CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY, ISLAMABAD

The Impact of Servant Leadership on Employee Job Satisfaction with Mediating Role of Leader Humbleness and Moderating Role of Workplace Spirituality

by

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In humble reverence and unwavering devotion, I dedicate the entirety of this thesis to Allah Almighty, seeking His divine guidance as I embark on this scholarly journey

CERTIFICATE OF APPROVAL

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Acknowledgement

I am dedicating all my thesis work to Allah Almighty (God); indeed, his mercy prevails over his wrath. Also, to Prophet Muhammad (PBUH), the Divine Servant Leader, In the timeless tapestry of Prophet Muhammad's (PBUH) Seerah, we uncover a luminous pearl of wisdom: a true leader's essence lies not in commanding the servitude of others, but in the tender ardor with which they wholeheartedly dedicate themselves to nurturing and exalting the lives entrusted to their benevolent care.

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(Syed Fawad Ali)

Abstract

This study focuses on the relationship between Servant Leadership and Employee Job Satisfaction with mediating role of Leader Humbleness and the moderating role of Workplace Spirituality. The term Servant Leadership, Leader Humbleness, Workplace Spirituality and Employee Job Satisfaction are discussed in details. The servant leadership philosophy can be applied to almost every type of organizations, so the questionnaire was distributed to 300 participants among three groups, out of which only 236 respondents are selected for the study. The first group consists of Bachelor, Master and PhDs. Students of universities in Islamabad, currently partially working in the organizations in Islamabad. The second group consists of managers and employees who work online in Islamabad. The third group consists of two health care organizations; Islamabad Diagnostic Center (IDC) and River Garden Hospital (RGH), a small restaurant; Bhaijan Mughlai Cuisine and Fast Food (BMCFF) and a small home builders company; US Real Estate and Builders Islamabad (USREBI). All the three groups were considered as one sample of the population.

The data is analyzed through software; Statistical Package for the Social Sciences (SPSS) and AMOS. The results show that there is a positive relationship between Servant Leadership and Employee Job Satisfaction. Moreover, the Leader Humbleness mediates the relationship between Servant Leadership and Employee Job Satisfaction. The Workplace Spirituality moderates the relationship between Servant Leadership and Employee Job Satisfaction as well.

Keywords: Servant Leadership, Leader Humbleness, Workplace Spirituality, Employee Job Satisfaction

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Abbreviations

EJS	Employee Job Satisfaction
LH	Leader Humbleness
LMX	Leader Member Exchange
OCB	Organisational Citizenship Behaviour
PGT	Path Goal Theory
SL	Servant Leadership
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for the Social Sciences
WPS	Workplace Spirituality

Chapter 1

Introduction

1.1 Background of the Study

The idea of Servant Leadership (SL) has been around for a long time, going back many centuries, but it became more widely recognized in the 1970s when Robert K. Greenleaf introduced it. Essentially, it means that a leader should serve their team rather than bossing them around. In the twenty first century, there was a lot of research and writing about leadership. Some of it focused on qualities like being a good person and having a sense of spirituality as important parts of being a leader. Authentic leadership became important as a response to big scandals in the business world in the early 2000s. It's all about being a genuine and trustworthy leader [1]. SL is a style of leading that's been around for a long time, even though it didn't have an official name in the past. This way of leading is seen as something that works well over a long time, not just for a short while. It shows that SL has been successful for a long time and continues to be valuable and important in different situations [2].

The concept of SL is far from new; its roots can be traced back to earlier times when it wasn't formally defined but existed in various forms. It might have been referred to as ethical guidelines or religious principles, embodying values that emphasized service and humility in leadership roles. Throughout history, leaders have often

practiced elements of SL without necessarily labeling it as such. This demonstrates that the essence of SL has been present for centuries, deeply embedded in ethical and moral traditions, before it was explicitly identified and named as a distinct leadership approach [3]. In addition to the areas mentioned earlier, like business and religion, SL has also become a topic of interest in fields such as nursing, education, and tourism. But in the important year of 2008, something significant happened. SL went from being just a theoretical idea to becoming a clearly defined and separate area of study. During this crucial time, experts and people who use this leadership style realized the importance of digging deeper into its principles and how it can be applied. This led to a lot of research being done, and this research is still ongoing, helping us learn more about SL and how it works [4].

In the late 1970s, a significant change occurred in how people thought about leadership. Before that, leadership was often seen as a more traditional, authoritative style. But during this time, a new way of leading emerged, known as SL. This approach focused on being positive and putting others first, like a servant. This shift in leadership thinking was a big deal. It meant that leaders started to care more about their team members and work together with them. This was a departure from the old way of leading, which was more about giving orders and being in control. The new SL approach brought in fresh ideas and made leadership more about being kind, working together, and making sure everyone had a voice. This was a big change from the old ideas about leadership, which were often about being in charge and not always thinking about the feelings and needs of the team [5].

Research shows that Servant Leaders are really good at helping their team members become highly effective. When these team members are guided by a servant leader, they tend to be very involved, committed, and happy with their work. The evidence from studies supports the idea that SL makes a big difference in creating an environment where team members feel important and capable. This way of leading helps them do their best, reach their full potential, and stay strongly connected to the team's goals and values. Ultimately, servant leadership serves as a catalyst for long-term success, as team members are motivated to go above and

beyond, achieving exceptional results and maintaining a steadfast alignment with the organization's vision and principles [6].

1.2   Introduction

According to Servant Leadership theory, servant leaders can encourage and support their followers by fostering their full potential, prioritizing the fulfillment of their needs and empowering them. This helps employees engage in creative behaviors and improves perform at work [7]. SL is a kind of initiative that urges individuals to cooperate. A leader wants to help the staff of the institution in a good way. The school leader efforts to make work as easy as possible for administrative staff and teachers by acting more like a friend than a boss. The work satisfaction level of instructors and SL style of directors showed areas of strength for a school. Furthermore, sub-factors correlations clarify important findings. It is suggested that SL style must be adopted by school principals because it would be more productive for them to comfort, which could boost institutional performance between Pakistani secondary school teachers and school employees [8].

In leadership, there are three important aspects of Leader Humbleness (LH). First, it means acknowledging our own weaknesses and areas where we may fall short. Second, it involves being willing to admit when we make mistakes and understanding our own limitations. Lastly, it's about recognizing and appreciating the skills and strengths of the people we lead, and setting an example by being open to learning and growth. These qualities of humility are crucial for effective leadership and building strong, collaborative teams [9].

LH is a character of a leader, it means they don't act like they're better than everyone else. This kind of leader creates a positive work environment where people feel supported. This, in turn, helps to keep employees around, keeps them motivated and happy with their jobs, and makes them want to learn and grow in their roles. So, character LH isn't just a good thing to do; it also has many benefits for the organization and its employees [10].

Workplace Spirituality (WPS), in simple terms, means creating a work community where employees are highly appreciated and respected. It's like a set of rules that guide how an organization should treat its employees, and these rules are shown through the atmosphere and culture at work. In other words, it's about making sure that employees feel like they belong and are valued in their workplace [11]. It is suggested that the instructors' innovative teaching behavior was positively impacted by WPS, and this link was thoroughly mediated by the teachers' intrinsic job satisfaction [12]. Small and midsize enterprises (SMEs) play an important part in employment creation and economic activity worldwide. However, low morale and a high turnover rate among employees in Pakistani SMEs contribute to poor job and organizational performance. Turnover expectations are influenced by depression. Also, work values moderate WPS and job satisfaction. In SMEs and other types of businesses, a lack of social values may increase feelings of unhappiness and loneliness at work. So, SMEs must create a WPS in order to reduce these feelings [13].

Employee Job satisfaction (EJS) is all about how happy you feel about your job and how confident you are when doing your work. It's also about how other people see your job and how their opinions can affect how you feel about it. So, if you like your job and feel good doing it, that's EJS. And if others think highly of your job, it can make you even more satisfied with it [14]. In today's world, it's really important for businesses to make their customers happy. When it comes to the people who work in grocery stores, how motivated and satisfied they are with their jobs matters a lot, and these two things are connected. This means that when retail workers in a grocery store feel motivated and happy with their work, it usually leads to better customer service. So, when the employees are happy and motivated, it's more likely that customers will have a good shopping experience[15].

Hong Kong hotel managers are increasingly concerned about the industry's high rate of employee turnover. Development programs and training, and total quality management approach particularly for well-educated and newly hired workers may contribute in increased EJS [16].

1.3 Problem Statement

As we know organization success are due to the leadership philosophy their leader follow. In this era it is true that success for a short run can be achieved through only focusing on organization goal. But, the long term success of an organization can be achieved when we focus on the development of the employees first, which leads to employee job satisfaction. Such type of philosophy is the servant leadership (SL) philosophy. So, it becomes very important to know about the relationship between SL and Employee job satisfaction (EJS). Now if a leader is applying such a philosophy for the employees, there must be a character of the leader which may act as a mediator between the SL and the EJS. So, after a literature review we have found out many characteristics of a leader which can mediate between servant leadership and employee job satisfaction. But, the most common and effective character of leader in the context of SL and EJS was Leader humbleness (LH). So, we have come to know that a leader must focus of this character more. So it become one of the component of our research, to know if the LH influences the relation between SL and EJS. Further more from the literature review we have found out that the relation of SL and EJS may be weaken or stronger because of the Workplace spirituality (WPS) in the environment. its means WPS is a need in the organizational environment, so it is also a component of our research problem that the WPS moderates the relationship between SL and EJS. There are three main questions focused through the current research work.

Research Question 1

Is there any relationship between Servant leadership (SL) and Employee job satisfaction (EJS)?

Research Question 2

Does Leader humbleness (LH) play a mediating role between Servant leadership (SL) and Employee job satisfaction (EJS)?

Research Question 3

Does Workplace spirituality (WPS) play a moderating role between Servant leadership (SL) and Employee job satisfaction (EJS)?

1.4 Objective of the Study

The main aims of the current research are testing and development of probable model to determine the relationship among Servant Leadership (SL),and Employee Job Satisfaction (EJS). and to find out the mediating role of Leader Humbleness (LH) between SL and EJS. Moreover, to find out the moderating effect of Workplace Spirituality (WPS) between the SL and EJS.

Following are the main three objectives of our research:

Research Objective 1

The first objective is to find and test the relationship among the variables; Servant leadership (SL) and Employee job satisfaction (EJS).

Research Objective 2

The second objective is to find and test whether the leader humbleness (LH) mediates the relationship between Servant leadership (SL) and Employee job satisfaction (EJS).

Research Objective 3

The third objective is to find and test whether the workplace spirituality (WPS) moderates the relationship between Servant leadership (SL) and Employee job satisfaction (EJS).

1.5 Significance of Study

The leaders should apply the character of leader humbleness (LH) when applying the principle of Servant Leadership (SL) in an organization, which will lead to

the development of the followers and will make them satisfied at their workplace. Further, Employee job satisfaction (EJS) leads to better employee performance. Also, whenever Workplace spirituality (WPS) is present in the environment, it will ultimately increase EJS and vice versa. As SL philosophy is very important because it is mostly related to the motivating the employees, So, motivating them leads to EJS. Also, in this employees development process, the leader's main focus must be to act humbly in the working environment. This will also produce a spiritual environment and commitment among employee, which will further help in achieving EJS and also increase employee performance. Our study is important because it explores how a leadership style called SL impacts EJS. This leadership approach prioritizes serving and supporting employees. Our research also looks at two important factors: LH, which is how humble and modest leaders are, and WPS which relates to the spiritual or ethical aspects of the workplace. What makes Our study significant is that it: Explores a Widely Applicable Leadership Style: SL can be used in various types of organizations, making it relevant to many workplaces. Addresses Employee Well-being: It delves into how leadership can influence how satisfied employees are with their jobs, which is crucial for both individuals and organizations. Examines Mediation and Moderation: Our study goes beyond just looking at the direct relationship between SL and EJS. It investigates how LH and WPS play a role in this relationship. In essence, Our research provides valuable insights into SL practices that can improve EJS and, by extension, potentially benefit organizations by creating happier and more motivated employees.

1.6   Supporting Theories

1.6.1   Path-Goal Theory

The path-goal theory (PGT) emphasizes employee motivation and encourages leaders to inspire employees to achieve their objectives. PGT tries to clarify in what way leaders inspire employees to be satisfied and productive at their job. A kind of leadership is possible not only on the performance of the leader in terms of

how well leaders inspire their followers but also on the appearances of the followers and the work that the subordinates did. The expectancy theory, in which followers anticipate receiving some individual satisfaction from their job, is the foundation for PGT. Followers efforts will be rewarded and they will be motivated to complete the task while the results of their efforts will have an impact. The leader who takes part in the PGT picks a leadership style that is either mandate, strong, accomplishment oriented and/or participative, whichever is the most ideal for the subordinate and the task that the person is dealing. For instance, the directive leadership is suitable for giving psychological structure and direction in the event that the follower is authoritarian or rigid and the task at hand is complex, unclear and ambiguous. On the other hand, an achievement-oriented leadership style is suitable to give a test if the follower has high expectations and a need to excel when the task is complex, challenging, and ambiguous [17].

The PGT has the following five leadership behaviors; networking, work-group representations, a group-oriented decision-making process, and work facilitations are examples of value-based leader behavior. The PGT states that the leader assists the followers by providing support, clearing the path, removing obstacles, and defining the goals in order to achieve them. The PGT has both strengths and weaknesses, just like the situational model. By knowing the participative, supportive, directive, and achievement-oriented characteristics of leaders and their influence on subordinates is made easier with the help of this theory. Specialists have scrutinized this leadership model, in any case, for being too challenging to even consider carrying out, the PGT of leadership doesn't consider the devotee's contribution in the initiative cycle. In addition, according to the PGT, there is no direct link between the behavior of leaders and their capacity to inspire and motivate employees [18].

1.6.2 Leadership-Member Exchange (LMX) Theory

The Leadership-Member Exchange (LMX) sheds new light on how leaders foster an environment that inspires employees to work toward the goals, which they have

set for themselves and for organization [4]. Due to mediation mechanism of LMX, there is a connection between Leader Humbleness (LH) and team efficiency (TE). The relationship between LH and TE also suggests to be moderated by employee job satisfaction (EJS). Also, there is a positive impact of LH on team efficiency. There is a mediating halfway impact of LMX on LH and TE transaction, and EJS acts as a mediator between LH and TE [19]. There is a manner by which leaders lead by example and motivate their followers to follow in their footsteps [20]. The componential theory of creativity states that the main forces behind an employee's innovative behaviors are their professional aptitude and internal motivations [21]. Social exchange theory is used to clarify how mediatory mechanisms like trust and justice help servant leaders to increase their followers' commitment and organizational citizenship behaviors [4]. According to studies, LMX acts as a mediator between followers work outcomes like job performance and leadership behaviors as well as organization citizenship behavior (OCB) and creativity [6].

1.7 Organization of the Study

This thesis is structured into five chapters, each with its unique focus. In **Chapter 1**, we set the stage by presenting an overview of the study's background, the problem we aim to address, the questions we seek to answer, our study objectives, and why this research is important. Additionally, we delve into the theories that support our investigation. In **Chapter 2**, we dive deeper into the topic by conducting an extensive review of existing literature. We explain the concepts of Servant Leadership, Employee Job Satisfaction, Leader Humbleness, and Workplace Spirituality, examining how they relate to each other. This chapter also lays out the research hypotheses we aim to test and highlights the gaps in current knowledge that our study seeks to fill, also, the factors of all four variables and its references related to our literature review. **Chapter 3**, provides insights into our research methods. We discuss how we designed and carried out the study, including the type of research we conducted, our philosophy, and the techniques we used to collect and analyze data. We also introduce the tools we employed to

measure the key concepts we are studying. In **Chapter 4**, we present and analyze the data we collected. This chapter includes an overview of the participants' demographic information, the statistical analysis techniques we applied, and the results we obtained. Lastly, in **Chapter 5**, we wrap up our research journey. We provide a comprehensive discussion of our findings, emphasizing how they relate to our research hypotheses. We also outline the broader implications of our study and acknowledge its limitations. Additionally, we offer suggestions for future research in this area, ensuring that our work contributes to the ongoing conversation in the field. This chapter offers a succinct overview of the entire study.

Chapter 2

Literature Review

2.1 Servant Leadership

A leadership style known as Servant Leadership (SL) is a one in which the leader acts as if he/she is serving his/her employees or followers. This gives them the tools they need to become better leaders and grow as individuals. It helps to build stronger relationships between leaders and followers by maintaining, improving, and sustaining the organization's unity and people-centered corporate culture [22]. Servant leaders go above and beyond their own egos. They are motivated by a need to serve that is more important than the need for power [23].

A servant-leader is in charge of providing opportunities for followers to develop and grow within the organization [24]. Relationships within the organization that are secure and steadfast are made possible by this person-centered attitude. In addition, workers significantly defend servants who are selected to be leaders since they are trustworthy and dedicated [25].

There is a strong commitment of treating each person with respect and being aware that they all deserve to be loved. Taking care of one's followers shouldn't just be about making money. A servant leader strives to create a learning environment in which every employee can contribute in their unique way [26]. The theory of SL holds potential for future organizations as they embrace learning, due to its

significant impact on inspiring follower education, autonomy, and growth, thereby influencing leadership [27].

2.2 Employee Job Satisfaction

Job satisfaction means contentment of employees about their work but it emphasizes that investigators should differentiate affect (emotion), beliefs, and behaviors as the objects of cognitive evaluation. According to this definition, actions, beliefs and feelings all play an important role in how the job is perceived [28]. Also, the job satisfaction as an employee's emotional or affective reply to various features of their work [29]. The sum of job facet gratification across all features of an occupation is referred as job satisfaction [30].

Job Satisfaction also means that how persons feel about various parts of their positions and their places [31]. The phenomenon of job satisfaction is multifaceted and complex [32]. Individuals who work in companies and those who learn, all find the education of job satisfaction to be a subject of great attention. Many administrative phenomenon such as including inspiration, morality, conflict, attitude, leadership, performance, and so on, have been linked to job satisfaction.Numerous parts of job satisfaction, their relative reputation, and their effects on employee productivity have all been the subject of research efforts. There is a five-level hierarchy of human needs, including physiological needs, safety, feelings of belonging and self-actualization, self-esteem and love [33].

Based on Maslows theory, some researchers have looked at job satisfaction from the point of view of need fulfillment [34]. Organizational commitment, communication, autonomy, working environment, and salary all play a role in the job satisfaction [35]. In areas of client service and deals, blissful workers are critical in light of the fact that they address the organization to people in general. To improve employee productivity and performance, as well as customer retention and satisfaction along with high profits, every business should devise strategies that improve the work environment, boost morale, and improve employee satisfaction.

A decent workplace and great work conditions can increment representative work fulfillment and the representatives will attempt to give their best, which can build the workers work execution [36].

The high level of employee involvement in all aspects of Big Bazaar makes employees proud to work there, and the management's appreciation for their efforts makes them happy [37]. There is a positive connection between employee performance and EJS. In addition, there is no significant mediating role of EJS between human resource (HR) practices and employee performance [38].

Positive connection between job performance and organizational commitment may not consequently lead a subordinate to accomplish job satisfaction. In this manner, the mystery of progress lies in further developing job satisfaction through answers such as upgrade authoritative responsibility, subsequently increment work execution [39]. A group of rehearses decided to affect job satisfaction through subordinate preparation and schooling, representative relations and cooperation, representative prize and acknowledgment, quality culture and representative strengthening. It is observed that workers preparation and training, representative relations and collaboration are the most predominant variables on job satisfaction [40].

2.3 Leader Humbleness

Ironically, the lack of humility is seen as evidence of pride not merely a stance to be adopted but a concept to be lived is the definition of humility, which is a virtue [41]. A virtue that self-doubts (which brings one to always removing those doubts) itself are humility [42]. The middle of the two negative extremes of arrogance and lack of self-esteem is humility according to another definition [43]. Self-transcendence or admitting something superior to oneself and joining with things external to oneself, has also been linked to humility [44]. The suggested dimensions of humility are; focusing on the strengths of others, being open to other people's ideas and points of view, and being willing to acknowledge one's limitations are all signs of transcending one's own identity [45]. The six essential

aspects of humility are; an understanding of the worth of everything, keeping one's accomplishments and skills in perspective, willingness to accept contradictory information/new ideas, the capacity to admit one's mistakes, and the capacity to "forget oneself, a true understanding of one's capabilities and accomplishments. Humility has the potential to be perceived as authentic in its sincerity, concern down to earth, compassionate, and patient. Humble leaders behave modestly and restrainedly [46].

A set of power equalizing performances that co-occur, support one another, and are united by the theme of development is the way of humility as leader manifests. Leaders become more aware of where they need to improve and who they can learn from by being aware of their limitations and the strengths of others. Leaders open themselves up to education from and value those who are experts in zones where they may be weak and acknowledge their weaknesses [44]. Humility shows a leader's willingness to help others [47].

Despite being regarded as a necessary component of leadership, humility can be seen as a complement to courage [48]. The exemplary leadership practices are to celebrate, recognize, and acknowledge the contributions that others make to the organization. This practice of acknowledging the contributions that others make to the organization appears to be part of the understanding of humility [49].

Humility is the reverse of entitlement to status, wealth, and special treatment. Humble leaders prioritize the requirements of their supporters over the wants of the association and this humility enables an organization to advance [50]. It is still difficult to create a stand-alone measure of humility-based leadership [51].

Self-experience framework as an organizing theoretical basis to explain the dimensions of humility as lengthily catching the fundamental methods in which persons know and get knowledge themselves [52].Humility, distinct from agreeableness and extraversion, is a trait that flourishes within communal connections. It is a behavior that is cultivated over time and becomes evident through one's interactions with others. This quality, while often less conspicuous on a personal level, is highly valued in fostering meaningful and genuine relationships. [10].

2.4 Workplace Spirituality

Regardless of how it is defined and measured, employees' spiritual well-being at work is both a morally and socially responsible as well as desirable. WPS is usually related to employees' spiritual well-being in a variety of ways. Employee engagement and empowerment play a significant role in the creation of WPS and ultimately spiritual well-being under spiritual leadership. In an effort to improve the well-being of people, the organizations that employ them, they need training, education, and research [53]. The degree to which a person is inspired to discover holy sense and purpose for his/her being is what spirituality means[54]. Spirituality comes from the inside, past the endurance impulses of the psyche. It implies drawing on the planet from the foundation of importance and values. It relates to deepest desires, examples of thought, feelings, sentiments, and ways of behaving. Similarly, as with affection, spirituality remains complex, also a portion of its importance remains lost when endeavors are made to catch it in a couple of arguments [55].

The capacity to bring one's entire personality to work is yet another essential component of spirituality in the workplace [56]. Spirituality in the workplace also includes spirits of wholeness and connectedness. It is the integration of numerous aspects of an individual's expertise and private lives in trustworthy ways that are consistent with values [57]. A spiritual practice organization ought to foster an intellect of community so that genuine and expressive interpersonal relations can flourish [58]. An organization must encourage employees to use their full potential if it opts to practice spirituality. In addition, it is regarded as essential for workers to have the rights and chance to completely manifest and to show themselves at the workplace [59].

There is a potential link between job satisfaction and career values as well as features of spirituality and religion that are associated with efficacy and occupation choices along with workplace counseling [60]. Recently, there has been renewed attention to employing methods that aim to function the transition from a spirit at work advocacy to the WPS [61]. Two main factors account for the wide range

of definitions; the detail that WPS is a multi-faceted and complex concept, and the concept is extremely abstract and personal [62]. When servant leader puts the needs of their supporters first and then their own, it also responds with increased organization citizenship behaviors [63].

2.5   Servant Leadership and Leader Humbleness

Humility is typically conceived in the meaning of the modesty level, in which one sees one-self. It is naturally observed as the disobedience of one's self or a related tendency to be self-centered [64].

The capacities to view one-self and ones accomplishments objectively are the hallmark of humility. Humble leaders aware of their limitations and collaborate with those they serve to overcome them and achieve success. True self-awareness and acceptance of one's limitations are the only components of humility. Being humble is the only option available to those who can see themselves as they are. Being authentic with others and removing false identities are characteristics of humility. Because it is difficult to determine how humility affects leadership practices, scholars have not accepted humility as an essential quality in leadership situations. A manager makes a lot of decisions that are associated with virtues like justice, strength, or prudence, but very few of them can be considered acts of humility. A humble manager's character will be more stable. He won't lie to himself during his self-evaluation; he won't feed thoughts of superiority or inferiority. He won't try to pretend to be something he isn't, he won't let his fear of criticism control him. It won't be easy to humiliate him, and he will accept criticism. Equally, a humble leader's decision-making process will become more consistent over time [65].

Humbleness should not be interpreted as an act of submission or apologies. To be humble suggests having no ego and acting healthily without exaggeration [66]. By respecting their followers and recognizing their contributions to the organization, good leaders exhibits humility [67]. There is five essential personal leadership values; humility, helping other people, integrity, honesty, and a lot of hard work

[68]. The principles of humbleness and admiration for other employee form the foundation of the concept of SL [69]. Being teachable, a feature of expressed humbleness, was the powerful predictor of SL when all forms of humility were looked at together [70]. Humbleness of character and core capability built on the most recent skills are required for SL [71]. Giving direction is a hallmark of SL; by giving people power and making them grow, by acting with stewardship, authenticity, interpersonal acceptance, and humility [72]. Humility suggests that a solitary individual may not know it all and a significant degree exists for the contribution from others [51].

Strong interpersonal relationships with their followers are made possible by servant leaders. Of course, the mainly used procedures of SL emphasize the development of relationships with employees and the provision of support to employees to help them develop and get ahead [6]. Love, humility, charity, trust, vision, empowerment, and servant hood are the characteristics of servant leaders [73]. Consideration to society and the organization, focused on the success and growth of others, balanced ethical, and inclusive empowering are the characteristics of servant leaders' behavior [74]. It is more likely that leaders will exemplify SL behaviors if they are extra agreeable, less extrovert, fit strongly with their organization and have a powerful sense of confidence in themselves [4]. There is a strong correlation between self-efficacy and SL [75]. By enhancing observers' psychological safety and intrinsic inspiration, servant leaders can boost creativity. A servant leader who models interest, motivates participation, and promotes employee growth, possibly cultivates intrinsic motivation and has the ability to inspire followers to be creative. Servant leaders foster a secure atmosphere that fosters improvement and innovation [76].

A leader's moral obligation extends to one's subordinates, the organization's clients, and other organizational stakeholders in addition to the success of the organization, according to the servant leader theory [74]. According to Lemoine [77], the distinctive focus of a servant leader is on serving multiple stakeholders. According to the servant leader theory, followers will develop higher levels of moral reasoning because leaders will boot their confidence and train them [78].

2.6 Leader Humbleness and Employee Job Satisfaction

Leaders humbleness directly and significantly determines worker productive behavior, face to face job satisfaction, work happiness, employee commitment, and employee full capacity. Also, there is a significance and positive relation among LH and workers productive behaviors observed in Nigeria of Deposit Money Banks (DMBs). So, it is clear that there is an important and positive relationship among leaders humbleness and job satisfaction, work happiness, commitment of employees and ambidexterity [79]. By using the perspective of this research article, the relationships are established as illustrated in Figure 2.1 below, which serve as supporting evidence and reinforce our second hypothesis, Because it give support to the indirect path relationship between LH and EJS of our research model.
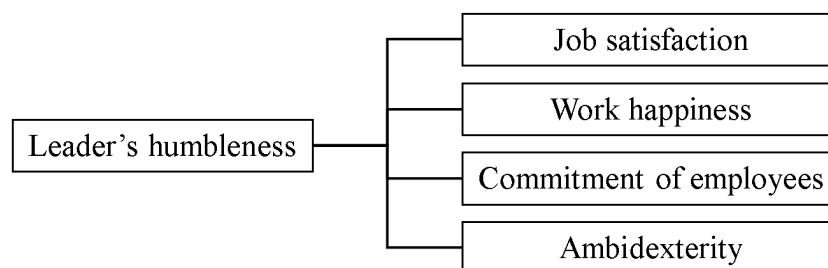
FIGURE 2.1: Relationship Between Leaders Humbleness and Job Satisfaction, Work Happiness, Commitment of Employees and Ambidexterity

The moral virtue of humbleness is co-related to the action performing behavior and the model where SL has been theorized. LH has shown the high impact without hierarchical position of followers engagement. Less humble leaders in lower progressive positions appear to be ready to make up for a solid activity situated in authority style leadership. Humility appears to have the greatest impact on the impact of action-oriented leadership, particularly for those in high-hierarchical positions. The relationship between servant leadership's action-oriented behaviors and the moral virtue of humility is better understood and supported empirically [80].

From the perspective of this research article, we have established a relationship, as illustrated in Figure 2.2 below, which serve as supporting evidence and reinforce our second hypothesis, Because it give support to the indirect path relationship between SL and LH of our research model.

```
┌─────────────────────────┐        ┌─────────────────┐
│  Servant leadership's   │        │ Moral virtue of │
│  action-oriented        │────────│    humility     │
│  behaviors              │        │                 │
└─────────────────────────┘        └─────────────────┘
```

FIGURE 2.2: Relationship Between Servant Leadership's Action-Oriented Behaviors and the Moral Virtue of Humility

There is a proof that leaders humbleness connects emphatically with both EJS and employee job commitment and also relates adversely with deliberate job turnover. Leaders with humbleness behaviors will be open to listen what others need to say; anyone in the organization can come up with good ideas, not just top management [81]. From the perspective of this research article, we have established relationships, as illustrated in Figure 2.3 below, which serve as supporting evidence and reinforce our second hypothesis, Because it give support to the indirect path relationship between LH and EJS of our research model.

```
┌────────────────────┐      ┌───────────────────────────┐
│ Leader             │──┬──│ Employee Job Satisfaction  │
│ Communicated       │  │   └───────────────────────────┘
│ Humbleness         │  │   ┌───────────────────────────┐
└────────────────────┘  └──│ Moral Virtue of Humility   │
                            └───────────────────────────┘
```

FIGURE 2.3: Relationship Between Servant Leadership's Action-Oriented Behaviors and the Moral Virtue Of Humility

Employee innovation behavior is positively influenced by humble leadership; in addition, employee core self-evaluation and leader political abilities play partial mediation and moderation, respectively, in developing the connection between humble leadership and representative advancement conduct. Humbleness has been perceived as the center quality of the participative leadership, SL, and humble leadership.

Humble leadership as another kind of autonomous initiative style presently can't seem to be entirely examined. Particularly, little empirical research has looked at the connection between employee innovation behavior and humble leadership. To encourage innovation behavior among employees, leaders should uphold humbleness, cultivate certain political skills, and improve employee core self-evaluation [82]. From the perspective of this research article, we have established relationships, as illustrated in Figure 2.4 below, which serve as supporting evidence and reinforce our second hypothesis, Because it give support to the indirect path relationship between LH and EJS of our research model.

```
┌──────────────┐   ┌──────────────┐   ┌──────────────────┐
│   Humble     │───│ Employee Core│───│Employee innovation│
│  leadership  │   │Self Evaluation│  │     behavior      │
└──────┬───────┘   └──────────────┘   └────────┬─────────┘
       │                                        │
       │        ┌──────────────────────┐        │
       └────────│leader political abilities│────┘
                └──────────────────────┘
```

FIGURE 2.4: Relationship Between Humble Leadership and Employee Innovation Behavior, Mediation of Employee Core Self-Evaluation and Moderation of Leader Political Abilities

2.7 Leader Humbleness, Workplace Spirituality, and Employee Job Satisfaction

Robert K. Greenleaf [83] came up with the SL movement, which was a leadership philosophy that clearly supported important mindfulness rules and pursuits like sincere care of the (institutional) staff, non-ego connection in the commission of an organization, and critical thinking generated from a humble position of clear knowledge of the members of the staff and their needs.

Unexpected connections between mindfulness and SL are revealed by research; morality, spirituality, and forgiveness. Additionally, social care and SL embrace acknowledgment of being available with/and kindness toward others. Job satisfaction and employee retention matrices show that mindfulness principle has higher

score organizational culture. The culture of today's organizations stands well with the SL for systems of the 21st century. These trends are a reflection of a society's desire for inclusion, collective power, and leaders; which show an accepting and genuine personality and possess the wisdom necessary for compassion and discernment [84]. Leaders having a high amount of humility, WPS perceptions of their followers increase by receiving signals from their leaders and create an environment of gratitude, empathy, and ethical behaviors. The gratitude, empathy, and ethical behaviors of the employees are predicts by a leaders humility. Also, the WPS perceptions mediates the time lagged effects of a LH on her/his followers gratitude empathy and ethical behaviors. Behaviors by a unique process including WPS and positive emotions of followers, leaders humbleness has important implications [85]. From the perspective of this research article, we have established relationships, as illustrated in Figure 2.5 below, which serve as supporting evidence and reinforce our second hypothesis, Because it give support to the indirect path link between LH and EJS of our research model. Also, serve as supporting evidence and reinforce our third hypothesis, Because it give support to the link between WPS and EJS of our research model. so, it give support to second hypothesis as well as third hypothesis.
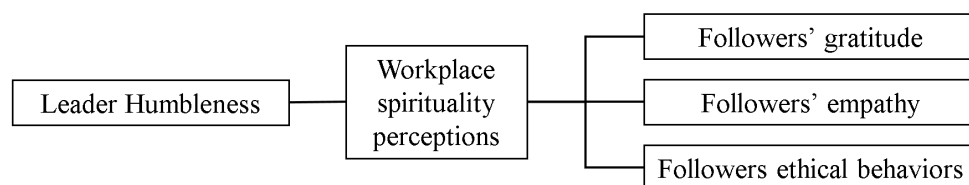
FIGURE 2.5: Workplace Spirituality Perceptions Mediates the Relation Between Leader Humbleness and Follower Gratitude, Empathy And Ethical Behaviors

2.8 Servant Leadership and Employee Job Satisfaction

SL anticipates both job satisfaction and core self-assessment, and that core self-assessment likewise predicts job satisfaction. Job satisfaction is predicted by SL

[86]. From the perspective of this research article, we have established a relationship, as illustrated in Figure 2.6 below, which serve as supporting evidence and reinforce our first hypothesis, Because it give support to the relationship between SL and EJS of our research model.


FIGURE 2.6: Relationship of Servant Leadership With Job Satisfaction

There are connections among job satisfaction, health, and SL in Muslim organizations. The hypothetical structure recommends that Muslims have servant minded leadership as an ideal. The writing inferred that Muslim associations have a better than expected hierarchical wellbeing; however, these are not ideally solid. Maybe the case that Greenleaf composed fundamental research on SL uncovers a western predisposition. Greenleaf merely brought back what Muslim cultures believed to be the secret to effective leadership [87]. From the perspective of this research article, we have established relationships, as illustrated in Figure 2.7 below, which serve as supporting evidence and reinforce our first hypothesis, Because it give support to the relationship between SL and EJS(when employees are satisfied they get engaged in work) of our research model.
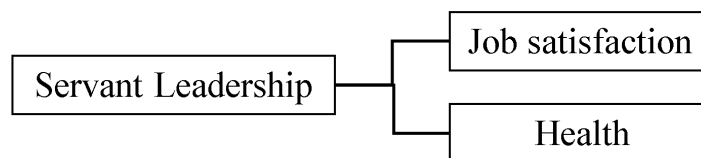
FIGURE 2.7: Relationship of Servant Leadership with Job Satisfaction

Employee engagement (more satisfied with job challenges and peers, loyalty and higher organizational commitment, higher overall performance level and greater

motivation to improve performance) and lower levels of job stress were reported by respondents and scored higher on SL, an important workplace spiritual intelligence trait [88]. From the perspective of this research article, we have established a relationship, as illustrated in Figure 2.8 below, which serve as supporting evidence and reinforce our first hypothesis, Because it give support to the relationship between SL and EJS of our research model.
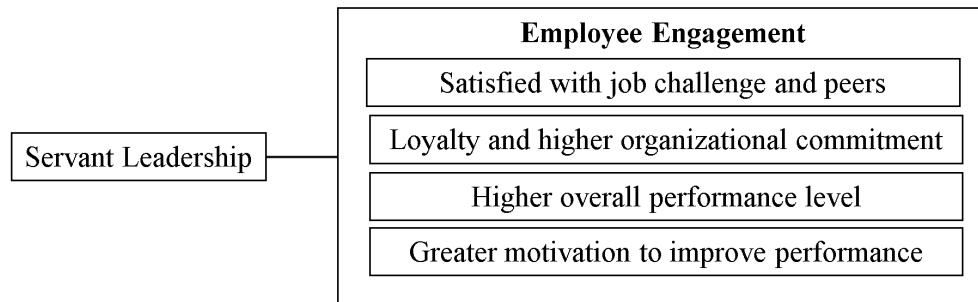
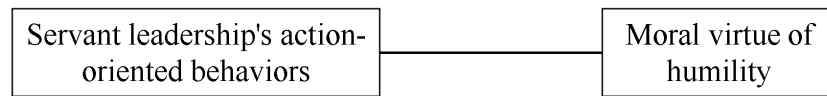FIGURE 2.8: Relationship Between Servant Leadership and Employee Engagement

Six SL concepts are: humility, vision, faith, serving, charity, and love. There is a positive connection between the six SL constructs and employee commitment [89]. From the perspective of this research article, we have established a relationship, as illustrated in Figure 2.9 below,which serve as supporting evidence and reinforce our first hypothesis, Because it give support to the relationship between SL and EJS (employee get committed when they are satisfied) of our research model.
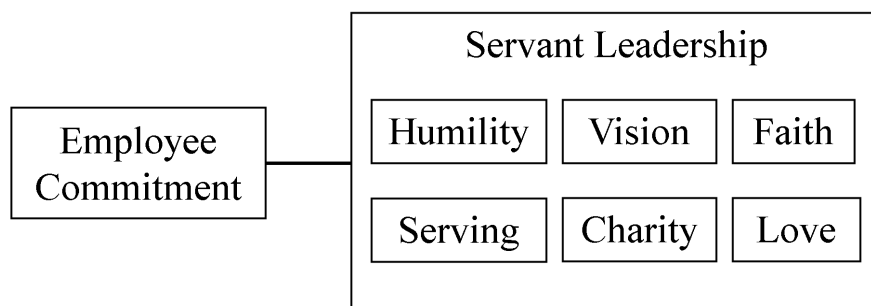
FIGURE 2.9: Relationship Between Servant Leadership and Employee Commitment

For SL, there is a strong correlation between education and level of experience. Therefore, servant leaders' support improves effectiveness, team commitment, and EJS [90]. From the perspective of this research article, we have established a relationship, as illustrated in Figure 2.10 below, which serve as supporting evidence and reinforce our first hypothesis, Because it give support to the relationship between SL and EJS of our research model.
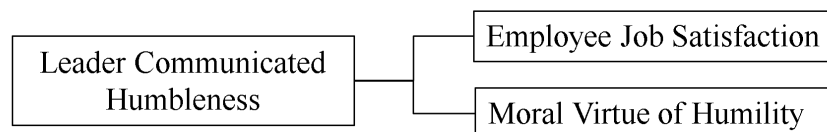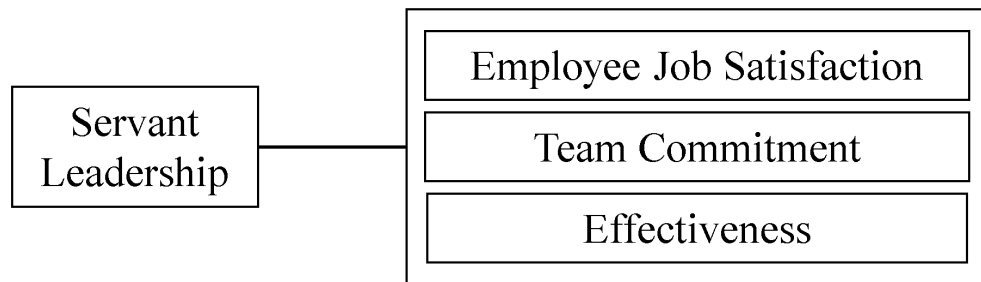

FIGURE 2.10: Relationship Between Servant Leadership and Employee Job Satisfaction, Team Commitment and Effectiveness

Omani instructors' evaluated of SL and teacher job satisfaction, and identified moderate degree of connection between job satisfaction and SL of school directors. In terms of the nature of the work, promotion, and emotional healing; there were significant gender and school type differences [91]. From the perspective of this research article, we have established a relationship, as illustrated in Figure 2.11 below, which serve as supporting evidence and reinforce our first hypothesis, Because it give support to the relationship between SL and EJS of our research model.

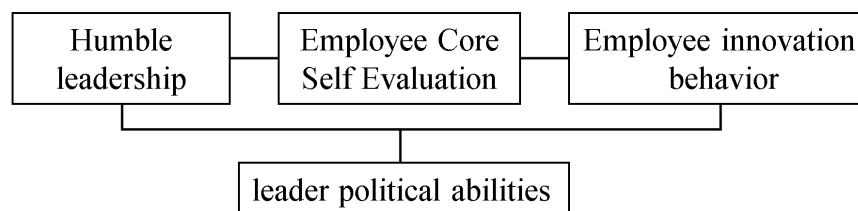FIGURE 2.11: Relationship Between Servant Leadership and Teacher Job Satisfaction

Trust in the leader mediates the relation between followers job satisfaction and SL. Likewise, the beneficial outcome of SL on followers trust in leader and job satisfaction was more grounded for short-residency followers than that for long-residency followers [92]. From the perspective of this research article, we have established relationships, as illustrated in Figure 2.12 below, which serve as supporting evidence and reinforce our first hypothesis, Because it give support to the direct relationship between SL and EJS of our research model.

FIGURE 2.12: Trust in Leader Mediates the Relation Between Servant Leadership and Employee Job Satisfaction

The hypothesis of SL is also acquiring trust and backing of the Church of Jesus Christ of Latter-day Saints (LDS Church). Church educational system (CES), a significant personal spiritual education institution with its headquarters in the Rocky Mountain Area, the degree of employee perceptions of SL were correlated with job satisfaction [93]. From the perspective of this research article, we have established a relationship, as illustrated in Figure 2.13 below, which serve as supporting evidence and reinforce our first hypothesis, Because it give support to the relationship between SL and EJS of our research model.

FIGURE 2.13: Relationship Between Servant Leadership and Job Satisfaction

To increase teacher retention, leaders in public teaching should be aware of the instructor job dissatisfaction in educational environment. Instructor job satisfaction in a public school district is positively correlated with perceptions of servant leader behaviors. The development of servant-minded principals who are able to

cultivate a climate that is oriented toward service within the public education system has implications for educational leadership [94]. From the perspective of this research article, we have established a relationship, as illustrated in Figure 2.14 below, which serve as supporting evidence and reinforce our first hypothesis, Because it give support to the relationship between SL and EJS of our research model.

FIGURE 2.14: Relationship Between Servant Leader Behaviour and Teacher Job Satisfaction

Demonstrating humility, providing direction, stewardship, interpersonal acceptance, authenticity, empowering and developing individuals are the most popular aspects of SL. SL needs to apply enticing planning aspects and implies that SLs set up strategies to urge supporters to carry out the hierarchical objectives through a surely knew mental model of their devotees. In light of the fact that innovation is essential to effective leadership, SL must also foster innovation in the workplace. Also, SL advances representatives' exhibition by encouraging their capacity for development and their satisfaction. When it comes to EJS, effective servant leaders must strive to improve it [95].

SL was decidedly associated to EJS. When job position, seniority, and gender were taken into account, there were no statistically important differences. However, employees' views of SL principles and job satisfaction were influenced by education level and licensure requirement [96]. From the perspective of this research article, we have established a relationship, as illustrated in Figure 2.15 below, which serve as supporting evidence and reinforce our first hypothesis, Because it give support to the relationship between SL and EJS of our research model.
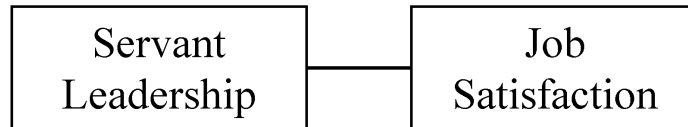
Servant Leadership		Employee Job Satisfaction

FIGURE 2.15: Relationship Between Servant Leadership and Employee Job Satisfaction

There is a strong correlation between registered nurse job satisfaction in acute health care environments and perceptions of servant leader behaviors. Recruitment and development of servant-minded nurse leaders, who are able to establish a caring and satisfying servant-minded nursing culture are implications for leadership [97]. From the perspective of this research article, we have established a relationship, as illustrated in Figure 2.16 below, which serve as supporting evidence and reinforce our first hypothesis, Because it give support to the relationship between SL and EJS of our research model.

Perceptions Of Servant Leader Behaviors		Nurse Job Satisfaction

FIGURE 2.16: Relationship Between Perception of Servant Leader Behaviors and Nurse Job Satisfaction

Job satisfaction can be increased and in turn the organizational health can be promoted to an optimal state. This will change the paternalistic type of leadership to servant-leadership by increasing employee perceptions of servant-leadership and establishing healthy relationships through positive communications. Allowing employees to determine their vocation's purpose in light of Lutheranism may increase job satisfaction. The Lutheran identity of the Midwest College may be preserved in the midst of organizational changes if the leaders adopt a SL style [98]. From the perspective of this research article, we have established a relationship, as illustrated in Figure 2.17 below, which serve as supporting evidence and reinforce our first hypothesis, Because it give support to the relationship between SL and EJS of our research model.

Servant Leadership	Job Satisfaction
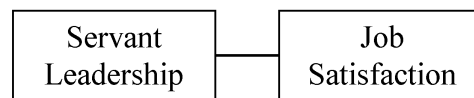
FIGURE 2.17: Relationship Between Servant Leadership and Job Satisfaction

There is a healthy correlation among employee and customer satisfaction and SL. The business sector accounts for the majority of this evidence [99]. From the perspective of this research article, we have established relationships, as illustrated in Figure 2.18 below, which serve as supporting evidence and reinforce our first hypothesis, Because it give support to the relationship between SL and EJS of our research model.

Servant Leadership	Employee Job Satisfaction
	Customer Satisfaction
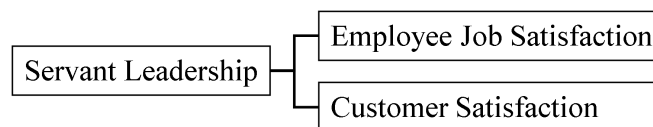
FIGURE 2.18: Relationship Between Employee Job Satisfaction, Customer Satisfaction

The significant positive correlation, elementary principal job satisfaction was correlated with the perceived level of SL in Ohio state public institutes. Given the strong positive correlation, SL appears to be a strategy worthy of further investigation to combat the exodus of educational administrator principals [100]. From the perspective of this research article, we have established a relationship, as illustrated in Figure 2.19 below, which serve as supporting evidence and reinforce our first hypothesis, Because it give support to the relationship between SL and EJS of our research model.

Elementary Principal Job Satisfaction	Perceived Level of Servant Leadership
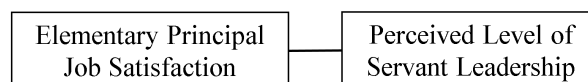
FIGURE 2.19: Relationship Between Elementary Principal Job Satisfaction and Perceived Level of Servant Leadership

Different levels of SL were found to have positive relationships with followers' job satisfaction [101]. From the perspective of this research article, we have established a relationship, as illustrated in Figure 2.20 below, which serve as supporting evidence and reinforce our first hypothesis, Because it give support to the relationship between SL and EJS of our research model.
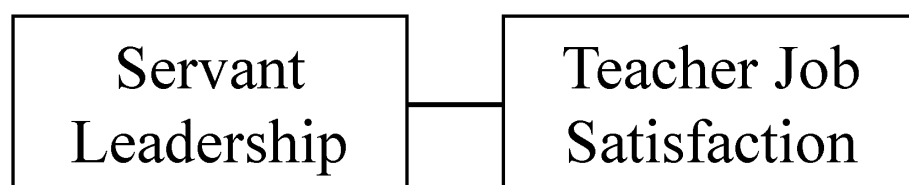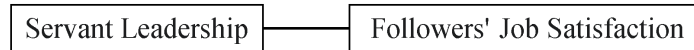

FIGURE 2.20: Relationship Between Servant Leadership and Followers Job Satisfaction

Outcomes like job satisfaction, organizational citizenship behavior, job performance, organizational commitment, and follower trust are positively correlated with SL. It was also observed that the greatness of the impact of SL on these results was moderated essentially by meaningful and systemic factors, for example, distribution status, culture, gender of the sample, level of investigation, kind of association and different review plan attributes [102]. From the perspective of this research article, we have established relationships, as illustrated in Figure 2.21 below, which serve as supporting evidence and reinforce our first hypothesis, Because it give support to the relationship between SL and EJS of our research model.
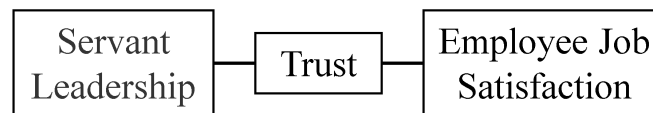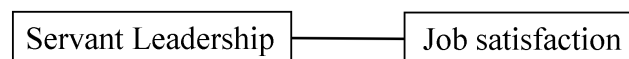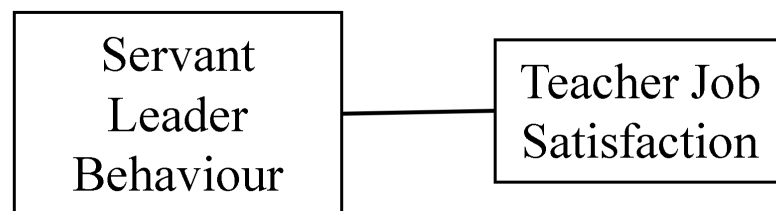

FIGURE 2.21: Relationship Between Job Satisfaction, Organizational Citizenship Behavior, Job Performance, Organizational Commitment, and Follower Trust With Servant Leadership

There is a positive correlation between job functioning in a simulated environment during crises and SL. Moreover, the mental strengthening to some degree mediates the connection between SL and undertaking execution. The connection between SL and task performance is positively moderated by perceived supervisor support [103]. A happy workforce was a result of SL [104]. Job satisfaction was significantly predicted by SL [11]. There is an optimistic link between SL and the core self-evaluations of a leader through job satisfaction to SL [105]. Job satisfaction and core self-evaluation are both predicted by SL and also the core self-evaluation is predicted by job satisfaction [86].

This is especially valid for SL; despite of the connections recommending followers, such leaders are probably going to be more committed in. SL creates a balance between fun activities and the work commitment aspects. On the other hand, work-life balance is fully mediated the influence of SL. Work-life balance ultimately has an optimistic connection with all aspects of job commitment and totally mediates the effect of SL showing the significant part that work-life balance may play in increasing job commitment [106].

In the situation of a restaurant chain, a multifaceted calculation of stock effectiveness that involved client scores of take-out correctness, delivery correctness, and client satisfaction in addition to two other organizational calculations ate with heightened OCB was associated with servant culture and store manager SL [63]. When servant leader puts the needs of their followers first, their subordinates feel more empowered, grow, and are in better health [107].

It has been demonstrated that SL increases EJS [108]. Humility is an element of SL [109]. Spirituality is also an element of SL [110]. The CEO and his subordinates (employees) must exhibit servant and spiritual leadership to boost productivity in the workplace [111]. Trust was fostered in followers by servant leaders. Additionally, it was discovered that thriving acted as a moderator in the relationship among employee creativity and leader trust [112].

H_1*: There is a Positive Relationship between Servant leadership (SL) and Employee Job Satisfaction (EJS)*

2.9 Mediating Role of Leader Humbleness between Servant Leadership and Employee Job Satisfaction

A leader's tendency for compassionate love is thought to foster virtues like altruism, forgiveness, gratitude, and humility. In terms of providing direction, stewardship, authenticity, and empowerment; this virtuous attitude will lead to SL behavior [113]. From the perspective of this research article, we have established a relationship, as illustrated in Figure 2.22 below, which serve as supporting evidence and reinforce our second hypothesis, Because it give support to the indirect path relationship between SL and LH of our research model.
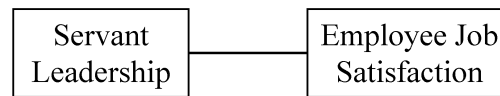

FIGURE 2.22: Relationship Between Servant Leadership and Humility

The eight attributes of SL are humility, altruism, authenticity, integrity, listening, compassion, accountability, and courage. The competencies of compelling vision, stewardship, empowerment, and relationship building were identified as SL competencies. Work-life balance, leader-member exchange, person-organizational fit/person-job fit, job satisfaction, self-efficacy(An individual's confidence in their ability to carry out the actions required to achieve specific performance goals), trust, organizational commitment, innovation and creativity, organizational citizenship behavior, and work engagement were all positively impacted by SL on an individual level [114]. From the perspective of this research article, we have established relationships, as illustrated in Figure 2.23 below, which serve as supporting evidence and reinforce our First and second hypothesis, Because it give support to the relationship of SL and EJS. Also, give support to the indirect path relationship between SL and LH, and to the indirect path relationship between LH and EJS of our research model.

FIGURE 2.23: Impact of Servant Leadership Attributes on Employee Job Satisfaction: Mediating Role of Leader Humbleness

It has been recognized that humility is the fundamental quality of SL. Also, employee innovation behavior is positively influenced by humble leadership; moreover, the relationship among humble leadership and employee innovation behavior is partially moderated by leader political skills and partially mediated by employee core self-evaluation (CSE). So, leaders ought to keep up with humbleness, improve representative core self-assessment (CSE) and foster specific political abilities to stimulate employee innovation behavior [82]. From the perspective of this research article, we have established relationships, as illustrated in Figure 2.24 below, which serve as supporting evidence and reinforce our first and second hypothesis, Because it give support to the direct relationship between SL and EJS (employee get innovative when they are satisfied). Also, to the indirect path relationship between SL and LH, to the indirect path relationship between LH and EJS of our research model.
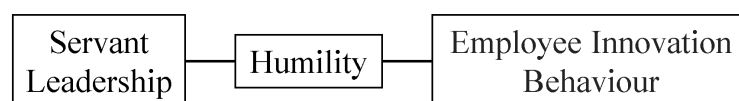
FIGURE 2.24: Influence of Servant Leadership, Humility, and Employee Innovation Behavior: A Moderated and Mediated Perspective

The relationship among subordinates' job satisfaction and SL was mediated by trust in the leader. Additionally, the constructive outcome of SL on followers confidence in leader and job satisfaction was more grounded for short-residency followers as compared to the long-residency employees [92]. From the perspective of this research article, we have established relationships, as illustrated in Figure

2.25 below, which serve as supporting evidence and reinforce our first hypothesis, Because it give support to the direct relationship between SL and EJS of our research model.
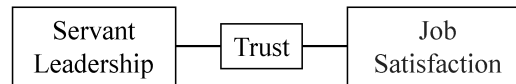

FIGURE 2.25: Mediating Role of Trust: Linking Servant Leadership to Employee Job Satisfaction

When businesses have tried to boost profits, leadership has always been a major topic of discussion. It is common knowledge that successful organizations are built on strong leadership. Spirituality in the surrounding promotes divinity and spiritual qualities like honesty and humility. It also includes maintaining aesthetics that are peaceful and harmonious. On the whole, WPS and SL lead to brilliant relational connections by fortifying these connections and the organizational unity is kept intact by supporting corporate culture [22]. From the perspective of this research article, we have established relationships, as illustrated in Figure 2.26 below, which serve as supporting evidence and reinforce our all our hypotheses, Because it give support to the direct path relationship between SL and EJS, also to the indirect paths relationships, between SL and LH, to indirect path relationship between LH and EJS, as well as to the relationships, between SL and WPS, between WPS and EJS of our research model.
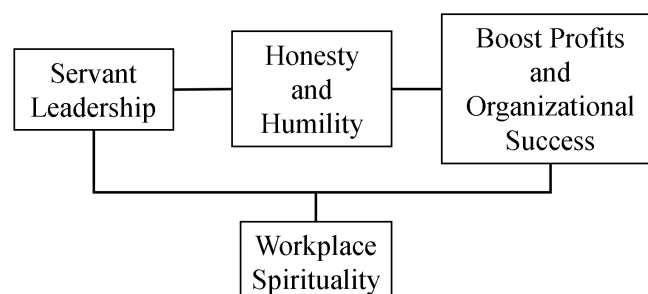
FIGURE 2.26: Enhancing Organizational Success: The Mediating Role of Workplace Spirituality and Leader Humbleness in the Relationship Between Servant Leadership and Employee Job Satisfaction

While SL, participative leadership, and level-five leadership; all recognize humility as a fundamental quality. Meanwhile humble leadership; a novel form of independent leadership has received little academic attention for a considerable amount of time [115]. Organizations that have sustained a high performance standards share a few characteristics with those that have not experienced a significant decline in performance over the past century, showing that their chiefs are modest and center around the interests of the association [116]. At the point when deals of chief show worker initiatives, then sales representatives might be bound to exhibit a client direction. So, sales-people's customer orientation can be significantly influenced by leadership style, particularly by SL [117].

Humble leaders acknowledge their shortcomings, value their subordinates' benefits and contributions, and learn from others. A staff's emotion allowed of invention failure will be lessened along with their emotional choices, which will increase as a result of these humble leadership traits and it will also encourage innovation behavior and concept generation [118]. Being called as a servant, being humble, and showing empathetic behavior and love to people are the characteristics of a servant leader. By demonstrating an interest in novel approaches to problem solving, a commitment to the development of followers, an openness to the opinions of others, and concern for the well-being of employees; servant leaders are mainly well-suited to psychological safety and boosting intrinsic motivation [119]. Indeed, followers' engagement was positively correlated with humble leadership [10].

Psychological safety may play a significant role in the process by which followers respond to leaders' humility by becoming more engaged with their work. There are a number of theoretical implications. First, it confirms previous findings regarding the connections between employee engagement, psychological safety, and humble leadership [10, 120, 121]. One type of ambient stimulus can be humble leaders; this stimulus is widely present throughout the organization and is acknowledged by subordinates [122]. Employees' psychological freedom and engagement increased as a result of humble leadership's perceived legitimacy of their developmental journey. Employees' creative efforts are more likely to be appreciated by humble leaders who acknowledge and accept their subordinates expertise and

knowledge. Instead of doing so for external rewards, humble leadership style encourages subordinates to resolve problems or complete tasks, which are interesting and/or challenging [9].

Humble leadership mitigates the negative effects of leader narcissism, resulting in favorable outcomes for the followers [123]. A SL style, in which leaders opinion of their character is focused on developing subordinates, is consistent with honesty and humility. Honesty and humility in a leader make it easy to focus on the growth of followers and create deep, satisfying relationships with the sales-people [4]. Salespeople are more likely to view leaders as servants if they are viewed as honest and humble. Essentially, these leaders are regarded as more considerate of others, transparent, and fair because they project honesty and humility [10]. Humble leaders are more likely to consider the perspectives, ideas, and points of view of others and to listen to them to determine a bunch of action for the future [124]. Additionally, previous research suggests that humble leadership can promote and maintain the overall performance of the organization by fostering unity among the upper management team. This is in addition to ensuring leadership effectiveness by profoundly influencing employees identification [52]. Put forward several outcomes of humble leadership could increase follower engagement by matching tasks to followers' strengths, giving subordinates a say in decision-making, and encouraging followers to grow and learn [125]. Humble leadership emphasizes the connection between job performance and job satisfaction [126]. Productivity and efficacy tend to rise when employees are content in the workplace. Additionally, establish a connection between job satisfaction and performance while incorporating the idea of employee advancement and development [127].

Personal growth and development are more likely to result in enrichment and a sense of fulfillment if employees are more satisfied at work [127]. However, some academics do not believe that performance and satisfaction are linked [128]. When subordinates are content, they are less likely to leave their jobs [129]. Unhappy employees tend to leave the workplace and/or if necessary, they go on strike [129]. More satisfied employees are very good, not to do absentees and exhibit more organizational citizenship behaviors [130].

Leader humility had an important optimistic outcome on group effectiveness. Also, it is suggested that employees satisfaction acts as a moderator between LH and team effectiveness; whereas, the leader member exchange has a partial mediating effect on the interaction between LH and team effectiveness. The hypothesized moderation and mediation model was proposed, which also suggested implications for both practice and theory. Also, the development of appealing organizational mechanisms to guarantee improved leader member exchange and employee satisfaction for enhancing employee effectiveness is one of the organizational implications. In addition, organizations ought to attract and retain humble leaders. Additionally, leaders should display a humble conduct when interacting with employees, which will ultimately result in higher team effectiveness [19].

Humble leadership results are linked to the factors that lead to engagement while it should be a good predictor of follower engagement [131]. Moreover, humble leaders exhibit several traits that increase EJS, such as respect for employees, which is a good way to build trust. In addition, they make an effort to grow other people and involve employees by seeking their advice [43]. The most crucial aspects for achieving employee satisfaction throughout the organization are respect and trust [132]. One of the most important factors in determining quality, customer satisfaction, and productivity according to the contemporary management theory is employee satisfaction [133]. In practice, humble business owners typically perform well in managing their businesses. Leadership humility entails not only exhibiting some internal potential but similarly appreciating and knowing the superego's information and direction for the organization as a whole [134]. The behavioral norms of low power distance cultures should be consistent with servant leaders because of the importance positioned on equality among followers and leaders. It also increases the chance for the leaders to establish humbleness and encourage the growth of supporters [135].

Honesty and humility affect the leadership approach, which in turn influences the clients attitude and sales-persons effectiveness through an optimistic relationship quality. More specifically, it is argued that SL is largely predicated on a person's honesty and humility [136]. Employee innovation behavior is positively influenced

by humble leadership. In addition, employees innovation behavior and humble leadership are partially mediated and moderated by employee core self-evaluation (CSE) and leader political skills, respectively [82]. These aspects are especially important because it is hard to keep a good supervisor-employee relationship without mutual trust and participation [132]. Practitioners and researchers have shown more interest in humility since 2000. The entire body of research demonstrates that humility is beneficial and productive in a wide range of social settings including organizations and work teams. The positive impact of humble leader is fortified and may require the presence of corresponding conditions [137].

A leaders humility predicts their representatives' moral ways of behaving, gratitude, and empathy. Besides, impression of WPS is intervened the time-slacked impacts of a leaders humility on their devotees' moral ways of behaving, gratitude, and empathy. Through a unique process that involves WPS, a leader's humility has significant implications for the positive behaviors and emotions of those who follow him/her [85]. There is a positive influence of LH on team effectiveness. There is a partial mediation of leadership-member exchange (LMX) on LH and team effectiveness interplay and employee satisfaction mediates the LH and team effectiveness [19]. Followers capability as perceived by the leader is positively related to leader-expressed humility and, in turn, this behavior would conditionally enhance follower trust. It means that the followers will less trust the humble leader when they attribute leaders expressed humility more to serving impression management motives [138].

The relationship between LH and follower creativity is mediated by follower self-efficacy [139]. Subordinate psychological entitlement is positively correlated with LH, which in turn increases workplace deviation [140]. Beyond the effects of ethical leadership and leader general humility, moral humility of the leader predicts moral behavior and followers moral efficacy [141]. When leaders and followers are the same age and gender, the connection among humility on the part of the leaders and self-expansion on the part of followers is strengthened [142]. A large health insurance company's survey data revealed that the interaction of LH and narcissism is associated with followers' perceptions of effectiveness, follower job engagement

along with the objective and subjective follower job performance. When humility is tempered by narcissism; the followers can benefit from narcissistic leaders [123]. LH upgrades group execution sequentially through expanded group mental capital and group task portion viability [143]. Team-building behavior is a better proximal predictor of team performance and a lower rate of team turnover than LH [144]. LH is dedicatedly connected with the workers prosperity. In addition, under high perceptions of leader effectiveness, the effect of LH on employee humility and the indirect effect of LH on work engagement and EJS are stronger [145]. The power distance orientation of the followers positively moderated the relationship between LH and psychological empowerment of followers. The effect of the LH on supporter mental strengthening was most grounded when the two devotees' degrees of force distance direction and various levels distance were high [146].

Based on above presented literature discussion, the second hypothesis of our study is the following.

H_2*: Leader Humbleness (LH) Mediates the Relationship between Servant leadership (SL) and Employee Job Satisfaction (EJS)*

2.10   Moderating Role of Workplace Spirituality

The organization's focus has shifted from purely economic and social activities to spiritual growth. Leaders must comprehend employees' hearts and minds as well as their brains and arms. Spiritual leadership and WPS merge to ensure that employees' values and vision are in line with the objectives of the company. WPS mediates the relationship between spiritual leadership and organizational commitment. Theoretically, spirituality in the workplace is the considerations in the organizational theory. So, policymakers should support and expand spirituality practices in the workplace. Also, WPS can increment representative commitment and loyalty to the organization [147]. From the perspective of this research article, we have established relationships, as illustrated in Figure 2.27 below, which serve as supporting evidence and reinforce our third hypothesis, Because it give support

to the relationship between SL and WPS, as well as to the relationship between WPS and EJS of our research model.

| Servant Leadership | — | Workplace Spirituality | — | Employee Job Satisfaction |
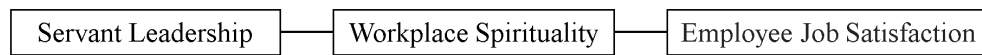
FIGURE 2.27: Relationship between Servant Leadership and Job Satisfaction

Employee engagement, external and internal spiritual needs are supported by WPS. Employees become more productive and committed when employers care about their spiritual well-being. Also, WPS helps all partners including passage level representatives, senior administration, investors, and local area individuals. By bringing attention to the connection between employee engagement and WPS exhibits positive social change [148]. From the perspective of this research article, we have established relationships, as illustrated in Figure 2.28 below, which serve as supporting evidence and reinforce our third hypothesis, Because it give support to the relationship between SL and WPS, as well as to the relationship between WPS and EJS of our research model.

| Servant Leadership | — | Workplace Spirituality: Enhancing Employee Engagement and Fulfilling Spiritual Needs | — | Employee Job Satisfaction |

FIGURE 2.28: Workplace Spirituality as a Mediator: Enhancing Employee Engagement and Fulfilling Spiritual Needs in the Context of Servant Leadership and Employee Job Satisfaction

There is a positive correlation between task performance in a virtual environment during crises and SL. Furthermore, the connection between task performance and SL is partially mediated by psychological empowerment. Also, the relationship between SL and task performance is positively moderated by perceived supervisor support. In addition, perceived supervisor support moderates the indirect effect of SL on task performance through psychological empowerment. The consequences of this significant hypothetical and functional commitment by further investigating SL and different viewpoints connected with representative group execution

in a virtual working environment in relation to an emergency like Corona virus. Specifically, SL has an immediate and backhanded (mental strengthening) impact on the undertaking execution of representatives working in a virtual work setting during the pandemic emergency [103]. From the perspective of this research article, we have established a relationship, as illustrated in Figure 2.29 below, which serve as supporting evidence and reinforce our first hypothesis, Because it give support to the relationship between SL and EJS (task performance of employees is best when they are satisfied) of our research model.
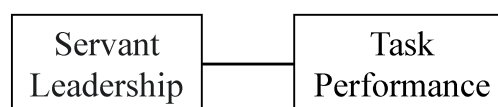
FIGURE 2.29: Relationship Between Servant Leadership and Task Performance

Servant leaders have an effect on employee creativity by creating an atmosphere that encourages spirituality in the workplace. Besides, this relationship is fortified to the degree that the SL has elevated degrees of political-ability [149]. From the perspective of this research article, we have established relationships, as illustrated in Figure 2.30 below, which serve as supporting evidence and reinforce our third hypothesis, Because it give support to the relationship between SL and WPS, as well as to the relationship between WPS and EJS of our research model.
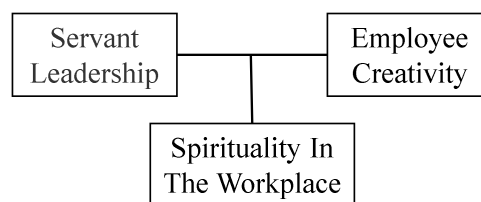
FIGURE 2.30: Moderating Role of Workplace Spirituality: Strengthening the Relationship Between Servant Leadership and Employee Creativity

There is a positive and significant connection between SL and WPS as well as between SL and perceived organizational support. Likewise, consequences of the

review showed that SL style altogether increments WPS and authoritative help of nurses. It has been proposed that SL is effective leading to increased patient satisfaction as the most important factor in assessing the service quality in hospital by enhancing the level of job satisfaction of subordinates. This is done in order to institutionalize the importance of SL in the organization of hospitals, which includes the development of educational programs through workshops to develop SL skills at various management levels [150]. From the perspective of this research article, we have established relationships, as illustrated in Figure 2.31 below, which serve as supporting evidence and reinforce our third hypothesis, Because it give support to the relationship between SL and WPS, as well as to the relationship between WPS and EJS (satisfaction of employees leads to patients satisfaction as well) of our research model.
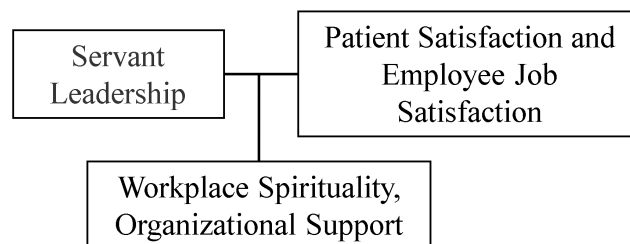
FIGURE 2.31: Mediating Role of Workplace Spirituality: Strengthening the Relationship Between Servant Leadership and Employee Job Satisfaction in Hospital Settings

In this disruptive era, one of the essential requirements for every organization's success has been the capacity to quickly adapt to change. Effective engagement to change is the most important aspect of commitment to change, even though engagement to change is the most desirable attitude when an organization is going through major changes. Then again, leadership is known as one of the main forerunners of obligation to change. So, SL and effective commitment to altering relationships can be mediated through the objective of WPS [151]. From the perspective of this research article, we have established relationships, as illustrated in Figure 2.32 below, which serve as supporting evidence and reinforce our third hypothesis, Because it give support to the relationship between SL and WPS, as

well as to the relationship between WPS and EJS (affective commitment can be achieved by satisfaction) of our research model.
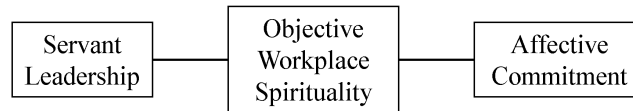
FIGURE 2.32: Mediating Role of Objective Workplace Spirituality in the Relationship Between Servant Leadership and Affective Commitment

Strengthening of SL is a promising path for improving WPS, which may have some advantages, such as enhancing individual and institutional public health sector performance [152]. From the perspective of this research article, we have established relationships, as illustrated in Figure 2.33 below, which serve as supporting evidence and reinforce our third hypothesis, Because it give support to the relationship between SL and WPS, as well as to the relationship between WPS and EJS (enhancing individual and institutional public health sector performance can be only achieved when the employees are satisfied) of our research model.
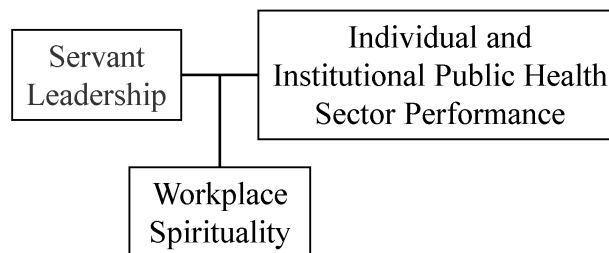
FIGURE 2.33: Role of Workplace Spirituality in Moderating the Relationship Between Servant Leadership and Employee Job Satisfaction in Enhancing Public Health Sector Performance

There is a relationship of SL on job satisfaction between instructors and organizational citizenship behavior (OCB). The SL style is considered as a multifaceted form of leadership. It is also regarded as the best method for fostering OCB between teachers and enhancing their level of job satisfaction. Both of these attributes are considered as essential components of education for achieving the

vision and mission in an efficient and transparent manner within the framework of the Malaysian Educational System [153]. From the perspective of this research article, we have established relationships, as illustrated in Figure 2.34 below, which serve as supporting evidence and reinforce our first hypothesis, Because it give support to the relationship between SL and EJS(job satisfaction further increase OCB) of our research model.
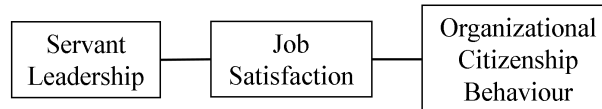
FIGURE 2.34: Influence of Servant Leadership on Job Satisfaction and Organizational Citizenship Behavior: Strengthening Hypothesis Via Workplace Spirituality Moderation

The SL is dedicatedly connected with organizational performance. In addition, it is influenced by self-efficacy and WPS as the moderating and mediating variables, respectively. So, leaders should use their altruistic mission, persuasion, and rational guidance to cultivate and improve employees' WPS and self-efficacy in order to achieve the goal of improving enterprises' organizational performance [154]. From the perspective of this research article, we have established relationships, as illustrated in Figure 2.35 below, which serve as supporting evidence and reinforce our third hypothesis, Because it give support to the relationship between SL and WPS, as well as to the relationship between WPS and EJS (job satisfaction may lead to organizational performance) of our research model.
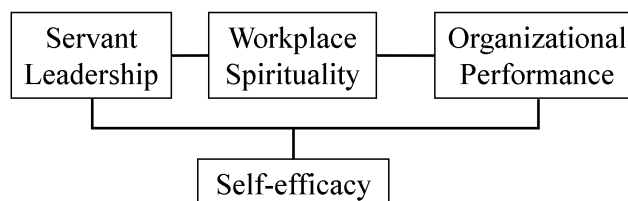

FIGURE 2.35: Mediating and Moderating Pathways: Enhancing Organizational Performance Through Servant Leadership, Workplace Spirituality, and Self-Efficacy

If employees do their jobs well and thrive at work, they are considered valuable assets for the company. Prior investigations have validated that development of employees at work further develops commitment, devotion, satisfaction, and responsibility. Also, SL improves nourishment of employees at job and WPS. When WPS acts as a mediator, the strength of the relationship between SL and thriving at work increases [155]. From the perspective of this research article, we have established relationships, as illustrated in Figure 2.36 below, which serve as supporting evidence and reinforce our third hypothesis, Because it give support to the relationship between SL and WPS, as well as to the relationship between WPS and EJS of our research model.
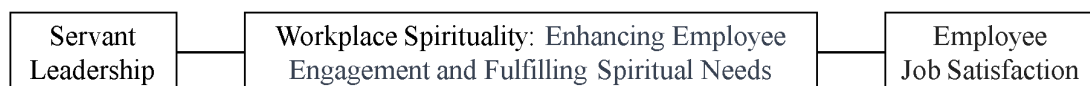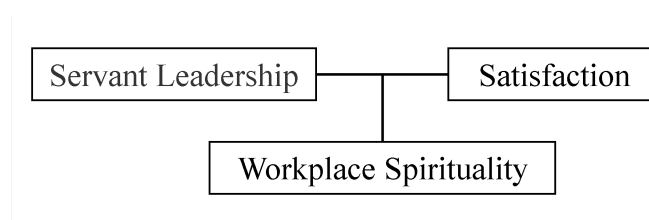
FIGURE 2.36: Moderating Role of Workplace Spirituality in Enhancing the Relationship Between Servant Leadership and Employee Job Satisfaction

Regardless of the exhibited research benefits, the fundamental motivation to advance WPS knowledge is that it assists in submitting the incomparable proclamation by cherishing the neighbor as ourselves. Our dutifulness is satisfying to the God and produces a lovely product of exemplary nature that favors representatives, clients, and the local area at large to the God be the magnificence [156]. For servant leaders, spirituality is a significant source of inspiration [110]. SL is one approach to religious/spirit-centered leadership that has recently caught the attention of the leadership researchers and practitioners. As subordinates are motivated to improve awareness, trust, learning, and spiritual fulfillment at work by the concept of SL. Therefore, from an ethical standpoint, servant leaders are those who demonstrate that they are deserving of the trust of employees, customers, and business stakeholders. Leaders with higher spirituality are bound to show all ethics as well as the other way around [73]. Servant leaders are motivated by an intellect of inner conviction, passion to serve, and make an optimistic change for

others. The development of followers in a variety of zones, such as ethical wisdom, emotional maturity, and psychological well-being is the primary attention of SL. Unexpected connections between mindfulness and SL are revealed as morality, spirituality, and forgiveness [84]. The way the servant leader gives power to the group and offers support to contribute the team in meeting its ambitions can also help servant leaders develop collective trust in the leader at the team level [157].

Faith in the leader has been considered a significant approach for clearing the impact of SL on supporter outcomes [158]. Work performance is influenced by spiritual leadership, job satisfaction and performance are influenced by spirituality at the workplace [159]. The development of trust within an organization among persons and teams is a highly significant component in the organization's future steadiness and the well-being of its subordinates [160]. According to organizational citizenship behavior (OCB) theory, each worker's motivation to make the most of his performance results along with the coworkers interaction; all have an impact on the organization performance. Servant leaders cultivate followers who are more content, committed, engaged, and effective. According to research, subordinates of servant leaders move above and beyond their occupation tasks to exhibit organizational citizenship behavior [72]. According to another study, only intelligent spirituality and leadership spirituality had a significant impact on job satisfaction [161].

Psychological empowerment is framed as a type of intrinsic motivation to make responsibilities established in four extents; impact, self-determination, meaning, and competence. Although SL imparts a few shared characteristics to other authority styles; for example, revolutionary and enabling authority, there is developing proof that it is thoughtfully particular and has gradual impact [6]. Due to the emotional energy they expend and the time they spend with employees, servant leaders face significant physical and emotional challenges [162]. The relationships between team power, goal, and process clarity were strengthened by SL [163]. It has also been found that organizational commitment and commitment to change are positively correlated with SL. Moreover, the experimental support for the trickledown customer-oriented performance outcomes and effect of SL such as customer service

quality and performance, customer satisfaction, pro-social behavior geared toward customers and co-creation of customer. Employees provide excellent customer service in such environment. Faithfulness to the company in the form of promotional voice and repeat purchases is a direct result of customer satisfaction, which in turn leads to increased revenue and higher stock prices [4]. There are seven dimensions of SL; conceptual skills, community value creation, emotional healing, followers' empowerment, supporting followers' growth and success, prioritizing subordinates, and ethical behavior. Affective commitment is a strong motivation for employees to stay with their company [164].

Spiritual leadership and SL are theoretically connected [61]. The global financial crisis showed that religious and spiritual values are just as important to successful business organizations as they are to religious institutions. Spirit-centered or spiritual leadership is a subject of investigation often linked to the WPS [73]. WPS is associated with EJS [165]. Spirituality in the workplace has an important impact on job satisfaction. Happy workers were more likely to be creative when they are trusted by their leaders [112]. Subordinates will engage in organizational citizenship behavior (OCB) when they are pleased with their leader and want to repay the leader for their support. Unit associates should reciprocate by performing behaviors (like OCB) that will eventually advantage the leader and assist him/her in achieving goals because SL greatly benefits subordinates [166].

Although, employees are scared to take on new challenges due to the uncertainty of the outcomes. By encouraging job crafting, WPS and SL can prevent job boredom. Also, teams may be more likely to create a more stimulating work environment under SL [167]. They anticipate a confident correlation between a team, SL, and individual performance [157]. Although recent research has demonstrated that SL may lead to more proactive behavior on the part of followers. The creation of strong, long-term relationships between leaders and employees are other aspects of SL. Additionally, servant leaders contribute to strengthening employee-organization relationships [164]. Critical positive associations exist among the components of WPS, representative commitment, and satisfaction. There is a significance of spirituality and employee engagement in the non-profit organizations

[168]. An employee who has experienced WPS is more likely to be contented at his workplace and will not exhibit deviant behavior. Organizations must establish a WPS culture due to the potential impact on workplace deviant behavior and job satisfaction of WPS [169]. It is becoming increasingly difficult for businesses all over the world to retain and engage their workforce. In addition, the workforce of today is increasingly looking for intrinsic benefits in addition to monetary compensation. There is a significant positive relationship between organizational citizenship behavior (OCB) and WPS [170]. Job satisfaction and WPS are found to be positively correlated. The discoveries build up the reason that WPS can be very much utilized as an instrument to drive job satisfaction among the representatives of a firm along with the significant role that spirituality may play at the workplace [171]. Spirituality in the workplace is one way to deal with stressful over-load. Spirituality in the workplace is also found to have a significant impact on job satisfaction [172].

*H_3: **Workplace Spirituality (WPS) Moderates the Relationship Between Servant leadership (SL) and Employee Job Satisfaction (EJS)***

2.11   Research Model
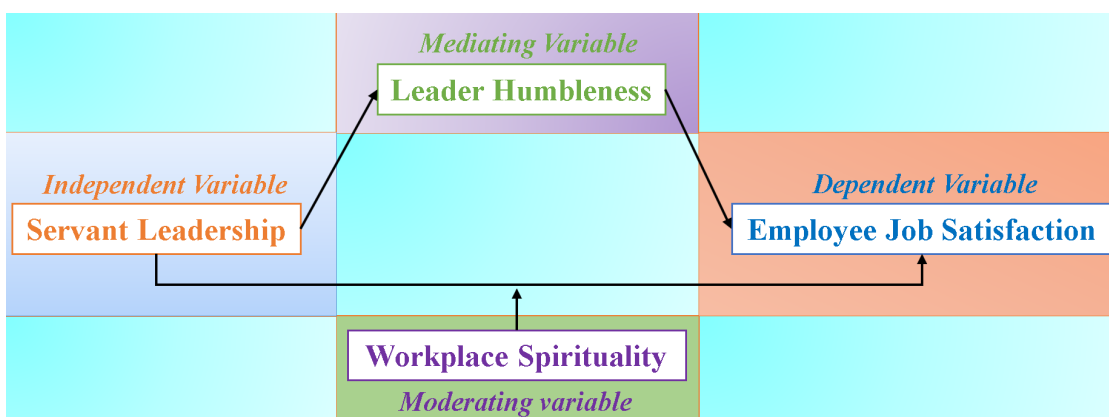
FIGURE 2.37: Proposed Research Model

Figure 2.37 shows the proposed research model for the current study. The independent variable is SL, the dependent variable is EJS, the mediating variable is

LH and moderating variable is WPS. In the model, mediating variable LH is connecting SL to the EJS, which means that the dependent variable is impacted not only directly but also through the mediating variable (LH). Also, the moderator WPS is moderating the two independent and dependent variables SL and EJS, respectively. It means if we change the moderating variable WPS, it will affect the relationship of independent and dependent variables positively. In other words, if the WPS is increased in the environment where SL is practiced, it will increase EJS.

2.12 Research Hypothesis

The following are the three hypothesis of our research.

H_1: There is a positive relationship between Servant leadership (SL) and Employee job satisfaction (EJS).

H_2: Leader humbleness (LH) mediates the relationship between Servant leadership (SL) and Employee job satisfaction (EJS).

H_3: Workplace spirituality (WPS) moderates the relationship between Servant leadership (SL) and Employee job satisfaction (EJS).

2.13 Construct Questions and Their Sources: A Comprehensive Analysis and Reference Compilation

The tables below include the References that were mentioned in the literature review. Each question used in the questionnaire is also listed, along with the relevant literature references that connect to those questions. below Table 2.1 consist of Servant Leadership constructs with references of the corresponding literature review.

TABLE 2.1: Servant Leadership Fourteen Constructs and References of the Corresponding Literature Review

No.	Statement	Reference
1	Department leader spends the time to form quality relationships with department employees.	[25],[6],[98]
2	Department leader creates a sense of community among department employees.	[164]
3	Department leader decisions are influenced by department employees input.	[74],[135]
4	Department leader tries to reach consensus among department employees on important decisions.	[4]
5	Department leader is sensitive to department employees responsibilities outside the workplace.	[4],[75],[86],[96]
6	Department leader makes the personal development of department employees a priority.	[24],[72],[76],[78],[95]
7	Department leader holds department employees to high ethical Standards.	[74],[74],[4]
8	Department leader does what she or he promises to do.	[91],[92],[93],[102],[112],[4]

No.	Statement	Reference
9	Department leader balances concern for day-to-day details with projections for the future.	[106]
10	Department leader displays wide-ranging knowledge and interests in finding solutions to work problems.	[26],[27],[143]
11	Department leader makes employees feel like they work with him, not for him.	[132],[137]
12	Department leader works hard at finding ways to help others by the best they can be.	[90],[103]
13	Department leader encourages department employees to be involved in community service and volunteer activities outside work.	[22],[23],[77],[89],[63]
14	Department leader takes important decisions after the mutual consent of the department employees.	[19]

Below Table 2.2 consists Leader Humbleness constructs with references of the corresponding literature review.

TABLE 2.2: Leader Humbleness Nine Constructs and References of the Corresponding Literature Review

No.	Statement	Reference
1	This leader actively seeks feedback, even if it is critical.	[79]
2	This leader admits it when they dont know how to do something.	[82],[123],[10],[19],[138],[123],[146].
3	This leader acknowledges when others have more knowledge and skills than him or herself.	[45],[44],[48],[49],[65],[67],[122],[9],[134]
4	This leader takes notice of others strengths.	[10],[125],[140].
5	This leader often compliments others on their strengths.	[52]
6	This leader shows appreciation for the unique contributions of others.	[37]
7	This leader is willing to learn from others.	[52],[70],[127]

No.	Statement	Reference
8	This leader is open to the ideas of others.	[46],[51],[119],[124]
9	This leader is open to the advice of others.	[47],[114],[43]

Below Table 2.3 consists Workplace Spirituality constructs with references of the corresponding literature review.

TABLE 2.3: Workplace Spirituality Seven Constructs and References of the Corresponding Literature Review

No.	Statement	Reference
1	I experience a real sense of trust and personal connection with my coworkers.	[57],[63],[103],
2	I try to help my coworkers relieve their suffering.	[148],[156]
3	I experience joy in my work.	[112],[169]
4	My spirituality gives me inner strength to solve my work problems.	[54],[55],[62],[152]
5	I feel like I am part of a community at work.	[58],[153]

No.	Statement	Reference
6	Usually, I can perceive what others want to communicate.	[53],[85],[149]
7	The work I do is connected to what I think is important in life.	[56],[59],[60],[61],[147],[150],[151],[154]

Below Table 2.4 consists Employee Job Satisfaction constructs with references of the corresponding literature review.

TABLE 2.4: Employee Job Satisfaction Nine Constructs and References of the Corresponding Literature Review

No.	Statement	Reference
1	I receive recognition for a job well done.	[33],[34],[37],[38],[39],[40],[96],[127],[130],[19]
2	I feel close to the people at work.	[84],[87],[88],[99]
3	I feel good while working at this company.	[36],[9],[19]
4	I feel secure about my job.	[10, 120, 121].
5	I believe management is concerned about me.	[16]

No.	Statement	Reference
6	On the whole, I believe work is good for my physical health.	[107]
7	My wages are good.	[35]
8	All my talents and skills are used at work.	[173]
9	I get along with my supervisors.	[80],[81],[82],[94],[97]

2.14 Variables and Its Factors Titles

TABLE 2.5: Factors of Servant Leadership

Servant Leadership		
Relationship	Community	Inclusivity
Consensus	Empathy	Development
Ethics	Trustworthiness	Balance
Expertise	Teamwork	Support
Service	Collaboration	

TABLE 2.6: Factors of Employee Job Satisfaction

Employee Job Satisfaction		
Recognition	Relationships	Enjoyment
Security	Concern	Health
Compensation	Utilization	Supervision

TABLE 2.7: Factors of Leader Humbleness

Leader Humbleness		
Feedback-Seeking	Transparency	Acknowledgment
Strength-Recognition	Complimenting	Appreciation
Learning	Openness	Advice Acceptance

TABLE 2.8: Factors of Workplace Spirituality

Workplace Spirituality		
Trust and Connection	Compassion	Joy
Inner Strength	Community	Empathy
Alignment		

Chapter 3

Research Methodology

3.1   Introduction

In this section, the research methodology will be devised. The EJS is evaluated along with the impact of SL on it. Also, the mediating role of LH and moderating effect of WPS are examined. The research methodology is further elaborated by describing the research instruments used, reliability of variables, sample population, type of study, and unit of analysis. This section will also outline the data collection methods and statistical techniques to be employed in the analysis, ensuring a rigorous and well-informed research approach.

3.2   Research Design

Research design is a path which shows that how the research will be done and conducted, also who will be the respondents of the research, which method will be used to gather data. And also which techniques will be use to conclude after the data analysis. This is a causal research; one can also call it as explanatory research. It means that this study would attempt to judge whether two distinct positions have a cause and effect relationship or not. This type of research depends on the primary data of the study.

3.2.1   Unit of Analysis

The contributors who participated in this research are Engineers or people who work in the management sectors of various organizations. Some questionnaires were distributed among the respondents by hand along with the utilization of online Google Form tool to gather responses of the questionnaire. The questionnaire was simple and no personal information was collected from the respondents, so that the respondents could happily filled out the survey form and did not hesitate in giving the necessary information.

Data were collected from three groups.The first group consists of some bachelor students while mostly masters and PhD students, who are working as part time or full-time jobs. They responded to the questionnaire online. The second group consists of managers and employees who work on online platforms. They also responded online to the survey form. The third group consists of employees and managers working in two health organizations, one restaurant and a house building company in Islamabad. The responses questionnaire from this group were collected by hand distribution. So, the unit of analysis in this study was managers, team leaders, and subordinates of management sectors of Islamabad and Rawalpindi. Moreover, the Master and PhD students who work as employees or managers as well as the people who work on online platforms were also included in this study.

3.2.2   Type of Study

This study investigates and shows the impact of SL on EJS accompanied by the mediating role of LH and the moderating effect of WPS. It also examines and shows the correlations among the four variables with each other. In this work, a co-relational study method is used, which is a type of research design that investigates the relationships two or more variables.

After analyses, the relations may be considered as weak or strong as well as negative or positive. It must be noted that sometime there may be no correlation at all, it all depend on the r value calculated. The value between 0 and 1 means a

positive correlation. The r value between -1 and 0 means a negative correlation. and zero means no correlation.

3.2.3 Research Philosophy and Quantitative Research

As it is known that the population of the current research may be very large because SL can be applied to almost any type of organizations such as from educational to service organizations, management sectors, health sectors, etc. Therefore, the sample is collected from the whole population (of team leaders and subordinates, who work in small and medium enterprises, the masters and PhD students, who work as part time and full-time, and from the managers as well, who work online on projects) which represents the overall population. Therefore, in this study, the method used was quantitative approach.

3.2.4 Population

SL principles can be applied in all most every type of organization. So, sample is chosen from a population consisting of three groups. The first type consists of Bachelors, Masters, and PhD students currently working in organizations in Rawalpindi and Islamabad, and the second type consists of managers, team leaders, and subordinates who manage projects on online platforms in Rawalpindi and Islamabad. The third type consists of managers, team leaders, and subordinates working in management sectors consisting of two health sectors, a restaurant, and a home builders company in Islamabad.

3.2.5 Sample and Sampling Technique

Sampling is the best technique/approach for representation of a population. Researchers use different types of sampling techniques. By keeping in view of the nature of current research study, convenience sampling technique is selected. This type of sampling is a non-probability sampling, which includes the sample being

derived from that portion of the population, which is acceptable and easy to be selected. According to the current proposed research methodology, convenience sampling is the most suitable technique; as it is easy and the data could be collected efficiently.

3.2.6   Data Collection Technique

The primary source was used for data collection; as it was difficult to get all the answers from the whole population of Pakistan because of time limitations and the absence of resources. The sampling method was the main focus of to obtain and gather information; so, through a sample, the whole population was targeted. The specific sample of the population represents the entire population. Thus, the designated sample should have all the features, which are needed to represent the entire population and the obligation of the research.

3.3   Pilot Testing

To mitigate potential uncertainties such as time and budget constraints, it is prudent to employ a proactive approach through the execution of a pilot study. A pivotal element of this process is the collection of a specific number of completed questionnaires, with a minimum requirement of 30 and a maximum of 50 responses, which are crucial for evaluating the data's validity. Pilot testing serves as a valuable tool in ensuring the absence of scale or variable errors within the research design. Consequently, the initial 30 responses gathered from the questionnaire are deemed essential for the pilot testing phase of this study.

3.4   Techniques for Data Analysis

After gathering information from 300 participants, the following process was used to analyze the data using SPSS:

1. Only surveys with correctly completed answers were chosen for analysis.

2. Each variable was coded, and it was used to analyze the data.

3. Frequency tables were used to describe the characteristics of the data.

4. Using numeric data, descriptive statistical analysis was performed.

5. By using the confirmatory factor analysis (CFA) technique, AMOS module of SPSS software was used to assess the model's measurement suitability.

6. Cronbachs alpha was used to evaluate the dependability of each variable.

7. Correlation analysis is used to determine whether a meaningful link between all variables exists or not.

8. To determine the hypothesized link, linear regression analysis was done between the dependent variable and the independent variable.

9. Andrew F. Hayes processes are taken into account while doing the mediation and moderation analyses.

3.5 Instrumentation

3.5.1 Measure

The research questionnaire was written in simple English language, The online medium/platform was used to distribute the questionnaire to the first and second type of groups.

The first group consists of Bachelors, Masters, and PhD students currently working in different organizations and the second one comprises of managers, team leaders and subordinates who manage projects through online platforms. And also was circulated by hand to the third group, which consists of managers, team leaders and subordinates work in management sectors (such as health sectors, restaurant, home builders of Islamabad).

The information was collected on the basis of a scale which contains five choices to be selected, which was varied from numeric digit 5 (Strongly Agree) to1 (Strongly Disagree). These scales were selected from the previous literature and the questionnaire were build accordingly, as shown in Table 3.1.

Servant leadership

The SL scale used in this study was established by M. G. Ehrhart [74] and it carries 14 items.

Leader Humbleness

The LH scale used in this research was developed by B. P. Owens et al. [10] and it carries 9 items.

Workplace spirituality

The WPS scale used in this study was established by Petchsawang and Duchon [174] originally consists of 37 items but our study can be measure by only through 7 of its items; therefore, only 7 items were chosen.

Employee Job Satisfaction

The EJS scale used in this study was developed by Macdonald and Maclntyre [175], which consists of 9 items.

TABLE 3.1: Instrumentation

Variables	Sources	Items
Servant Leadership	Ehrhart (2004) [74]	14
Leader Humbleness	Owens et al. (2013) [10]	9
Workplace Spirituality	Petchsawang and Duchon (2009) [174]	7
Employee Job Satisfaction	Macdonald and Maclntyre (1997) [175]	9

3.6 Thesis Flow Chart

Following Figure 3.1 is the flow chart of the thesis. First the literature Review were done, then quantification of variables (SL, EJS, LH, WPS), then questionnare were design accordingly, after spreading the responses were collected, then analysis were carried out (results and discussion were prepared) and then we came up with conclusion.
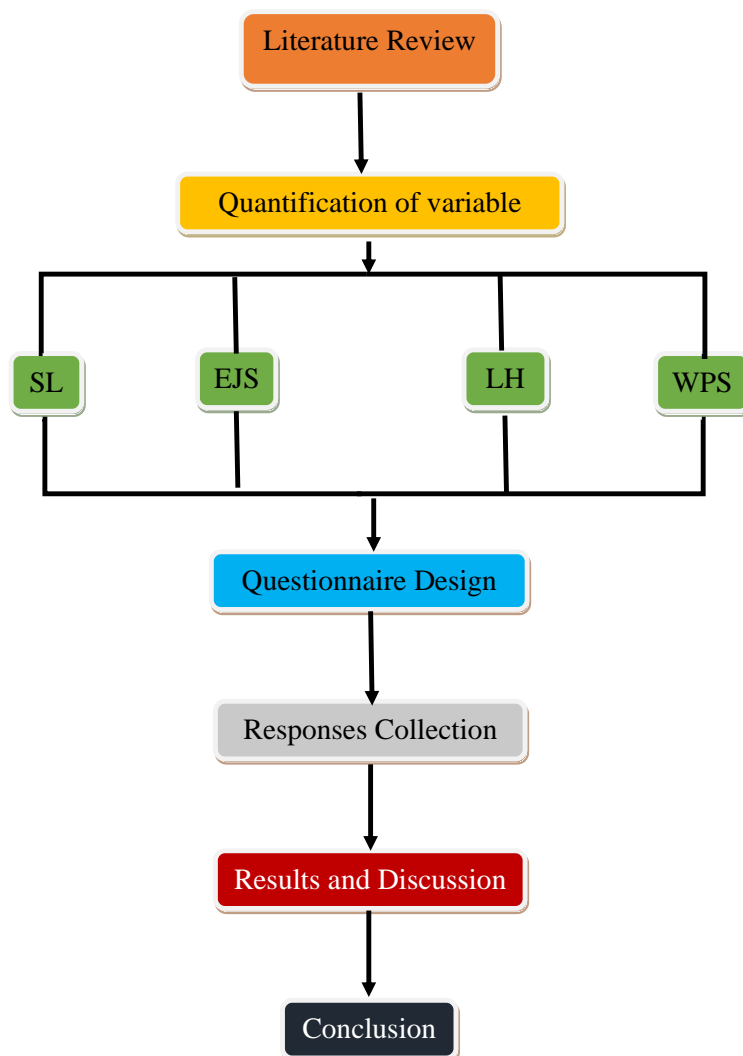
FIGURE 3.1: Thesis Flow Chart

Chapter 4

Results

4.1 Results of Demographic Data

Demographics contain in this research are respondents qualification, designation, job experience, gender, and age. Table 4.1 contains sample characteristics.

TABLE 4.1: Demographic Data

Gender	Age	Experience	Qualification / Education	Designation
Male	Below 25	5-10	Matric / O-level or equivalent	Project Manager
Female	25-30	11-16	Intermediate / A-level or equivalent	Engineer Manager
	30-40	17-22	Bachelor or equivalent	Project leader
	Above 40	23-28	Masters / M.Phil or equivalent	Team leader
		29 and above		Engineer
				Advisor and Expert

4.1.1 Gender

Generally, most organizations contain two types of genders; male and female. The following Table 4.2 contains the frequency and percentage of respondents and it shows that 147 male and 89 female participated and they completed questionnaire fillings. The percentages of male and female respondents were 62.3% and 37.7%, respectively.

TABLE 4.2: Gender Distribution

Gender	Frequency	Percent
Male	147	62.3
Female	89	37.7
Total	236	100.0

4.1.2 Age

The age choices for the respondents were four as shown in Table 4.3. These options were above forty years, between thirty and forty years, between twenty-five and thirty years, and below twenty five years.

TABLE 4.3: Age Distribution

Age (In Years)	Frequency	Percent
Below 25	34	14.4
25-30	90	38.1
30-40	73	30.9
Above 40	39	16.5
Total	236	100.0

According to the data enlisted in Table 4.3, the received responses were 34, 90, 73, and 39 from age groups between 25-30 years, between 30-40 years, and above 40 years, respectively. Whereas, the responses received from below 25 years were 34 only. The calculations of percentages represent that 38.1% respondents were between 25-30 years, 14.4% were below 25 years, 30.9% were between 30-40 years, and 16.5% were above 40 years.

4.1.3 Experience

As information related to the experience of respondent is important for research. Therefore, for data collection of the managers/leaders or employees/follower, the designed choices of experience for respondents are shown in Table 4.4.

TABLE 4.4: Experience Distribution

Experience (In Years)	Frequency	Percent
5-10	148	62.7
11-16	57	24.2
17-22	12	5.1
23-28	9	3.8
29 and above	10	4.2
Total	236	100.0

Table 4.4 exhibits that the respondents having experience of 5-10 years were in maximum (148 respondents) in number. , There were 57 respondents with 11-16 years of experience and 12 responses were received from 17-22 years experience group. There were only 9 and 12 respondents having 23-28 years and more than 29 years of experience, respectively. The percentages of the respondents are computed, the respondents of 5-10 years experience are in access and comprised of

62.7%. The respondents having 11-16 years of experience respondents are 24.2%, 17-22 years of experience are 5.1%, and 23-28 years of experience are 3.8%. Only 4.2% respondents are above 29 years of experience.

4.1.4 Qualification

Table 4.5 given below shows the data related to the respondents qualifications.

TABLE 4.5: Qualification Distribution

Qualification / Education	Frequency	Percent
Matric / O-level or equivalent	1	0.4
Intermediate / A-level or equivalent	14	5.9
Bachelor or equivalent	83	35.2
Masters / M.Phil or equivalent	106	44.9
PhD	32	13.6
Total	236	100.0

In the above Table 4.5 frequencies and percentages of the qualification of the respondents are given. The percentage of Masters / M.Phil or equivalent respondents is greater among all and comprises 44.9%. Bachelor or equivalent are of 35.2% intermediate / A-level or equivalent are 5.9%, and Matric / O-level or equivalent are 0.4% while PhDs are 13.6%.

4.1.5 Designation

As it is well known that for this type of study designation of the respondents are necessary. The following Table 4.6 shows the frequencies and percentages of the respondents designation.

Table 4.6: Designation Distribution

Designation	Frequency	Percent
Project Manager	18	7.6
Engineer Manager	20	8.5
Project leader	24	10.2
Team leader	64	27.1
Engineer	88	37.3
Advisor and Expert	22	9.3
Total	236	100.0

In the above Table 4.6, the maximum percentage of respondents is Engineers, which is 37.3%. Team Leaders are 27.1%, Project Leaders are 10.2%, Advisors and Experts are 9.3%, Engineer Managers are 8.5% and Project Managers are 7.6%.

4.2 Confirmatory Factor Analysis (CFA) for All Variables

The AMOS module is launched and then SPSS file is selected to create the CFA model according to the data. The boxes of residual moments and modification indices are checked for analysis properties and then the test for model fit is run. Table 4.7 shows the values of CFA analysis as; CMIN (critical value of the chi-square statistic) =992.836, RMSEA (Root Mean Square Error of Approximation) = 0.043, DF (degree of freedom) = 696, CMIN/DF= 1.426 (this value should be between 1 and 3 [176]), CFI(Comparative Fit Index) = 0.847, PCLOSE = 0.982.

According to Hu and Bentler [176], these model values are excellent and significant for further analysis.

TABLE 4.7: Measurements of Model

Model	Factors	RMSEA	CMIN/DF	PCLOSE	CFI
Hypothesized Model	Four	0.04	1.426	0.982	0.847

Figure 4.1 represents the complete CFA Model of the current study.
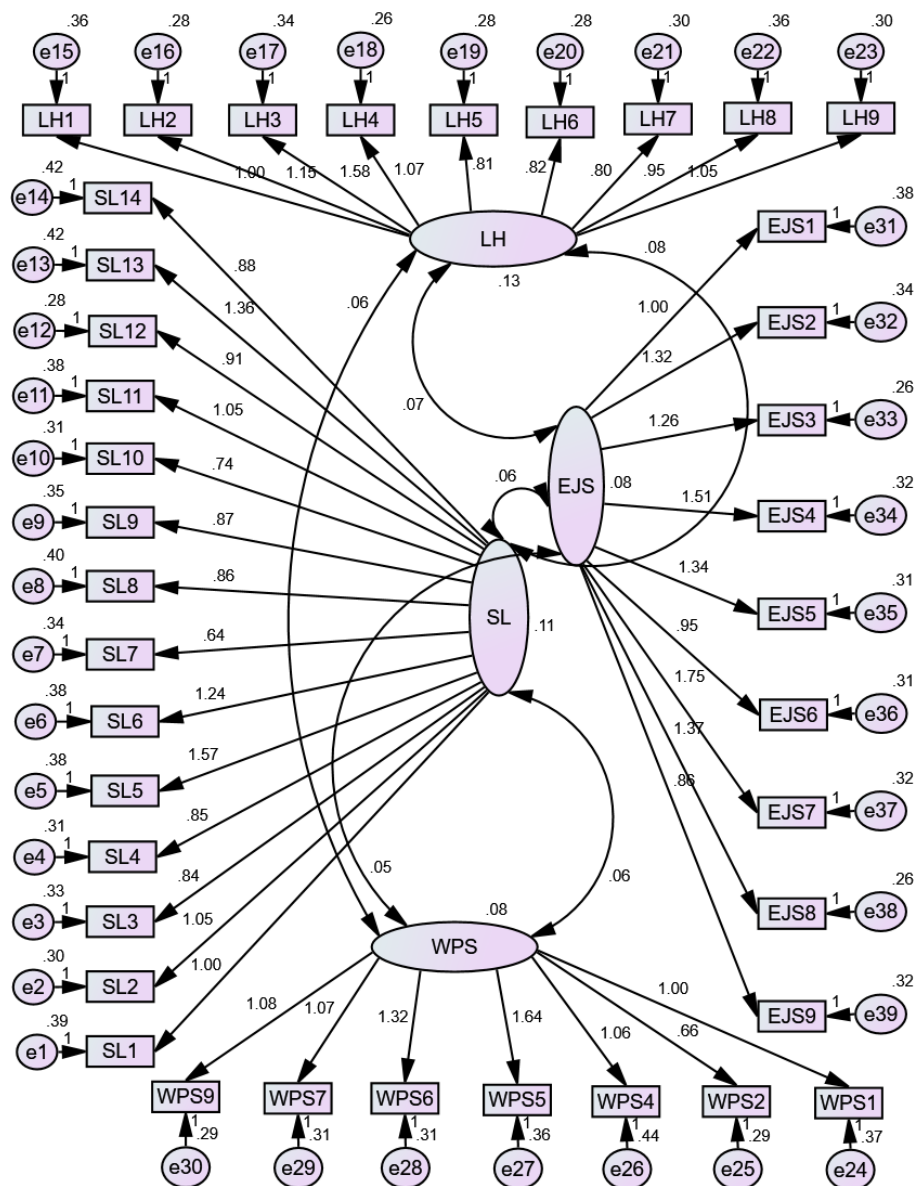
FIGURE 4.1: CFA Complete Model

4.3   Reliability of the Scale

For reliability analysis, first the data is analyzed in SPSS software to check the Cronbachs Alpha values of all the variables. For this analysis, each variable and its items are run in the software. It is suggested that the least value of Cronbachs Alpha should be greater or equal to 0.6 [177]. To accomplish this, first we go to the analyze tab then scale, after that we select the reliability analysis. The results of analysis for all variables and items are enlisted in Table 4.8.

TABLE 4.8: Reliability of the Constructs

Variable	Number of Items	Cronbachs Alpha
Servant Leadership	14	0.807
Leader Humbleness	9	0.793
Workplace Spirituality	7	0.673
Employee Job Satisfaction	9	0.773

Table 4.8 shows Cronbachs Alpha for all the variables, in which SL consists of fourteen items and attains a value of 0.807, which is highest among all of the other variables. LH consists of nine items and gets a value of 0.793, WPS consists of 7 items and achieves a value of 0.673, and in the last EJS consists of nine items and gets a value of 0.773. As all the values of Cronbachs alphas more than 0.6; thus, all the constructs are found to be reliable. The questionnaire was analyzed to check if the form is filled carefully or not.

4.4   Descriptive Statistics

All the values like the total number of respondents (N), minimum value (Min), maximum value (Max), mean value (M), and standard deviation (SD) values are given in the following Table 4.9.

TABLE 4.9: Descriptive Statistics

Variable	N	Min.	Max.	M	SD
SL	236	2.57	5.00	4.4207	0.36828
LH	236	1.89	5.00	4.4849	0.41108
WPS	236	2.57	5.00	4.4274	0.36830
EJS	236	2.44	5.00	4.4473	0.39606

4.5 Correlation Analysis

To assess the correlation among variables, the Pearson correlation is used. This is a very basic statistical analysis method, which is performed frequently and is very useful in statistics. It forms the basis of a large number of other more sophisticated and useful statistics like multiple regression and factor analysis.

For analysis, we first go to analyze tab in SPSS then select correlate, then select bi-variate and put all four variables into the variable box, then the Pearson box is checked and then run the analysis.

It is necessary to know about the significance of the Pearson correlation range, which can be denoted by r and the value of r must be between -1 and 1. The degree of strength of the relation between 2 variables can be compared to the degree of the value of r. SL and EJS relation is very significant and has a positive relation having an r value equal to 0.511** and p value is less than 0.01. LH mediates the relationship of SL and EJS, which also has a positive relation to SL having an r value equal to 0.558** and p value is less than 0.01. WPS moderates the relationship of SL and EJS by having a positive correlation to SL and the r value equals to 0.483** and p value is less than 0.01.The results of all variables are displayed in the following Table 4.10.

TABLE 4.10: Correlation Analysis

Variable	1	2	3	4
SL	1			
EJS	0.511**	1		
LH	0.558**	0.542**	1	
WPS	0.483**	.707**	.478**	1

As the correlation analysis exhibits the relationships among all variables. Therefore, it is necessary to check all the links of the variables to prove that all hypotheses are correct. All the results of the correlations are shown in the above Table 4.10, which represents that all the values of relations are positive and significant.

4.6 Regression Analysis

The reliance of one variable on another can be examined through regression analysis. In essence, it refers to the degree to which one variable like EJS depends on an independent variable. In the current study, A. F. Hayes [178] techniques for mediation and moderation regression analysis are used to assess the interaction impact of SL and EJS.

Through mediation regression analysis, the mediating role of LH between SL and EJS can be evaluated. Mediation analysis is performed using CFA model displayed in Figure 4.1. From A. F. Hayes processes [178], Model 1 is used for moderation analysis.

Both mediation and moderation analyses utilize separate mechanisms. Table 4.11 shows the conclusions of the proposed relationships between SL and EJS. To establish a causal association between SL and employee job satisfaction, a linear

regression analysis is done using the research model designed in the current study, in which the dependent variable or predictive variable (Employee job satisfaction) shows a significant relationship with SL.

According to the findings, there is a direct positive link between SL and employee job satisfaction such that an increase in SL will inevitably increase the employee job satisfaction when p is less than 0.01 and β is equivalent to 0.511. Similarly, a drop in the SL will cause a decrement in employee job satisfaction; as this number is positive and will have a positive impact. Also, the value of R^2 is equal to 0.261, which means that 26.1% change is been accounted by SL on EJS. As a consequence, Hypothesis 1 is accepted and is confirmed by the data, which indicates that SL has a beneficial impact on EJS.

TABLE 4.11: Regression Analysis

Employee Job Satisfaction			
Predictor	β	R^2	**P**
Servant Leadership	0.511	0.261	0.01
p<0.01**			

4.6.1 Mediation Analysis

It was assumed that LH serves as a mediator between SL and employee job satisfaction in Hypothesis 2. An investigation of the mediation was conducted using the bootstrapping approach. Along with the 95% confidence interval, A. F. Hayes [178] method established the bootstrapping approach for estimation of indirect effect. This approach offers a chance to examine mediation to prevent flaws. To examine the indirect effects of SL on EJS, one may effectively do mediation analysis utilizing PROCESS Macros of SPSS and by selecting the number 4 Model. The comprehensive demonstration of mediation findings in terms of the overall, direct, and indirect effects of bootstrapped outcomes of SL are shown in Figure 4.2 and Figure 4.3. To quantify the indirect impact of SL on employee job satisfaction, the lower- and upper-level confidence intervals are 0.1171 and 0.3536, respectively.

Therefore, LH and a p value of less than 0.05 were responsible for mediating the effect of SL on employee job satisfaction. A confidence interval (of 95%) exists, which demonstrates that LH mediates the relationship between SL and employee job satisfaction. Both the ULCI and LLCI are positive; therefore, it can be deduced that mediation is taken place. As a result, Hypothesis 2 is accepted; which states that LH mediates the link between SL and EJS.

The results of mediation analysis are also enlisted in Table 4.12.

The paths a, b, c' and c are shown in Figure 4.2 and Figure 4.3.

a-Path

The a (a-path) pertains to the immediate impact of the independent variable (SL) on the mediator (LH). In simpler terms, it's the numerical representation of how much the independent variable influences the intermediary variable.

b-Path

The b (b-path) signifies the direct consequence of the mediator (LH) on the dependent variable (EJS), while accounting for the influence of the independent variable (SL). This coefficient illustrates the correlation between the intermediate variable and the dependent variable, all while accommodating the effect of the independent variable.

c-prime-Path

The c' (c-prime or c-path prime) indicates the direct consequence of the independent variable (SL) on the dependent variable (EJS), disregarding the role of the mediator (LH). It represents the coefficient that numerically quantifies the straightforward relationship between the independent variable and the dependent variable.

c-Path

The c (c-path) captures the direct relationship between the independent variable (SL) and the dependent variable (EJS), considering any influence that might be

mediated by the variable (LH). This coefficient helps outline the total effect of the independent variable on the dependent variable.

```
                         OUTCOME VARIABLE:
                          LH

                         Model Summary
                                   R         R-sq        MSE           F          df1         df2           p
                               .5576        .3109       .1169     105.5700      1.0000     234.0000       .0000

                         Model
                                            coeff          se           t           p         LLCI        ULCI
                         constant          1.7336       .2687      6.4517       .0000       1.2042      2.2630
                         SL                 .6224       .0606     10.2747       .0000        .5030       .7417

                         OUTCOME VARIABLE:
                          EJS

                         Model Summary
                                   R         R-sq        MSE           F          df1         df2           p
                               .5976        .3571       .1017      64.7125      2.0000     233.0000       .0000

                         Model
                                            coeff          se           t           p         LLCI        ULCI
                         constant          1.3950       .2720      5.1293       .0000        .8592      1.9308
                         SL                 .3251       .0680      4.7769       .0000        .1910       .4591
                         LH                 .3602       .0610      5.9076       .0000        .2400       .4803
```

FIGURE 4.2: Mediation Analyses a, b and c' values

```
                 *************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y ******

                 Total effect of X on Y
                      Effect          se           t           p         LLCI        ULCI
                       .5492       .0604      9.0865       .0000        .4301       .6683

                 Direct effect of X on Y
                      Effect          se           t           p         LLCI        ULCI
                       .3251       .0680      4.7769       .0000        .1910       .4591

                 Indirect effect(s) of X on Y:
                      Effect      BootSE    BootLLCI    BootULCI
                 LH    .2242       .0606       .1171       .3536
```
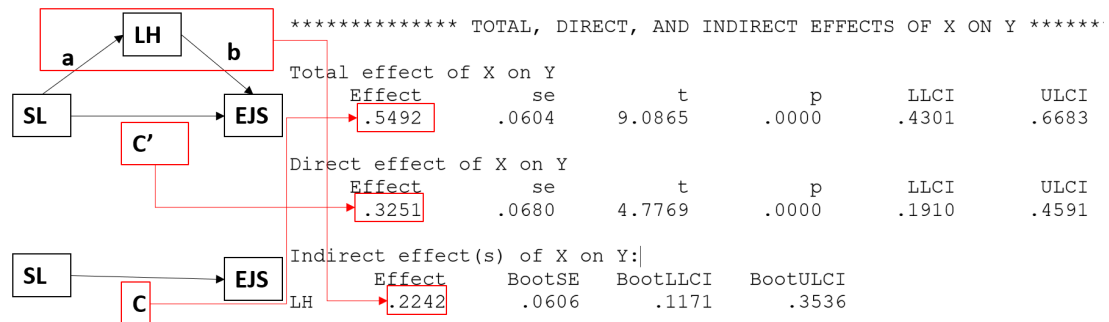
FIGURE 4.3: Mediation Analyses of The Overall, Direct, And Indirect Effects

TABLE 4.12: Mediation Analysis

Total Effect of IV on DV	Direct Effect of IV on DV	Indirect Effect of IV on DV	Boot LL95CI	Boot UL95CI
0.5492	0.3251	LH 0.2242	0.1171	0.3536
p<0.01				

Where IV =Independent Variable, DV =Dependent Variable, LL=Lower Limit,
UL=Upper Limit, CI= Confidence Interval.

4.6.2   Moderation Analysis

In Hypothesis 3, it was assumed that WPS was acting as a beneficial moderator between SL and EJS. This means the the relationship of SL and EJS will be weaken or stronger if we change the WPS variable. In our research our First hypothesis was the relationship between SL and EJS, So first it was determined whether the SL and employee job satisfaction are related or not. So, after that the the moderation analysis is done to show the result of moderation of WPS between SL and EJS, the results shows the value of R^2, which is equal to 0.5516, which indicates that a change of one unit in WPS causes an increase of 0.5516 units in employee job satisfaction. Additionally, the value of p is also less than 0.01 indicating the association between SL and employee job satisfaction is extremely modest. Model 1 and the PROCESS Macros of SPSS are used to perform the moderation analysis. The lower and upper confidence interval values of SL×WPS are -0.3416 and -0.0538, respectively. As both values have the same sign and there is no zero present between the two numbers. Thus, the hypothesis is accepted. Results of moderation analysis is shown below in Figure 4.4 and Table 4.13.

```
                                 ┌────┐          ┌────┐  ┌─────────────────────────┐
OUTCOME VARIABLE:                │ SL │─────┬───▶│EJS │  │ Moderation is taken place,│
 EJS                             └────┘     │    └────┘  │ p = 0.000 & no zero between│
                                            │            │ LLCI and ULCI              │
                                         ┌──────┐        └─────────────────────────┘
Model Summary                           │ WPS  │
          R         R-sq        MSE      └──────┘   F          df1          df2            p
       .7427        .5516       .0713       95.1183    3.0000    232.0000        .0000

Model
             coeff        se          t          p         LLCI        ULCI
constant    -2.6434     1.2004     -2.2021      .0286      -5.0085      -.2783
SL           1.0386      .3008      3.4524      .0007       .4459      1.6313
WPS          1.4414      .2988      4.8232      .0000       .8526      2.0301
Int_1        -.1977      .0730     -2.7069      .0073      -.3416      -.0538

Product terms key:
 Int_1    |:        SL        x        WPS

Test(s) of highest order unconditional interaction(s):
      R2-chng        F         df1        df2          p
X*W      .0142      7.3271     1.0000    232.0000       .0073
```

FIGURE 4.4: Moderation Analyses of Workplace Spirituality

Table 4.13: Results of Moderation Analysis

Interaction Term	R^2-Change	R^2	LL95CI	UL95CI	p
SL×WPS	0.0142	0.5516	-0.3416	-0.0538	0.000
p<0.01**					
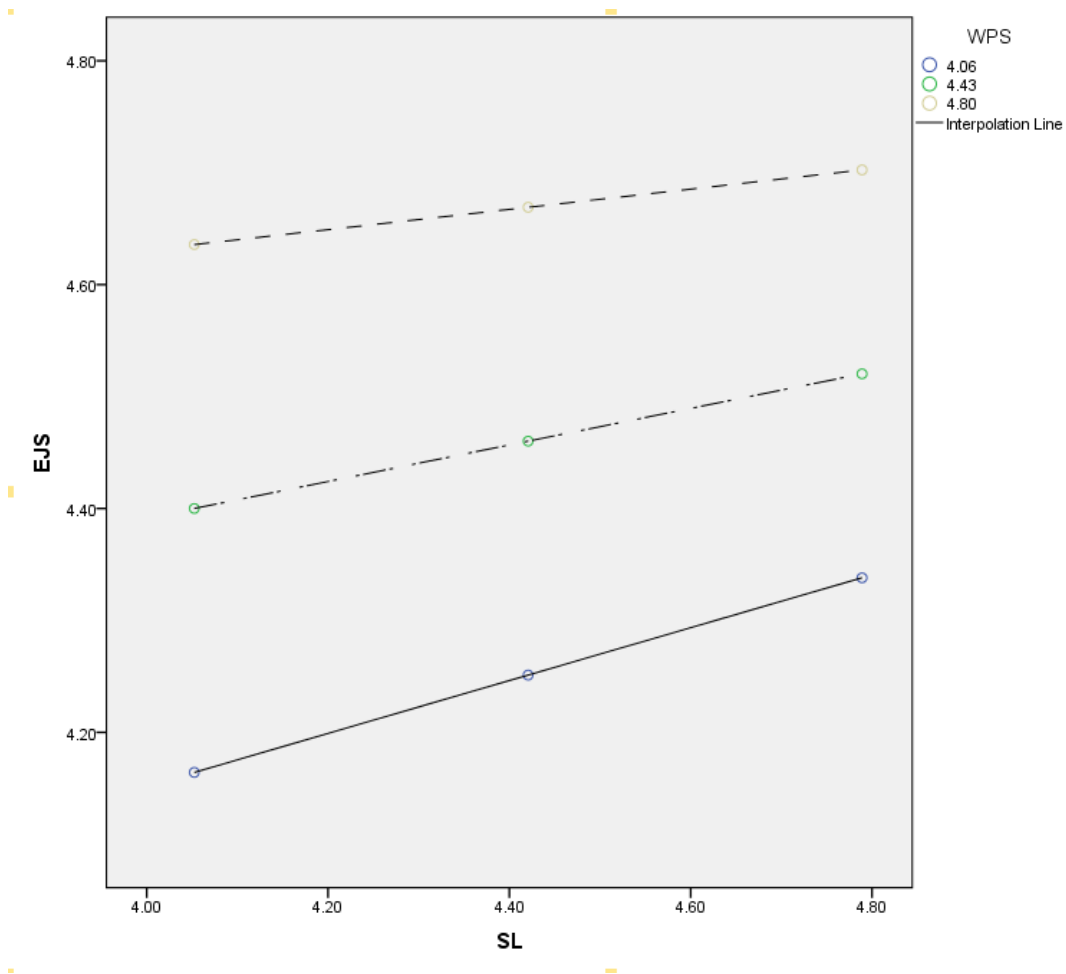
Figure 4.5: Moderation Analysis Graph

Figure 4.5 exhibits the moderation analysis graph. In the graph the low WPS line is much steeper as compare to the High WPS line, this mean that if High SL is applied in organization with low WPS it will increase the EJS more as compare to high WPS and vice versa. and from the resposes and the literature it show us

that high WPS with High SL make more increase in EJS and vice versa, so this is a gape for the future researcher to look further to this issue, in our research as the lines steepness is not much different from each other and also the literature and generally from the responses, it supports that high WPS and high SL lead to greater increase in EJS. Also It is recommended that when the lines of the moderation analysis graph generated through SPSS, if the lines are parallel to each other then there is no moderation effect exist between the variables. It can be observed from the above graph that the lines are not parallel, which suggests that there is a strong moderation effect exist between the variables.

4.7 Summary of Accepted/Rejected Hypothesis

The following Table 4.14 shows the summaries of the Accepted/rejected hypothesis.

TABLE 4.14: Hypothesis Decisions

Hypothesis	Statement	Status
Hypothesis 1	H_1:There is a positive relationship between SL and EJS	Accepted
Hypothesis 2	H_2: LH positively mediates between SL and EJS	Accepted
Hypothesis 3	H_3: WPS positively moderating between SL and EJS	Accepted

Chapter 5

Discussion and Conclusion

5.1 Discussion and Conclusion

This last section includes a detailed discussion of the relationships between the variables as well as the acceptance or rejection of proposed hypothesis. We will also talk about the theoretical implications, practical study ideas, study boundaries, and future study suggestions.

5.2 Discussion

The survey questionnaire was written in English and was disseminated through online medium to the first and second types of individuals. The first group includes Bachelors, Masters and PhD students who were already employed in firms, and the second type includes managers, team leaders, and subordinates who managed projects at online platforms. And also hand-delivered to the third-type personnel, which included managers, team leaders, and subordinates who operate in management sectors such as(health sectors, restaurant, home builders of Islamabad and Rawalpindi). The data was gathered using a 5-point Likert scale, where 1 meant "strongly disagree" and 5 meant "strongly agree". The first proposed hypothesis

(H_1) states that there is a positive relationship between SL and EJS, it is suggested to accept H_1. Since the success of every company depends in large part on its employees. When employees are more motivated and they give their best at work as a result of SL.

The statement of second hypothesis (H_2) LH positively mediates between SL and EJS is also accepted. After examining the results it is clear that the most important character of a leader is to be humble. The third hypothesis (H_3) is WPS positively moderating between SL and EJS. It is also accepted based on results and analysis. As it is noted that whenever WPS is increased in an organization, it definitely increases employee job satisfaction.

A human being is a restricted in both time and space component, which is referred to as the cosmos. He views oneself, his ideas, and his emotions as being distinct from the rest of himself; a type of optical illusion of awareness. We are imprisoned by this delusion, which limits us to our own desires and our passion for only a related group of those who are close to us. Our aim must be to open up our compassion to include all living things and all of nature in order to rescue ourselves from our cage [179]. Serving the broader needs of others comes under the umbrella of the leadership phrase and concept known as "SL" [180]. The creation of better, more compassionate organizations in the future is greatly encouraged by SL [181].

5.3 Hypothesis 1: There is a Positive Relationship Between Servant Leadership and Employee Job Satisfaction

The study conducted by Jenkins and Stewart [108] examined the effect of nursing managers' SL inclinations on nurses' job satisfaction, and statistical analysis revealed to support this claim. The results suggest that SL may inspire groups to develop a more exciting workplace [167]. Teachers are far more likely to be satisfied in their positions if they believe their principals display SL traits [65].

When the characteristics related to the SL and work satisfaction were examined in connection to team performance, a statistically significant and positive association was discovered [182]. While enhancing the employee experience, SL approach raises issues regarding the context and circumstances that affect it [11]. Job satisfaction and SL have a good link [105]. Direct relationships exist between SL and nurse collaboration, creativity, and job satisfaction [76]. Overall job satisfaction can be used as a predictor for intent to stay content [35].

5.4 Hypothesis 2: Leader Humbleness Positively Mediates Between Servant Leadership and Employee Job Satisfaction

Jesus not only demonstrated SL but he also taught it. In the Gospel of John, Jesus exemplified SL by doing the modest gesture of washing his disciples feet [Chapter Thirteen]. A leader's humility is another essential aspect of SL [135]. Based on Patterson's philosophy of SL; servant leaders act modestly while they serve and lead [183]. Through leadership-member exchange (LMX), SL is favorably correlated with subordinates organizational citizenship behavior (OCB) [6]. Employee work satisfaction is positively correlated with a leader's humility, as evidenced by existing literature. When leaders exhibit humility, it fosters a work environment that encourages open communication, collaboration, and a sense of belonging among employees. Such leaders are often seen as approachable and empathetic, making it easier for team members to voice their concerns, ideas, and feedback. This, in turn, promotes a sense of psychological safety within the workplace, where employees feel valued and respected for their contributions [10]. Also, preliminary empirical testing, the definition of expressed humility has significant consequences for employee attitudes and organizational results at work. In order to help followers to assess their personal growth and emotions of uncertainty as normal in the workplace, leaders must model for them how to evolve. This promotes great organizational consequences [9].

5.5 Hypothesis 3: Workplace Spirituality Positively Moderating Between Servant Leadership and Employee Job Satisfaction

Positive workplace climate and critical behaviors that are beneficial to both people and the team are improved through SL [75]. Voice behaviors and SL are favorably mediated by affective commitment [164]. A satisfied workforce was facilitated through SL [184]. SL aims to get people involved in decision making. It is firmly rooted in moral behaviors by helping employees to grow while increasing compassion and the quality of life in an organization [181]. The relevance of work groups is a reflection of how crucial social interactions may be for employees attitudes like job satisfaction [185]. There is an evidence to suggest that employees' job results and WPS are positively correlated [62]. Particularly, it is discovered that organizational spirituality was positively associated with job engagement, organizational affiliation, and contentment with work incentives [61]. The goal of good corporate leadership is to provide a structure and culture in which leaders and followers may politely negotiate religious and spiritual diversity rather than to advance a single spiritual framework [56]. Another study [72] demonstrated the mediating function of OCB in the favorable relationship between SL and knowledge sharing. Spiritual values and eudaemonic well-being are entirely mediated by subordinate autonomous motivations [73].

5.6 Conclusion

The present study evaluated the impact of SL on EJS. It also examined mediation role of LH between SL and employee job satisfaction. Further the study also found out that WPS moderates the relation between SL and employee job satisfaction. The two theories; Path Goal and leadership-member exchange (LMX) were found to be supporting the study. The questionnaires were distributed among three groups. The first and second groups have given their responses through online

platform (Google Form). The first group consists of Bachelors, Masters and PhD students who work part time as well as full time in different organizations of Rawalpindi and Islamabad. And the second group consists of the managers and employees who work at online platforms in Rawalpindi and Islamabad. To the third group, the hard copies of questionnaire were distributed, which consists of two health organizations, a restaurant, and a home builder company in Islamabad. All the three groups were considered as one sample of a population. All three proposed hypotheses were accepted after comprehensive statistical analyses.

5.7   Limitations of Research

There are several limits of the current study as a result of limited resources and deadlines. Due to the convenience of the concerned participants and their successful engagement in data collection, many issues were encountered throughout the data collecting procedure. Convenience sampling is another flaw in the current study. Due to time constraints, it was not feasible to gather data from the whole population of Pakistan, so we chose a sample that was representative of the entire population, utilized the convenience sampling approach, and collected data in a way that limited the generalization.

5.8   Future Research Directions

The current research work has a reliable and efficient methodology. First, the data were gathered on SL, LH, workplace spirituality, and employee job satisfaction in order to lessen the potential impact of collective actions and individual causes. The current study examines the results of employees of the first category such as managers, team leaders, and subordinates working in the management (health sectors, restaurant, home builders of Islamabad and Rawalpindi). It was also made available to the second and third groups of people through online distribution. The second group comprised of undergraduate, masters and doctoral candidates, who

were already working in various businesses organizations. The third kind consisted of managers, team leaders, and subordinates; who work on projects at online platforms. So, the current model could be tested in future studies according to other styles of leadership, such as Ethical leadership, transformational leadership, transaction leadership, authentic leadership, and inclusive leadership. Also, the future research could be carried out according to other mediators like leaders trust, leader knowledge sharing etc. Also, it could be done by targeting a specific organization as the current study was different because it targeted three types of people working in different working environments.

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Appendix A

Research Questionnaire

Dear respondent,

I am MS Scholar at Capital University of Science and Technology, conducting my research on **The Impact of Servant Leadership on Employee Job Satisfaction with Mediating Role of Leader Humbleness and Moderating Role of Workplace Spirituality** for the completion of my research thesis. I am conducting this survey for pure educational/academic purpose and in order to get more information from your point of view/experience. I will be very thankful for your cooperation.

Warm Regards,

Syed Fawad Ali

Section:1	Demographics
Your gender	1- Male 2- Female
Your age(years):	1 (Below 25), 2 (25-30), 3 (30-40), 4 (Above 40)
Your qualification	1 (Matric / O-level or equivalent), 2 (Intermediate / A-level or equivalent), 3 (Bachelor or equivalent), 4 (Masters) 5(Masters / M.Phil or equivalent), 6(Ph.D.)
Qualification	1- Project Manager, 2-Engineer Manager, 3-Project Leader, 4-Team Leader, 5- Engineer, 6-Advisor and Experts
Experience	1(5-10), 2(11-16), 3(17-22), 4(23-28), 5(29 and above)

Section 2:

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(Independent Variable)

1	Department leader spends the time to form quality relationships with department employees.	1	2	3	4	5
2	Department leader creates a sense of community among department employees.	1	2	3	4	5

3	Department leader decisions are influenced by department employees input.	1	2	3	4	5
4	Department leader tries to reach consensus among department employees on important decisions.	1	2	3	4	5
5	Department leader is sensitive to department employees responsibilities outside the workplace.	1	2	3	4	5
6	Department leader makes the personal development of department employees a priority.	1	2	3	4	5
7	Department leader holds department employees to high ethical Standards.	1	2	3	4	5
8	Department leader does what she or he promises to do.	1	2	3	4	5
9	Department leader balances concern for day-to-day details with projections for the future.	1	2	3	4	5
10	Department leader displays wide-ranging knowledge and interests in finding solutions to work problems.	1	2	3	4	5
11	Department leader makes employees feel like they work with him, not for him.	1	2	3	4	5
12	Department leader works hard at finding ways to help others by the best they can be.	1	2	3	4	5
13	Department leader encourages department employees to be involved in community service and volunteer activities outside work.	1	2	3	4	5
14	Department leader takes important decisions after the mutual consent of the department employees.	1	2	3	4	5

Leader Humbleness (Mediating Variable)

1	This leader actively seeks feedback, even if it is critical.	1	2	3	4	5
2	This leader admits it when they dont know how to do something.	1	2	3	4	5
3	This leader acknowledges when others have more knowledge and skills than him or herself.	1	2	3	4	5
4	This leader takes notice of others strengths.	1	2	3	4	5
5	This leader often compliments others on their strengths.	1	2	3	4	5
6	This leader shows appreciation for the unique contributions of others.	1	2	3	4	5
7	This leader is willing to learn from others.	1	2	3	4	5
8	This leader is open to the ideas of others.	1	2	3	4	5
9	This leader is open to the advice of others.	1	2	3	4	5

Workplace Spirituality(Moderating Variable)

1	I experience a real sense of trust and personal connection with my coworkers.	1	2	3	4	5
2	I try to help my coworkers relieve their suffering.	1	2	3	4	5
3	I experience joy in my work.	1	2	3	4	5
4	My spirituality gives me inner strength to solve my work problems.	1	2	3	4	5

5	I feel like I am part of a community at work.	1	2	3	4	5
6	Usually, I can perceive what others want to communicate.	1	2	3	4	5
7	The work I do is connected to what I think is important in life.	1	2	3	4	5

Employee Job Satisfaction(Dependent Variable)

1	I receive recognition for a job well done.	1	2	3	4	5
2	I feel close to the people at work.	1	2	3	4	5
3	I feel good while working at this company.	1	2	3	4	5
4	I feel secure about my job.	1	2	3	4	5
5	I believe management is concerned about me.	1	2	3	4	5
6	On the whole, I believe work is good for my physical health.	1	2	3	4	5
7	My wages are good.	1	2	3	4	5
8	All my talents and skills are used at work.	1	2	3	4	5
9	I get along with my supervisors.	1	2	3	4	5

Thank You

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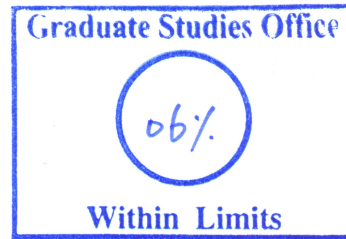
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