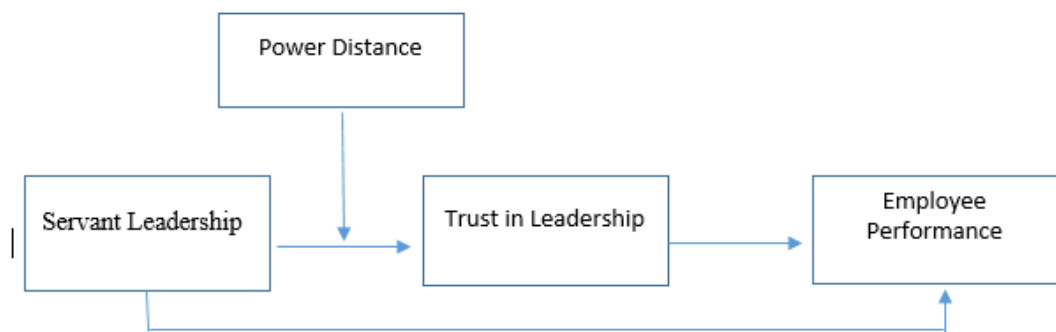


FIGURE 2.1: Research Model of Servant Leadership, its Impact on Employee performance; with a Mediating Role of Trust in leadership and Moderating Role of Power Distance.

2.7 Research Hypotheses

H₁: *Servant Leadership has a positive and significant relationship with employees performance*

H₂: *Servant Leadership has a positive and significant relationship with Trust in leadership.*

H₃: *Trust in leadership has a positive and significant relationship with employee performance.*

H₄: *Trust in leadership plays a mediating role between Servant leadership and employee performance.*

H₅: *Power distance moderates relation among servant-leadership & Trust in leadership in such a way that relation among servant-leadership & Trust in leadership will be strongly positive when power Distance will be low.*

Chapter 3

Research Methodology

3.1 Introduction

This chapter will discuss the method of research. Here, we evaluate performance of workers & how servant leadership will impact it, with trust as mediator and power distance as moderator. In research methodology we concluded a research design, the data collection methods, sample, population, reliability of variables as well as research instruments.

3.1.1 Unit of Analysis

This investigation will be primary research in nature. The participants who participate in this study are our respondents. We collect information from respondents during survey through questionnaire. In this study data was gathered by employees of health sectors of Rawalpindi, Islamabad and Barakahu. So, the unit of analysis in this research was managers and subordinates of health sector.

3.2 Research Design

Design of research is about fundamental path that we proceed in research and gives direction about how a research should be done, which individuals will be

the respondents of study, which method should be used to collect data and which technique will be used for analysis of data. This investigation depended on primary data and can be named as causal research.

3.2.1 Type of Study

This investigation highlights impact of servant leadership on performance of workers, for this co-relational study has been used in this research.

3.2.2 Research Philosophy and Quantitative Research

As we know population is huge and we cannot measure whole population, that's why quantitative approach is used by researchers and also appreciated. We take sample from whole population which represent the whole population. Therefore, in this study quantitative approach has been used and we collected quality data to connect variables with each other and represent the nature of the connection between variables which used in this study.

3.2.3 Population

Population is said to be a set of events, people and their belongings related through concern that researcher is willing to examine (Sekaran, 2001). The present populations in this research are employees of the health sector from Islamabad, Rawalpindi and Bara kahu. Health sector plays very important role in development of any nation. Health sector serve people and largely contribute in health of Pakistani people. Success of other sectors also depends upon leaders. Better healthiness is vital to human pleasure and happiness. Health also makes an important influence to monetary growth, as healthy populations are more productive, they live long and also saves more.

I choose health sector population aimed at my research because employees of health sector enjoys servant leadership because employees of health sector whole day serves and try to satisfy their employees and fulfill their needs.

3.2.4 Sample and Sampling Technique

Different sampling techniques are available and researchers use sampling techniques according to their interest. It could be judgmental sampling, convenience sampling, random sampling or snow ball sampling. In this study convenience sampling was the basic technique through which sample was drawn. Convenience Sampling technique is a method in which there are no probabilities, data is collected randomly according to researcher convenience. I use convenience sampling technique for the purpose of data collection and collected responses according to the availability of employees from different health sectors because convenience sampling technique is easy and suitable to collect data efficiently in this research. So, data was collected randomly from health sectors of Rawalpindi, Islamabad and Bara kahu, which represent the most real picture of whole population of employees of health sector of Pakistan in demonstrating the impact of the Servant leadership on Employees performance, with mediation of Trust in leadership and moderation of Power distance.

3.2.5 Data Collection Technique

Data collection source was primary. We used structural questionnaire for collection of data as an instrument of data collection. As we know it is impossible to gather responses from whole population of health sectors of Pakistan because of time constraint as we have limited time to complete this study as well as we have lack of resources. For data collection sampling technique is generally used by researcher, through sample we target whole population. The particular sample of population represents whole population. Hence, the selected sample should have all the characteristics which are require to present whole population and the requirement of study.

3.3 Instrumentation

As scale development is difficult and time-consuming process so, already developed scales by well recognized researcher have been used in this study. The nature of all items comprised in survey forms is such that all the variables including Servant leadership, Employee Performance, Trust in leadership and power distance to be filled by employees of health sectors.

3.3.1 Servant Leadership

13 items scale is used in this study which is established by (Ehrhart 2004), to measure SL. All items are responded on 5-point scale 1-5 where: 1= My department manager spends the time to form quality relationships with department employees. 13= Department manager encourage employees to involve in community service and volunteering activities outside work. Some of the items are; does what she or he promises to do, makes me feel, like I work with them, finding ways to help others etc.

3.3.2 Trust in Leadership

5 items scale is used in this study which is developed by (Choi. Y. 1998), to measure trust in leadership. Some of the items include in this scale are; personal sacrifice are done for the team by leaders of team. The salary is also sacrificed by leader of the team for their teams interest.

3.3.3 Power Distance

5 items scale is used in this study which is established by Farh, Jiing-Lih, Rick D. Hackett, & Jian Liang (2007), to measure Power distance. All items are answered through 5-point Likert scale, ranging from 1= Strongly disagree to 5= Strongly agree. One reserve coded query is included. Items include in this scale are; without consulting subordinates, use power and authority, seldom ask opinion, avoid contact with employees.

3.3.4 Employee Performance

5 items scale is used in this study which is established by (Takeuchi, Riki, Kazuo Takeuchi & David P. Lepak 2007) to measure employee performance. All items are responded through 5-point Likert scale which ranges from 1= Strongly disagree to 5= Strongly agree.

Some items contain in this scale are; I am very affective in contributing my firms market share, does not take extra breaks.

TABLE 3.1: Instruments

Variable	Source	Item
Servant Leadership (IV)	Ehrhart 2004	13
Employee Performance (DV)	Takeuchi, Riki, Kazuo Takeuchi, & David P. Lepak (2007),	5
Trust in Leadership (MED)	Choi, Y. (1998)	5
Power Distance (MOD)	Farh, Jiing-Lih, Rick D. Hackett & Jian Liang (2007)	5

3.4 Sample Characteristics

Demographics which we include in this study are employees age and their job experience, gender of employees and qualification of employees also considered.

3.4.1 Gender

To maintain the purpose of gender equality we considered the component of gender. Gender is considered as important element of demographics; it differentiates the ratio of male employees and female employees in a given sample size of population. In this current study, we tried to maintain the honor of gender equality.

TABLE 3.2: Frequency by Gender

Gender	Frequency	Percent	Cumulative Percent
Female	206	73.5	73.5
Male	75	26.5	100
Total	281	100	

Above table 3.2 shows about ratio of respondents of study. According to above table the female respondents having the ratio of 73.5% which is more than the ratio of male responses. And the ratio of female responses is 26.5

3.4.2 Age

Age is an element which people don't want to disclose and feel uncomfortable if someone ask about their age. Age is also a one component of demographics which we included. For the comfort of respondents, we use specific range/scale for the collection of data about the age of participants.

TABLE 3.3: Frequency by Age

Age	Frequency	Percent	Cumulative Percent
25-35	116	41	41
36-45	110	39	80
46 & above	55	20	100
Total	281	100	

Frequency of age of respondents is shown in above table. As per above table the majority of age of respondents was 25-35 which is 41%. Age group of 36-45 was 39% of total respondents and 20% of respondents age was 46 or more.

3.4.3 Experience

For the data collection about the experience of respondents we also use different ranges of experience time, for both managers and workers. So, through different ranges respondents can easily response about their work experience regarding their field of work.

TABLE 3.4: Frequency of Experience

Age	Frequency	Percent	Cumulative Percent
2-5 years	116	41.3	41.3
6-10 years	110	39.1	80.4
10 years & Above	55	19.6	100
Total	281		

Above table shows the frequency of experience of respondents about their job. Both managers, and subordinates filled the questionnaire. As per above table majority of respondents were having experience range of 2-5 which is 41.3%. 39.1% of respondents lie between the range of 6-10 and 19.6% of respondents lie in the range of 11-above years of work experience.

3.5 Statistical Tools

At initial stage we test reliability of scale which we used and validity of scales through CFA (confirmatory factor analysis) through using AMOS software. The understudied model was checked through fit statistics. These statistics involve multiple indices, such as chi square, Root Mean Square Error of Approximation (RMSEA), Comparative Fit Indices (CFI), Goodness of Fit Index (GFI) & Adjusted Goodness of Fit Index (AGFI). Comparative Fit Index assumes that there is no correlation between all latent variables & a comparison of the sample covariance matrix with null model. 0 and 1 is the acceptable range and value should

be closer to 1 for decent mix of model. Numbers shall be above than 0.90 which exhibits good fit of model and value which is below this shows poor fit of model.

TABLE 3.5: Confirmatory Factor Analysis

RMSEA	Chi Square	Df	CMIN/Df	GFI	TLI	CFI
Initial Model	2.456	428	2.456	0.88	0.86	0.871
Modified Model	1.871	419	1.871	0.934	0.924	0.959

Above table shows the figures of confirmatory factor analysis. Chi Square is significant. As per above table, the values of analysis show the model is good fit and the values are significant. Above table shows that the value of GFI is .934 which is significant because it is greater than .9, and the value of TLI is .916 which is also greater than .9 and value of CFI is .924, that is also significant and acceptable. And the value of RMSEA is .059 which is significant as it is less than 0.6. Below figure elaborate more about CFA.

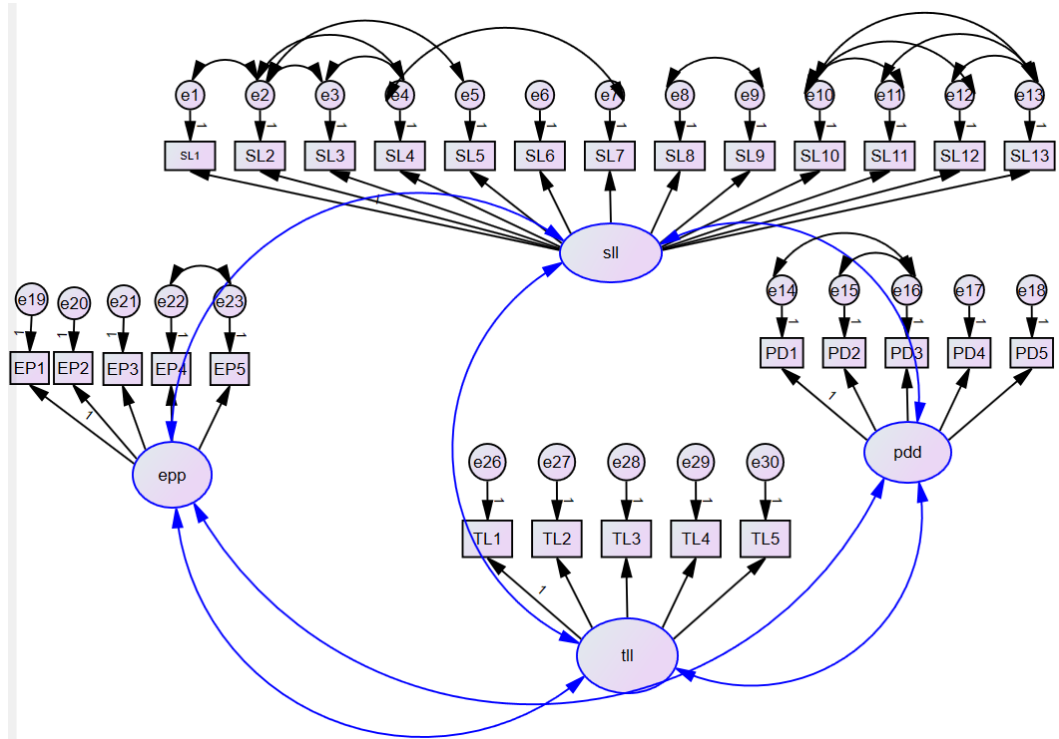


FIGURE 3.1: Reliability Analysis of Scale Used

3.5.1 Reliability Analysis of Scale Used

Reliability is stated to a procedure of giving similar constant outcomes over the different period of time. When we test specific item or scale over and over again. Scale reliability represents the capability of scale for giving constant results when we test it for many times. I checked reliability of scales of variables which used in current study by Cronbach alpha. The acceptable range of Cronbach alpha is lie between 0 and 1 (Cronbach, 1951). Reliability of scale is considered higher when the value of Cronbach alpha is also higher. When the value of Cronbach alpha comes out 0.7 than the scale is considered reliable and when the value of Cronbach alpha is less than 0.7, the scale is considered as less reliable.

TABLE 3.6: Scale Reliabilities

Constructs	Cronbachs Alpha	No. of Items
Power Distance	0.822	5
Servant Leadership	0.938	13
Employee Performance	0.788	7
Trust in Leadership	0.742	5

In above table reliability of scale is measured and shown the results of scales which we used in current studies. As above table shows that Power Distance has 0.822 value of Cronbach alpha and the items of Servant Leadership is having 0.938 value of the Cronbach alpha. The scale of Employee Performance has 0.788 Cronbach alpha value and Trust in leadership has 0.742 Cronbach alpha value. The value of Cronbach alpha of all the variables scale is more than 0.7 which means all scales are reliable according to the context of Pakistan.

3.5.2 Data Analysis Techniques

Several data analysis techniques have been used in department of social sciences for the purpose of statistical outcomes. These techniques and statistical tools

which we used for data analysis have some benefits as well as disadvantages. We choose data analysis test and techniques according to our research type, nature of data, research model and research purpose, and choose the method which is highly linked with our study. Researchers use correlation analysis to know about the association among variables which we used in study and checked the effect of independent variable on the dependent variable. We also utilize regression analysis to investigate the links among multiple variables. After the procedure of data collection, 281 responses were useable. The data was then tested on the software SPSS version 20, and also software AMOS version 26 was used for data analysis. Many steps are involved in the process of data analysis, those steps are following:

1. At very first stage, only those responses were chosen for the purpose of analysis which were filled properly by the respondents.
2. Questionnaire of each variable of study were coded and then used for the analysis of data.
3. To describe characteristics of sample frequency table were utilized in current study.
4. Through numerical values, descriptive statistics was shown.
5. By using Cronbach alpha scale, reliability of understudied variables was checked.
6. For the purpose of justification of model, AMOS software is utilized to conduct confirmatory factor analysis
7. To investigate about significance of relationship among understudied variables, correlation analysis is conducted.
8. To define the proposed connotation among independent and the dependent variables, single Linear Regression analysis is used.
9. To check role of mediation and moderation among variables of study method of Preacher and Hayes was utilized.

10. The status about the proposed hypothesis acceptance and rejection was checked by using correlation analysis and Preacher and Hayes method.

Chapter 4

Results

4.1 Data Analysis

In this results chapter, we include descriptive statistics, mean value, standard deviation, correlation analysis, regression analysis, mediation and moderation analysis, description of each hypothesis with results, summary of all hypothesis with detail of acceptance and rejection of each hypothesis and also include discussion.

4.2 Descriptive Statistics

Descriptive statistics is about numerical data description of all the variables in a meaningful way such as servant leadership, trust in leadership, employee performance and power distance and explain about their standard values. In this section we include minimum values of each variable, maximum value of each variables, standard deviation of each variable, mean value of each variable and total number of responses. Standard deviation of variables demonstrates about the variation of responses from their mean values while the mean value of each variable tells us about the average of responses. Whole variables of this study were measures on the 5-point Likert scale that ranges from 1-5, where, 1 shows: strongly disagree and 5 represents strongly agree. Descriptive statistics highlight significant statistical points and present the overall summary of data. In below mentioned table

we present some figures that represents the whole data. Descriptive statistics of the understudied variables is shown in Table 4.1.

TABLE 4.1: Descriptive Analysis

	N	Min	Max	Mean	SD
Constructs	Statistic	Statistic	Statistic	Statistic	Statistic
PD	281	1	5	3.49	0.82
SL	281	1.31	4.92	3.77	0.75
EP	281	1.57	4.86	3.71	0.7
TL	281	1.6	5	3.81	0.61

In above table of descriptive statistics total of 6 columns are shown, where 1st column tells about the names of the variable, and 2nd column shows the size of total sample of study, 3rd column is about the minimum value calculated in the response of the particular variable, fourth column contain max value received during the response of that particular variable, 4th and 5th column is about the mean of the data and calculation of standard deviation of the collected data respectively.

The Power Distance minimum value is 1 and maximum value is 5, where Power Distance is taken as a moderator. Servant Leadership has the minimum value of 1 and maximum value of 4, where it is considered as a independent variable in study. Employee performance has the minimum value of 2 and maximum value of 5 and its taken as a dependent variable. Trust in leadership have the minimum value of 2 and maximum of 5 which is mediator in present framework of study. Power distance has a mean value of 3.49 with standard deviations of 0.82. The independent variable shows the mean value of 3.77 and standard deviation of 0.75. Employee performance has a mean value of 3.71 and standard deviation of 0.70. Trust in leadership has a mean value of 3.81 and standard deviation of 0.61. This analysis was measured on the total response which we collected in data collection process and chooses for this analysis. 281 total responses were selected for the aim of analysis.

4.3 Correlation Analysis

Correlation analysis represent the connections among variables and tells about the power and directions of the relationship. In this analysis, two variables are interlinked. The key purpose of correlation analysis is to found the degree to which variable fluctuate together. When we talk about positive correlation it specifies the extent in which variables decrease or increase in parallel shape. And in case of negative correlation variables does not move in parallel form. Here if one variable increase than other will decrease. We usually use Pearson correction analysis for calculation of correlation coefficient and analyze the interdependence among variables. Limited range of correlation coefficient lie within -1.00 and +1.00. -1.00 shows perfect negative correlations among variable & +1.00 shows perfect positive correlation among variables. If value of correlation ranges from -1.0 to -0.5 than it is considered high/strong correlation. If value of correlation ranges from -0.5 to -0.3 or 0.3 to 0.5 than it is considered as moderate correlation and if the value of correlation ranges from -0.3 to -0.1 or 0.1 to 0.3 than it is considered as low or weak correlation and if the correlation among variables is zero than it means there is no correlation present among variables.

TABLE 4.2: Correlation

Constructs	1	2	3	4
PD	1			
SL	.516**	1		
EP	.305**	.372**	1	
TL	.402**	.385**	.727**	1

** Correlation is significant at 0.01 level (2-tailed)

Above Table 4.2, displays about the correlation among variables. As shown by figures of above table, theres a positive and significant relation in between power distance and servant leadership where, $r = .516^{**}$ at $p < 0.01$. The above correlation table also display that power distance and Employee performance have a positive

significant relation, where $r = .305^{**}$ at $p < 0.01$. There is also a positive and significant relationship between power distance and trust in leadership where $r = .305^{**}$ at $p < 0.01$. There is a positive and significant relation between servant leadership and trust in leadership where $r = .385^{**}$ at $p < 0.01$

4.4 Regression Analysis

The model of mediation tries to interpret process and elaborate the observed connection among dependent and independent variable through the involvement of mediating variable. For the analysis of mediation software named SPSS was used and Preacher and Hayes method was utilized in present study. The present study has used trust in leadership as mediator as the medium between the independent variable, servant leadership (IV) and the dependent variable employee performance (DV).

TABLE 4.3: Direct and Mediation analysis results

Effect of IV on M		Effect of M on DV		Direct effect of IV on DV in presence of M		Total effect of IV on DV		Bootstrap results for Indirect Effects	
β	t	β	t	β	t	β	t	LL	UL
0.317	6.978	0.776	15.51	0.1	2.44	0.35	6.7	95%	95%
								CI	CI
								0.15	0.4

From Table 4.3 it is concluded that, Servant leadership has the direct positive and the significant relationship with Trust in leadership as the value of B is significant, value of t is significant and p value is also less than 0.01. UL and LL both have positive signs shows that hypothesis is accepted. The outcomes of the present study display significant association that ($B=0.3167$, $t=-6.977$, $p=0.00$) as servant leadership having the value of $B=0.3167$, which displays level of the relationship. As the results shows value of B is positive, it shows the positive relationship. So, in this hypothesis the value of B shows statistically positive relationship among

servant leadership and employee performance. And the value of B co-efficient is .3167 that depicts if there is a one-unit change in servant leadership then there is a probability that employee performance would be increased by 31%. Thus, the results in the above table provide strong justification for the acceptance of hypothesis. thus, the hypothesis H1 i.e. There is a positive association between Servant leadership and trust in leadership is accepted.

Results shows that there is positive and significant relationship between trust in leadership and employee performance as value of B, t value and p value is significant and UL and LL both have similar positive sign. The outcomes of present research display a significant relationship as (B=.7759 t=15.506, p=0.00) Servant Leadership has the value B=.7759 , which shows positive relationship. As the B value which has a positive sign shows the positive relation. Hence in this hypothesis the B shows statistically positive relation of servant leadership and trust in leadership. And the value of B co-efficient is .7759 which shows that if there is a one-unit change in servant leadership then there is a chance that trust in leadership would be increased by 77%. hence the hypothesis H2 i.e. There is a positive association between trust in leadership and employee performance is accepted.

It is predicted from the table given above that Servant leadership and employee performance also have a significant relationship with each other. This proposed assumption got accepted. The outcomes of present study display a significant relationship (B=0.346, t=6.695, p=0.00) As B=0.346 shows positive relationship because B value has a positive sign. And the value of B co-efficient is .346 that depicts if there is a one-unit change in servant leadership, then there is a probability that employee performance would be increased by 34%. Thus from these values it is concluded that hypothesis H3 i.e. There is a positive association between servant leadership and employee performance is also accepted.

Results indicate that trust in leadership partially mediates the relationship between servant leadership and employee performance, as the indirect effect of servant leadership on employee performance through trust in leadership has the upper and lower limit of 0.145 and 0.35 and doesnt contain zero in the bootstrapped 95%

confidence interval, thus it is concluded that the hypothesis H4 i.e. Trust in leadership plays a mediating role between servant leadership and employee performance is accepted.

TABLE 4.4: Moderation analysis results for Power distance on relationship of Servant leadership and Trust in leadership.

Variables	B	SE	T	P	LL 95%	UL 95%
SL*PD	-0.0283	0.0362	-0.7802	0.436	-0.0996	0.0431
==j TL						

It has been concluded from the Table 4.4 that power distance doesn't act as a moderator between servant leadership and trust in leadership, as indicated by the un-standardized regression analysis ($B=-0.028, t=0.48, p=0.43$), hence the hypothesis H5 i.e. Power Distance moderates the relationship between servant leadership and employee performance is rejected because $p=0.43$ is indicating an insignificant value and furthermore, LLCI and ULCI both have opposite signs which indicates that there is no moderation.

TABLE 4.5: Hypotheses Summarized Results

Hypothesis	Statement	Result
H ₁	There is positive and significant relationship between Servant leadership and employee performance.	Accepted
H ₂	There is a positive and significant relationship between Servant leadership and trust in leadership.	Accepted
H ₃	There is positive and significant relationship between Trust in leadership and employee performance.	Accepted
H ₄	Trust in leadership plays a mediating role between Servant leadership and employee performance.	Accepted

H ₅	Power distance moderates relation among servant-leadership & Trust in leadership in such a way that relation among servant-Leadership & Trust in leadership will be strongly positive when Power distance will be low.	Rejected
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Chapter 5

Discussion & Conclusion

5.1 Introduction

In this last section, we discuss about relationship among variables in detail and also include about the acceptance and rejection of our hypothesis. We will also discuss about the theoretical implications and practical suggestions of study and boundaries and also suggest future guidelines of the study

5.2 Discussion

The key aim of directing this investigation is to survey the appropriate responses of numerous inquiries which were unanswered in regards to the relationship of Servant leadership and performance of subordinates explicitly in the contextual settings of Pakistan. Along with other variables i-e trust in leadership which is measured as mediator and power distance which is measured as moderator among servant leadership & trust in leadership.

In this study, data is collected from health sectors of Pakistan, basically from Rawalpindi, Islamabad and Barakahu, for above understudied proposed hypothesis. The first proposed hypothesis H_1 , which shows that employee performance is positively associated with servant leadership, supports to be accepted. As employees of any organization plays integral part in the success of a business, and

because of servant leadership, employees feel more motivated and therefore, gives the best out of them. As servant leaders trust their employees and therefore employees trust their leaders, which leads to the good performance of employees so, H₂ and H₃ is also accepted, as, trust in leadership is positively associated with servant leadership & H₃ indicates that, Trust in leadership is positively associated with employees performance. H₄ is also accepted which indicates that trust in leadership mediates relation among servant leadership & employees performance. After conducted analysis it was concluded that power distance is not acting as a moderator, so H₅ was rejected. That means the moderator (power distance) do not affect the association among servant leadership and employee performance. The brief discussion on each hypothesis is as following:

5.2.1 Hypothesis 1: There is positive relation among Servant Leadership & Employee Performance

Leadership perform a significant part in the success of any organization. Hostility from leaders is highly linked with employee performance rather than violence from some other foundations at work. Resources at workplace those are related to health are very important for employees to remain healthy and to survive with work requirements (Bregenzer, Felfe, Bergner & Jimenez, 2019). Leadership can be considered like a significant component about the wellbeing and health of employees, mainly regarding damaging supervisor attitudes. As servant leadership is known as serving employees, they rise the performance of employees. When we talk about subordinate's health issues, leader attitudes considered as a significant role for the provision of physical and psychological healthy environment (Montano et al., 2016). Constant experience to leadership which is serving to employees, employees start trusting their leaders and hence leads to better performances. Blaus (1964) from lmx theory also deduced that a healthy relation can make an individual devoted to other individual (p. 101), suggesting smooth conversation regularly has an effect on the relation. Blaus (1964) justifications has another point, in the given explanation word exchange is used to address a form of connection / relationship, but the word association and exchange are different in terms of their

meaning, however, they are related. This statement is not flawless, Blau used this association as superseding variable while this commonly used in organization context. Blau used this as type of transaction. Somewhat as type of connection. Blau 1964 and Homless (1981) recognize trust as an inspiring factor. Trust is very important for a healthy exchange.

5.2.2 Hypothesis 2: Servant Leadership is positively related with Trust in Leadership

Greenleaf (1998), servant leaders encouraged trust with-in the supporters who encouraged, them to return by giving the better performance. According to Greenleafs (1998) theory, these researches emphasizes upon character of trusting boss, whereas inspecting leader-follower connection servant leadership has been a focus of tough care for more than three ages. A fineness link among leader & associates, the employees, produces them feel optimistic about their organizations & boosts their own worth servant leaders make an atmosphere in which subordinate sense acknowledged, irrespective of disappointments, therefore enabling supporters originality and expert development (Van Dierendonck & Rook, 2010). Trust likewise has been a significant part of learning for several periods. It is related to a number of job backgrounds and results (see Colquitt et al., 2007 and Dirks & Ferrin, 2002 for fresh meta-analyses). Though, little study occurs observing the association between an organization's moral work environment and workers' opinion of trust. These standards can root the formation of people trust and organizational trust. Greenleaf (1977) showed his idea to organizations, business, foundations, trusteeship & education. Greenleaf also highlighted; leader who experienced servant leadership are additionally expected to be trustworthy.

5.2.3 Hypothesis 3: There is positive relation among trust in Leadership & Performance of Employee

Davenport & Prusak (2000) state that for employees to get involved in knowledge transfer procedure, trust plays a vital role. They debate, trust is significant as

technology, infrastructure & management impact are not the only components that allow smooth communication. Positive & worthy communication is important in order to get most of the benefits out of employees talents. The organizer of healthy flow of communication is trust & it depends upon private associations, status and promises of give & take. Garvey & Williamson (2002) also support it, they claim if the communication in the organization is open and free there are more chances that this will lead to innovation in thinking & innovation in how to do things differently. Garvey & Williamson further state, this open & free communication is a byproduct of admiration, honesty & most importantly trust.

There are a number of factors which are related to trust in terms of persons opinion: How individuals are treated by organization, administration & other individuals; are they treated fairly, have they fulfilled their promises, accomplished their responsibilities & can they be trusted in the future that they will fulfill their promise & obligation (Guest & Conway, 2001; Fuchs, 2003). So, it is deduced that trust is a vital component for cooperation between personalities & organizations. Trust is also very important for development of adequately high levels of communication to efficiently enable sharing of abilities & information (Newell et al., 2002). Kaser & Miles (2002) state that, management has to give opportunities to workers for interaction with others for the development of trust & cooperation among individuals for smooth and healthy transfer of knowledge. Therefore, human interaction is required to overcome a number of weaknesses in knowledge transfer market.

5.2.4 Hypothesis 4: Trust in leadership mediates the relation between Servant Leadership & Employee Performance

The most basic thing for the expectation, the workers will give performance more than expected, because of trust (Von Krogh et al., 2000). They debate, like Chami & Fullenkamp (2002), level of trust, cultivated and encouraged by the organization, is higher & strong, then it is likely to simplify the development of

a network of communications. This linkage is vital to increase value of optional extra-role behaviors by workers.

Significance of trust in servant leadership in acquiring flexible effort from workers & increasing organizational effectiveness is increasingly being recognized, as by (Dirks, 2000). Trust is considered the most important facilitator to performance of organization with help of high performing employees because employees discretionary contributions cannot be easily replicated or imitated (Jones & George, 1998). Organizational practices & management policies, which mirror beliefs & values, adopted by management, can have an important and significant effect on how employees view the organization. If employee perceptions and intentions are favorable, then the prospects for sharing are likely to rise. Unluckily, pressure of competition repeatedly force management to implement policies that can decrease prospects for employees to connect and establish relation of trust (Bolman & Deal, 2003; Sharkie, 2005).

5.2.5 Hypothesis 5: Power Distance moderates the relationship between Servant Leadership and trust in Leadership

As, Hale & Fields (2007) indicated, power distance can bound effects of servant leadership. As vital cultural value, power distance, describes acquiescent acceptance of power and authority, power distance has received increasing attention and recognition in many domains (Earley & Gibson, 1998; Yang et al., 2007). Certainly, power distance can show a precise role on how employees respond to bosses (Wendt et al., 2009; Kirkman et al., 2009). Specifically, it may limit the extent to which the servant leadership approach can be viewed as effective (Hale & Fields, 2007). Consequently, it is expressive and much useful to inspect moderating role of power distance on relation among servant leadership & trust in leadership.

It is expected that power distance acts as a interpreter of trusting an organization settings. Amongst trustworthy characteristics, openness could be related to power distance as it refers to information sharing, moreover, feelings and listening without

the judgement. As McCauley & Kuhnert (1992) stated, managements trust is related to independence and empowerment (e.g., Hart et al, 1986), also (e.g., Ilgen et al., 1979), support from supervisors (e.g., Roberts and O & #39; Reilly, 1974a, 1974b) & the interaction (e.g., Roberts and O& #39; Reilly, 1974a, 1974b). These characteristics may reflect low power distance organizations. Individually variance, power distance is likely to shape peoples relation with help of their experts. Power distance signifies propensity to sight graded difference among subordinates & experts, not only as essential, also legal & satisfactory, as stated by (Hofstede, 1980). So, Hofstede explains (1980), those individuals in countries which are high in power distance may approve acquiescence to superiors, prefer superiors who exercise paternalistic or autocratic leadership, and dont suppose to participate in problem sharing and conclusion. Those individuals which faces high power distance do not show much try to impact the decision making as they expect that bosses will act autocratically. According to them, only superiors have the right for decision making and they are free to make choices minus consulting with workers. Alternatively, low power distance workers, want their managers to ask them & ask their opinions. (Lam et. al, 2002) also expressed his views on important issues. As a result, they have a chance to cultivate a closer relation with managers than high power distance assistants, who assume space from managers to be correct.

5.3 Practical & Theoretical Implications

We discovered trust, mediating role in leadership among servant leadership & performance of employee. Our results also give proof of longer-term results of servant leadership supervision as far as workers performance related results. Utilizing LMX theory to explain the procedures through which servant leadership effects performances of workers results, our discoveries give proof that servant leadership leads to high employees performance as they are serving employees and getting high outcomes. As LMX theory commends that servant leaderships supportive nature of the leader allows the employees to have same affect i.e a responsible

& supportive nature, as a result whole organizations success elevates with servant leadership. Furthermore, it is observed that employee performance helps in success of organization and underlying factors for this success & employee performance is trust in their leader (the boss) who is a servant leader.

Secondly, we analyzed moderating impact of power distance among servant leadership and trust in leadership and connected it with employees performances. When employees in team are categorized by low power distance, effects of the servant leadership on the group performance is strengthened. Hale & Fields (2007) debate provides the support that power distance may hinder the level to which servant leadership method can be effective. Moreover, when the relation among servant leadership & power distance of team is examined, we can find out what is suitable for the performance of team. Therefore, the viewpoint that power distance is vital contextual factor is supported, and also influences mechanism of servant leadership on performance of team. According to Yoshida et al. (2014), servant leadership endorses collectives leader prototypically & individuals frontrunner identification, to raise employee performance. According to this research, the outcomes augment research on servant leadership attitude influencing the employees performances. Our study also examines mechanisms by which servant leadership can influence the performances of employees. So, this research spreads the current thoughtful of the different instruments among servant leadership & employee performances & gives backing for additional research on numerous mechanisms among servant leadership & employee performance.

Along with development of workers schooling levels, the autocratic leadership style wont be accepted. As a substitute, the workers want a more individualized, the more personal & the more accommodating leadership style. Servant leadership, as satisfying workers requests is integral priority of, always emphasizes to meet the assistants hopes. Therefore, the engagement of managers should be encouraged in the conducts of the servant leadership. These behaviors of servant leadership will help to please the wishes of participants, including workers, bosses, customers & groups in which an organization is rooted.

Our outcomes also give visions as to how the behavior of servant leadership is used to advance workers performances & engagements in workers inventive behaviors. Bosses who understand active role of servant leadership which is growing trust in leadership beliefs is much worthy because it can improve performances of employees. Therefore, efficiency of leadership programs intended at improving performance of employees can further be upgraded by integrating teaching skills of servant leadership. The outcomes propose that its vital to inspire all bosses to involve in behaviors of the servant leader behaviors, which improves employees trusts in leaders, philosophies & improving employees effects of their organizations. Lastly, outcomes of this research are also are useful for the bosses to improve the understanding of the variances in the social ethics in management behavior & also effects of behavior upon performances of employees. Additional significant practical implication of our conclusions is that, when a group is categorized in high power distance, a fewer amount of workers are expected to be impressed by servant leadership attitudes; rather, they might be led through changed or additional leadership styles. Significance of difference in cultural norms are also highlighted in these results. Our outcomes propose that, to improve communication amongst group of people & to elevate employee performance, organizations shall construct equal & lower power distance cultural norms in the organizations.

5.4 Limitations of Research

A few restrictions occurred because of constrained assets and also because of time constraints. Frequent problems were faced in the data collection process, because of convenience of the concerned participants and their effective participation in data collection. Also the limitation of present study is the convenience sampling. As the data collection from whole population is not possible because of limited time, so we took sample from population which represents the whole population and used convenience sampling technique and collect data from whole population according to our convenience that limits the generalizability.

5.5 Future Research Directions

The existing area of the research has a solid functioning method. First, in order to decrease the possible effect of collective procedures and individual cause, we collect data related to servant leadership; trust in leadership, power distance & performance of employee from health sectors from twin cities. The research has some limitations while conducting the future research, following points should be under considered; First, the study examined the servant leadership on health sectors, while it can be studied on other organizations as well. Secondly, future researchers can check the others trait of leadership like transformational leadership, ethical leadership, authentic leadership, transaction leadership, inclusive leadership and also taste the local leadership influence on health sectors of Pakistan.

Thirdly, because of shortage of deadlines only one mediator was inspected, researches followed by this one can make model & examine other mediator like employee trust, knowledge sharing, self-efficacy and for moderator, other cultures of Hofstead can be studied. Fourth, we gathered raw data quickly i.e. researched followed by this one shall gather raw data in intervals. Fifth we collected the data from the very limited cities of the Pakistan, future research can also collect the data from abroad.

5.6 Conclusion

In present study, we have established an area of Servant leadership impact on employee performance, which is much popular and important area in the new era in order to compete successfully around the globe. The key goal of the research is, to explore the effect of Servant leadership upon performances of employees. This research has also established impact of trust in leadership as mediator among association of servant leadership & employee performance. This study has also observed an exclusive part of power distance as a moderation among the connection of servant leadership & trust in leadership. Data in this study, for the analysis was gathered from survey forms, distributed in health sector of twin cities of Pakistan.

This research study and the proposed assumptions are supported by conservation of LMX theory. In total 350 questionnaires were distributed and 281 were used for analysis as they have full & most suitable information.

The main contribution of the study is, it has paid a lot in the current literature, because there has been very less work on study of impact of servant leadership on performance of employee along with trusting leadership as mediator & power distance as moderator. In this study, five hypotheses were examined & are verified according to the context of Pakistan. Moreover, H₁, H₂, H₃ and H₄ are accepted according to the Pakistani context and H₅ is being rejected according to the context of Pakistan along with the support of past literature.

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Appendix



CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

ISLAMABAD

Department of Management Sciences

Questionnaire

Dear Participant,

I am Shahzar Atiq, a student of Capital University of Science and Technology. I am doing a research project (MS HR). My topic is Impact of servant leadership on employee performance, with mediating role of trust in leadership and moderating role of power distance. I am conducting this survey for pure educational/academic purpose and in order to get more information from your respected views. I will be very thankful for your precious time.

Sincerely,

Shahzar Atiq

This questionnaire contains two sections. Please respond to all of the statements. Listed below are a series of statements that relate to your overall organizational experience.

Please tick (✓) in the box for the appropriate answer.

1. Gender

Male

Female

2. Age(in year):

3. Experience:

Section-II

Please indicate on a five-point scale the extent to which you find the following statements important and you agree or do not agree with the statement.

**1 = Strongly Disagree, 2 = Disagree,
3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree**

Servant Leadership:						
1	Department manager spends the time to form quality relationships with department employees.	1	2	3	4	5
2	Department manager creates a sense of community among department employees.	1	2	3	4	5
3	Department managers decisions are influenced by department employees input.	1	2	3	4	5
4	Department manager tries to reach consensus among department employees on important decisions.	1	2	3	4	5
5	Department manager is sensitive to department employees responsibilities outside the work place.	1	2	3	4	5
6	Department manager makes the personal development of department employees a priority.	1	2	3	4	5

7	Department manager holds department employees to high ethical Standards.	1	2	3	4	5
8	Department manager does what she or he promises to do.	1	2	3	4	5
9	Department manager balances concern for day-to-day details with projections for the future.	1	2	3	4	5
10	Department manager displays wide-ranging knowledge and interests in finding solutions to work problems.	1	2	3	4	5
11	Department manager makes employees feel like they work with him, not for him.	1	2	3	4	5
12	Department manager works hard at finding ways to help others by the best they can be.	1	2	3	4	5
13	Department manager encourages department employees to be involved in community service and volunteer activities outside work.	1	2	3	4	5

Power Distance:

1	Managers should make most decisions without consulting subordinates.	1	2	3	4	5
2	It is frequently necessary for a manager to use authority and power when dealing with subordinates.	1	2	3	4	5
3	Managers should seldom ask for the opinions of employees.	1	2	3	4	5
4	Managers should avoid off-the-job social contacts with employees.	1	2	3	4	5
5	Employees should not disagree with management decisions.	1	2	3	4	5

Trust in Leadership:

1	Supervisor participates in the idea generation task .	1	2	3	4	5
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2	Team leader makes personal sacrifice for the team.	1	2	3	4	5
3	Team leader sacrifices salary in the teams interest.	1	2	3	4	5
4	My supervisor is willing to stand up for the teams interest, even at the expense of his/her own interest.	1	2	3	4	5
5	My supervisor is always among the first to sacrifice free time, privileges, or comfort if that is important for the teams mission.	1	2	3	4	5

Employee Performance:						
1	Employees are very effective in contributing to firms market share.	1	2	3	4	5
2	Employees are very effective in generating a high level of sales.	1	2	3	4	5
3	Does not take extra breaks.	1	2	3	4	5
4	Does not abuse the rights of others.	1	2	3	4	5
5	Always finds fault with what the organization is doing.	1	2	3	4	5