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Title: Impact of Servant Leadership on Job Performance with Mediating Role of Trust and Moderating Role of Power Distance: A Case of Hospitals in Pakistan

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Conflict of Interest

The author (s) declared no conflict of interest and have not received any funds for the project.

Impact of Servant Leadership on Job Performance with Mediating Role of Trust and Moderating Role of Power Distance: A Case of Hospitals in Pakistan

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Abstract

Job performance is essential for growth, especially in the service sector like hospitals. Apart from other factors, the leadership style affects job performance and other organizational-related outcomes. The literature documents that hospital employees' job performance has declined. Thus, we have focused on nurses and other healthcare staff, excluding doctors in the healthcare industry. The study's sample size was 582. The study supports all five hypotheses. We found that "servant leadership and trust positively affect job performance." Servant leadership positively affects trust. The study also documents that "trust mediates servant leadership and job performance." At the same time, our results also suggest that "power distance" moderates servant leadership and trust relationship. Based on the direct and indirect effects of servant leadership and job performance, we suggest organizations hire servant leaders. The organizations must

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also regularly conduct counseling sessions for their leaders to focus on the employee's development and wellbeing. Such attitudes positively enhance job performance and increase employees' trust. Consequently, employees reciprocate by developing loyalty with the organizations and the leaders.

Keywords: *Servant leadership, job performance, trust, power distance, healthcare industry.*

Introduction

One of the fundamental themes in the literature on leadership is the importance of serving others (Turner, (2022). Several studies found that servant leadership promotes employee engagement and performance. These studies also document that servant leadership enhances employees' motivation, resulting in positive attitudes toward work (Nguyen, Nguyen, & Tuan, 2023; Chen, Zada, Khan, & Saba, 2022). Vuong (2022) asserts that servant leadership focuses on humanity and employee empowerment, due to which employees' trust toward leaders increases, resulting in loyalty to the firms and leaders. Extant literature documents that servant leaders adopt responsible and ethical behavior, focus on efficiency, utilize resources efficiently, and adhere to organizational norms. Therefore, researchers believe this leadership style is more effective than other leadership styles (Xie, 2020; Meuser & Smallfield, 2023).

Employees' trust in organizations and leaders is essential for organizational performance, which many researchers believe is decreasing (Islam, 2023). Given the significance of trust, Ayça (2023) asserts that organizations need servant leaders as they are more concerned about employees and organizations than their personal goals. According to Harb, Hachem, and Hamdan (2021), a team's effectiveness positively correlates with leadership styles. Xu and Wang (2020) describe servant leaders' characteristics are modesty, gratitude, compassion, and generosity. Most studies have focused mainly on the benefits of leadership, but a few have examined how servant leadership affects employee trust and performance (Wang, Liu, Wen, & Xiao, 2022; Ali, Khan, & Saleem, 2023). Moreover, Latif, Ahmed, and Aamir (2022) recommend that there is a need for more studies on servant leadership in the domain of public sector organizations.

Given the above gap, the study has extended the LMX Theory to examine the impact of servant leadership and trust on job performance—the effect of servant leadership on trust. The mediating role of trust in servant leadership and job performance relationship, and the moderating role of power distance in servant leadership and trust relationship.

Literature Review

Theoretical Grounding

Many past studies have extensively used the Leader-Member Exchange Theory (LMX) to explain the consequences of the servant leadership style, including trust and job performance (Algarni, Munshi, 2023; Menezes, 2023; Imran, Sarwar, Fatima, & Iqbal 2023). LMX is an emerging philosophy grounded in the Social Exchange Theory (Scandura & Meuser, 2022). LMX philosophy suggests leaders and subordinates have a vertical dyad linkage (Barke, 2022). The Theory postulates that servant leadership improves employees' performance by inspiring them with selfless attitudes (Presbitero & Aruta, 2023).

Suhartanti and Prasetyanto. (2022) asserts that servant leaders enhance employees' confidence and productivity (Kumari, Abbas, Hwang, & Cioca, 2022). In the same context, Sarkus (2022) asserts that employees trust servant leaders. Therefore, employees' loyalty to organizations and leaders increased significantly (Cortez & Johnston, 2020; Fisher & Costa, 2023). Kuijpers, Kooij, and van-Woerkom (2020) also inferred that a healthy relationship between two individuals enhances their devotion to each other. While Zhao, Huang, and Su (2019) believe that a conducive social interaction between two individuals positively affects the relationship. Many researchers assert that construct exchange refers to a connection or association between two or more individuals (Prouska et al., 2023; Beitelspacher & Getchell, 2023). They also believe that constructs association and exchange have different connotations but are related (Gottfredson, Wright, & Heaphy, 2020; Boekhorst & Frawley, 2022). Researchers, including Latif, Ahmed, and Aamir (2022) and Blau (1964), document that many studies found trust mediates organizational-related antecedents and consequences. Moreover, extant literature also documents trust is an inspiring factor and a precursor for healthy social exchange.

Conceptual Frame Work

Based on the LMX Theory and Social Exchange Theory, we have developed a model containing four latent variables and five hypotheses, presented in Figure 1.

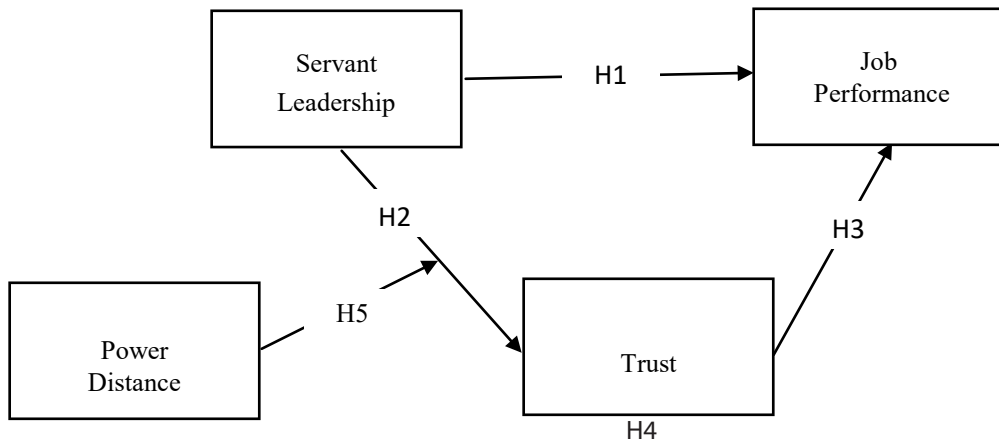


Figure 1: Conceptual Framework Adopted from (Atiq, 2020)

Hypothesis Development

Servant Leadership and Job Performance

Job performance is the output of employees in an organization in the context of employee involvement. Productive employees meet their leaders' expectations and positively impact organizational performance (Melhem, Ababneh & Alsukkar, 2023). Kadarusman and Bunyamin (2021) assert that job performance measures what employees have accomplished compared to their work-related tasks. This could be qualitative or quantitative judgement. Servant leaders focus on one-on-one communication to assess subordinates' "abilities, needs, desires, goals, and potential" to enhance employees' productivity (Gnankob, Ansong, & Issau, 2022). In contrast, job performance is employees' attitudes and behaviors toward organizational goals, which are in the control of the employees (Vuong, 2022). Organizations need talented employees to achieve their organizational goals (Febrianti & Yulian, 2022). Melhem, Ababneh, and Alsukkar (2023) assert that employee involvement and engagement are critical factors for improving employees and organizational performance (Li, Chen, Bai, Liden, Wong, & Qiao, 2023). Gnankob, Ansong, and Issau (2022) believe that servant leaders' important traits are employee empowerment and involvement, which collectively and individually enhance job performance (Arijanto, Widayati, & Pramudito, 2022).

Moreover, servant leaders provide services to employees, promote a sense of togetherness, and involve them in decision-making, resulting in improved job performance (Melhem, Ababneh & Alsukkar, 2023). Additionally, servant leaders promote organizational citizen behavior in employees, which benefits organizations

(Vuong, 2022).

H1: Servant leadership positively affects job performance.

Servant Leadership and Trust

Leader-Member Exchange (LMX) Theory, a leadership theory similar to Social Exchange Theory, postulates that social interaction among employees promotes a conducive working environment, which is necessary for the growth and sustainability of an organization (Saleem et al., 2022). Compared to other leadership theories, LMX Theory is unique as it focuses on the dyadic relationship between subordinates and leaders (Rahal & Farmanesh, 2022). Servant leaders ensure employees develop positive attitudes toward work, are fully empowered, and have egalitarian qualities (Ng, 2022). Karatepe, Ozturk, and Kim (2019) assert that servant leaders prioritize others need and have no qualms about sacrificing their personal needs. Servant leadership, apart from being a modern and authentic leadership style, ensures that employees develop the same qualities and competencies as their leaders (Zargar, Sousan, & Farmanesh2019). All employees working under servant leaders have equal dignity and actively participate in decision-making, promoting trust toward the leaders (Reddrick, 2023). Louw (2023) argues that the philosophy behind servant leadership is to empower employees and increase their trust. Servant leaders achieve all these by being ethical role models and serving others (Qiu & Dooley, 2022).

Rashid and Ilkhanizadeh (2022) stress that servant leaders sacrifice their self-interest and focus on developing their followers (Ahmed, Xiong, Faraz, and Arslan, 2023). As a result, employees develop confidence and trust in the leadership (Haq et al., 2022). Also, under servant leaders, employees' trust in organizations increases significantly, so employees' support for the organization also increases (Uymaz & Arslan, 2022). Employees' perceptions that organizations and leaders support them are important precursors of employees' trust. Therefore, Saleha (2023) suggests that organizations must enhance employees' trust perceptions (Awasthi & Walumbwa, 2023). Researchers believe employees' trust in their leaders significantly depends on "integrity, benevolence, and ability," which are hallmarks of servant leaders (Susanto, 2023). Integrity refers to honesty and strong moral and ethical norms (Khan & Chaudhry, 2023). Benevolence relates to caring and supporting behavior towards employees (Zargar, Sousan, & Farmanesh2019). Ability refers to leaders' technical skill to solve technical and other organizational-related problems (Reddrick, 2023).

H2: Servant leadership positively affects trust.

Trust and Job Performance

Organizations cannot achieve their goals without the help of all the stakeholders, including leaders and subordinates (Silva, Moreira, & Mota, 2023). Mutual trust between leaders and subordinates is essential for job performance (Maslikha, 2022). Trust refers to the belief of one person that the other persons would fulfill their promises and other obligations (Noble-Nkrumah, Anyigba, & Mensah, 2022). Researchers believe employee trust and respect for the leaders positively correlate with job performance (Kumari, Abbas, Hwang, & Cioca, 2022; Chunara et al., 2022). Moreover, employees' respect and trust in their leaders are essential for job performance. Diversification of the workforce enriches an organization. It will only be effective if organizations develop a conducive environment that promotes mutual trust between the employees (Chunara et al., 2022).

Singh and Desa (2018), in a study on public-sector manufacturing concerns, concluded that trust and job performance are positively correlated. Therefore, they recommended that firms promote a culture of trust in their organizations. An environment of mutual trust within organizations allows employees to take calculated risks by developing innovative products, which increases job performance and organizational growth (Aboramadan et al., 2022). Researchers believe that trust is crucially important for organizational effectiveness. Without trust environment in an organization, individuals may not work together, adversely affecting job performance (Farid et al., 2023). Maslikha (2022) asserts that trust promotes communication within an organization, without which organizational performance may be affected adversely. The exchange of information is important for job completion. Lack of trust may force the employees to doubt the creditability of the received information, resulting in adverse job performance (Aryee et al., 2023).

H3: Trust positively affects job performance.

Servant Leadership, Trust, and Job Performance

While extending the Social Exchange Theory, many studies document that trust mediates servant leadership and job performance (Chunara et al., 2022). Farid et al. (2023) argue that servant leaders are concerned about the well-being and betterment of their subordinates. Therefore, they reciprocate by trusting their leaders and working diligently. Aboramadan et al. (2022) assert that servant leaders mentor and guide employees in their career growth and development. As a result, subordinates' trust in the leaders increased immensely, resulting in increased job performance. Likewise, Chunara et al. (2022) assert that a high-trust relationship between employees and leaders positively correlates with job performance. Many researchers, including Aryee et al. (2023), have also validated that servant leadership and trust are highly

correlated. Elshae and Saad (2022) also assert that trust is a significant precursor to job performance. Taken together, we argue that servant leaders promote trust, which affects job satisfaction (Kumari, Abbas, Hwang, & Cioca, 2022). Our argument, discussed in the preceding sentences, align with the findings of Aboramadan et al. (2022), which document that servant leadership through trust affects job performance.

H4: Trust mediates servant leadership and job performance.

Moderating Role of Trust

Power distance is a critical cultural value for accepting authority (Saleem et al., 2022). From a societal perspective, it refers to society accepting that the power in institutions and business entities is distributed unequally (Nemati, Nemati, & Firdous, 2022). Power distance is one of the dimensions of Hofstede cultural Model. Many researchers believe that Hofstede studied the individuals' data rather than the data of societies (Xia, Liu, Han, Gao, & Lan, 2022). Despite the limitations of Hofstede's model, many researchers have used its dimensions in their studies. Thus, individuals' acceptance of an unbalanced power increases the distance between subordinates and leaders. (Ahmed, Xiong, Faraz, & Arslan, 2023; Wang, Wu, He, & Gu, 2022). In contrast, individuals who believe in less power distance advocate that everyone in an organization should have the same privilege (Du, Ma, Lin, & Wang, 2022).

Many past studies have used power distance as a moderator between other variables (Saleem et al., 2022). For example, Nemati, Nemati, and Firdous (2022) examined the moderating effect of power distance between individual outcomes and practical justice climate. Similarly, Lin, Wang, and Chen (2013) examined the moderating effect of power distance on employees' wellbeing and abusive supervision. Past studies document that the construct power distance has a varying effect on the relationship between servant leadership and trust (Du, Ma, Lin, & Wang, 2022). Researchers also argue that higher "power distance" will increase the effect on the relationship between servant leadership and trust (Nemati, Nemati, & Firdous, 2022). At the same time, "lower power distance will reduce the effect on the relationship between servant leadership and trust.

H5: Power distance "moderates servant leadership and trust."

Methodology

Research Design

Research design is the overall plan or strategy that helps researchers in their project, from conception to the final data analysis (Abbott & McKinney, 2013). A good research

design includes defining the target population, calculating the minimum sample size and selecting appropriate sampling technique. It also includes developing and adopting a questionnaire that aligns with the study's objectives (Bloomfield & Fisher, 2019). The study has presented all the abovementioned aspects of the research in the following sections. The research could be qualitative or quantitative. This study is quantitative as it has collected quantitative data.

Population And Sample Size

A population refers to a group of phenomena, people, and material objects a researcher is interested in studying (Rahman et al., 2022). The target population for this study is the hospital sector of Karachi. The healthcare industry is crucial to a country's economic development. The study has collected data from nurses and other healthcare staff, excluding doctors from the two largest hospitals in Karachi. Researchers have suggested different techniques for calculating sample size. For example, some researchers suggest using a study's number of constructs to calculate the minimum sample size (Sekaran & Bougie, 2016). Others recommend using the number of indicators in a study to calculate the maximum sample size (Hair Jr. et al., 2017). The study has 27 indicators. Therefore, our calculated sample size is 540 (27X20) (Hair Jr. et al., 2017). However, we distributed 650 questionnaires and received 582 with a response rate of 90%.

Instrumentation

The study has adopted all the constructs used in the study from past studies. Table 1 depicts a summary of the instrumentation.

Table 1: Instrumentation

Variables	Sources	Items	Reliability
Servant Leadership (IV)	Chughtai (2016).	8	0.808
Job Performance (DV)	Kül, and Sönmez (2021).	7	0.825
Trust (MED)	Iqbal, Ahmad, and Latif. (2021).	6	0.811
Power distance (MOD)	Zhang and. Begley (2011).	6	0.756

Sample Characteristics

The study in Table 2 has presented the sample characteristics of the respondents in terms of gender, age, education, marital status, and experience.

Table 2: Sample Characteristics

Demographic	Category	Percentage
Gender	Male	52%
	Female	48%
Age	25-35	31%
	36-45	33%
	46-55	25%
	51 or above	11%
Education	Intermediate	33%
	Bachelors	38%
	Masters	14%
	Post Graduation	15%
Marital Status	Single	46%
	Married	54%
Experience	1-5 Years	25%
	6-10 Years	29%
	11-15 Years	27%
	15 Years Plus	19%

Statistics Tools

The study used Smart PLS version 4 for statistical analysis (Chin, 1998b). We generated a measurement model for the required statistics (Henseler et al., 2009). Subsequently, we generated a structural model for the results related to the proposed hypotheses (Henseler et al., 2009).

Results

Measurement Model

The measurement model shows the relationship between indicator variables and latent variables. In Figure 2, we have presented the measurement model. In subsequent sections, we have discussed results related to reliability, validity, univariate normality and discriminant validity.

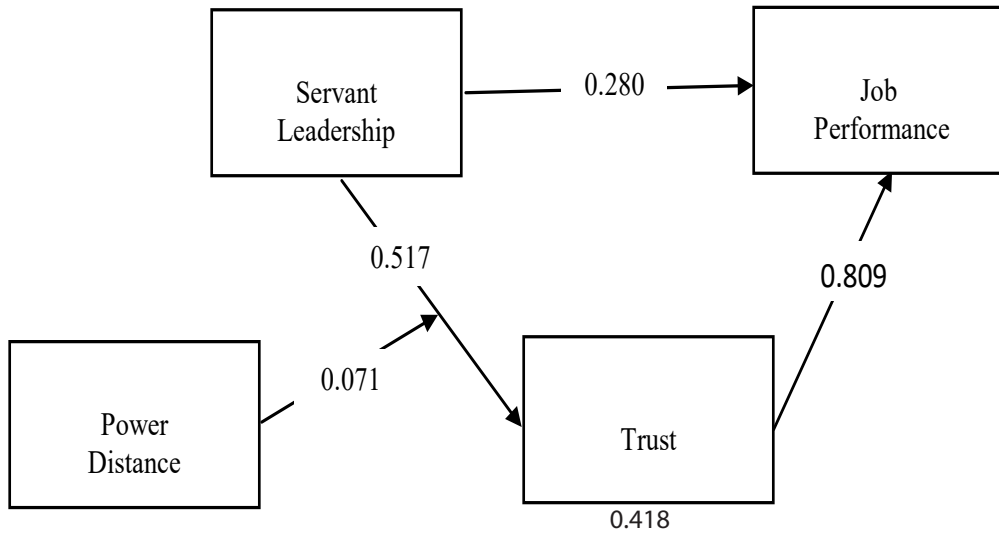


Figure 2: Measurement Model

Descriptive Analysis

We ascertained the univariate normality based on the Skewness and Kurtosis values and found all of them ranged between ± 3.5 , validating the univariate normality of the construct. Subsequently, we generated Cronbach's Alpha, composite reliability values, and average variance extracted values, presented in Table 3.

Table: 3 Descriptive Analysis

Constructs	Cronbach's Alpha	Composite Reliability	Average Variance Extracted	Skewness	Kurtosis
Job Performance	0.801	0.805	0.501	-1.265	1.990
Power Distance	0.790	0.791	0.543	1.164	1.360
Servant Leadership	0.840	0.845	0.572	-0.989	0.930
Trust	0.854	0.856	0.533	1.333	0.920

Table 3 shows that all Cronbach's values are greater than 0.700, indicating good internal consistency (Cain, Zhang, & Yuan, 2017). Also, composite values are greater than 0.700, and AVE values are at least 0.500, suggesting acceptable convergent validity (Schoenherr et al., 2019).

Discriminant Validity

Results in Table 4 suggest that all the constructs are unique and distinct since "AVE square root values presented diagonally in Table 4 are greater than all Pearson

Correlation Values" (Fornell and Larcker Criterion 1981).

Table 4: Discriminant Validity (Fornell and Larcker 1981 criterion)

Constructs	JP	PD	SL	TR
Job Performance	0.863			
Power Distance	0.706	0.865		
Servant Leadership	0.815	0.696	0.887	
Trust	0.809	0.761	0.838	0.973

Structural Model

The structural model presented in Figure 3 shows the association between latent variables in Terms of t values. The subsequent section shows the hypotheses' results.

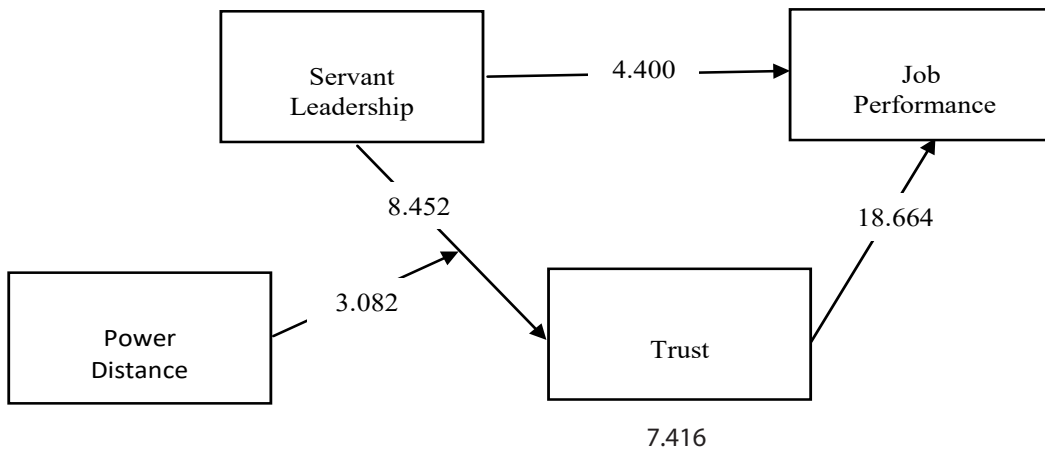


Figure 3: Structural Model

Hypothesis Results

Results depicted in Table 5 show we failed to reject all the direct and indirect hypotheses.

Table 5: Hypotheses Results

Relationships	Beta	t	p	Results
Servant leadership -> Job Performance (H1)	0.280	4.400	0.003	Accepted
Servant leadership -> Trust (H2)	0.517	8.452	0.000	Accepted
Trust -> Job Performance (H3)	0.809	18.664	0.001	Accepted
Ser. Leadership -> Trust -> Job Performance (H4)	0.418	7.416	0.000	Accepted
Power Distance x Ser. Leadership -> Trust (H5)	0.071	3.082	0.000	Accepted

The results show the strongest effect is for Hypothesis 3 ($\beta=0.809$, $t=18.664 < 0.05$), followed by Hypothesis 2 ($\beta=0.517$, $t=8.452 < 0.05$), Hypothesis 4 ($\beta=0.418$, $t=7.416 < 0.05$), Hypothesis 1 ($\beta=0.280$, $t=4.400 < 0.05$), and Hypothesis 5 ($\beta=0.071$, $t=3.082 < 0.05$).

Discussion and Conclusion

Discussion

The study found servant leadership positively affects job performance, which validates the finding of Vuong (2022). Servant leaders focus on one-on-one communication to assess "subordinates' abilities, needs, desires, goals, and potential" to enhance employees' productivity (Gnankob, Ansong, & Issau, 2022). In contrast, job performance is employees' attitudes and behaviors toward organizational goals, which are in the control of the employees (Vuong, 2022). Organizations need talented employees to achieve organizational goals (Febrianti & Yulian, 2022). Melhem, Ababneh, and Alsukkar (2023) assert that employee involvement and engagement are critical factors for improving employees and organizational performance (Li, Chen, Bai, Liden, Wong, & Qiao, 2023). Gnankob, Ansong, and Issau (2022) believe that servant leaders' important traits are employee empowerment and involvement, which collectively and individually enhance job performance (Qiu & Dooley, 2022).

The study found servant leadership positively affects trust, which validates the findings of Qiu and Dooley (2022). Leader-Member Exchange (LMX) Theory, a leadership theory similar to Social Exchange Theory, postulates that social interaction among employees promotes a conducive working environment, which is necessary for the growth and sustainability of an organization (Saleem et al., 2022). Compared to other leadership theories, LMX Theory is unique as it focuses on the dyadic relationship between subordinates and leaders (Rahal & Farmanesh, 2022). Servant leaders ensure employees develop positive attitudes toward work, are fully empowered, and have egalitarian qualities (Ng, 2022). Karatepe, Ozturk, and Kim (2019) assert that servant leaders prioritize others need and have no qualms about sacrificing their personal needs. Servant leadership, apart from being a modern and authentic leadership style, ensures that employees develop the same qualities and competencies as their leaders (Zargar, Sousan, & Farmanesh, 2019). All employees working under servant leaders have equal dignity and actively participate in decision-making, promoting trust toward the leaders (Reddrick, 2023). Louw (2023) argues that the philosophy behind servant leadership is to empower employees and increase their trust. Servant leaders achieve all these by being ethical role models and serving others (Qiu & Dooley, 2022).

The study found trust positively affects job performance, which endorsed

Maslikha's (2022) finding. Singh and Desa (2018), in a study on public-sector manufacturing concerns, concluded that trust and job performance are positively correlated. Therefore, they recommended that firms promote a culture of trust in their organizations. An environment of mutual trust within organizations allows employees to take calculated risks by developing innovative products, which increases job performance and organizational growth (Aboramadan et al., 2022). Researchers believe that trust is crucially important for organizational effectiveness. Without trust environment in an organization, individuals may not work together, adversely affecting job performance (Farid et al., 2023). Maslikha (2022) asserts that trust promotes communication within an organization, without which organizational performance may be affected adversely. The exchange of information is important for job completion. Lack of trust may force the employees to doubt the creditability of the received information, resulting in adverse job performance (Aryee et al., 2023).

We found that "trust mediates servant leadership and job performance," which endorsed the finding of Kumari, Abbas, Hwang, and Cioca (2022). Farid et al. (2023) argue that servant leaders are concerned about the well-being and betterment of their subordinates. Therefore, they reciprocate by trusting their leaders and working diligently. Aboramadan et al. (2022) assert that servant leaders mentor and guide employees in their career growth and development. As a result, subordinates' trust in the leaders increased immensely, resulting in increased job performance. Likewise, Chunara et al. (2022) assert that a high-trust relationship between employees and leaders positively correlates with job performance. Many researchers, including Aryee et al.(2023), have also validated that servant leadership and trust are highly correlated. Elshae and Saad (2022) also assert that trust is a significant precursor to job performance. Taken together, we argue that servant leaders promote trust, which affects job satisfaction (Kumari, Abbas, Hwang, & Cioca, 2022). Our argument, discussed in the preceding sentences, align with the findings of Aboramadan et al. (2022), which document that servant leadership through trust affects job performance.

The study result aligns with past studies documenting that "power distance moderates servant-leadership and trust." Many past studies have used power distance as a moderator between other variables (Saleem et al., 2022). For example, Nemati, Nemati, and Firdous (2022) examined the moderating effect of power distance between individual outcomes and practical justice climate. Similarly, Lin, Wang, and Chen (2013) examined the moderating effect of power distance on employees' wellbeing and abusive supervision. Past studies document that the construct power distance has a varying effect on the relationship between servant leadership and trust (Du, Ma, Lin, & Wang, 2022). Researchers also argue that higher "power distance" will

increase the effect on the relationship between servant leadership and trust (Nemati, Nemati, & Firdous, 2022). At the same time, “lower power distance will reduce the effect on the relationship between servant leadership and trust.

Conclusion

The health industry is critical for individuals’ and societies’ health being. Governments worldwide spend considerable resources on the health sector. Past studies have examined the effect of various organizational-related outcomes on job performance. However, a few studies have examined the moderating role of power distance between servant leadership and trust. Given its importance, this study extended LMX Theory to develop a model containing one mediating, one moderating, and three direct hypotheses. We collected a sample of 582 employees from the two local hospitals. We found that “servant leadership and trust positively affect job performance.” Servant leadership positively affects trust. The study also documents that “trust mediates servant leadership and job performance.” At the same time, our results also suggest that “power distance” moderates servant leadership and trust relationship.

Implications

Based on the direct and indirect effects of servant leadership and job performance, we suggest organizations hire servant leaders. Organizations must also regularly conduct counseling sessions for their leaders to focus on the employee’s development and wellbeing. Such attitudes may positively enhance job performance and increase employees’ trust. Consequently, employees reciprocate by developing loyalty with the organizations and the leaders. Our results support the moderating effect of power distance on servant leadership style and trust. Thus, when a firm has a low power distance, the association between servant leadership and trust decrease significantly. Also, a high level of power distance would increase the association between servant leadership and trust. Culturally, employees in developing countries accept a high power distance as the norm. These attitudes and behaviors will take time to change. We suggest that the firms focus on creating a low power distance culture as it aligns with the philosophy of servant leadership and enhances job performance.

Limitations of Research

The study has focused on the consequences of servant leadership style. Others may examine the impact of other leadership styles on organizational-related outcomes. In the study, we have used the moderating effect of power distance on servant leadership and trust. Other studies may use other dimensions of the Hofstede model, like individualism and collectivism, as the moderating variables. Since we focused on the healthcare industry, other researchers may extend this model to other domains like manufacturing and construction. The study used four organizational-related variables. Others in their studies may include variables such as ethnicity, spirituality, and religiosity.

Annexure-1

Constructs and Items Used in the Study

Servant Leadership

SL1. I would seek help from the leaders if I had a personal problem.

SL2. I can solve work-related problems in consultation with my leader.

SL3. My leader knows if I am facing work-related issues.

SL4. My leader gives others the responsibility to make important decisions about their jobs.

SL5. My leader focused on others' career development.

SL6. My leader cares more about others' success than his/her own.

SL7. My leader is always interested in helping people in the community.

SL8. My leader trusts me when I make decisions on my own.

Trust

TR. I feel that my leader listens to what I have to say.

TR2. I am confident that my leader acts in good faith.

TR3. I act knowing that my leader keeps his/her word.

TR4. I believe that my leader's promises and actions align.

TR5. I believe that my leader does not share my problems with others.

TR6. My leader trusts his/her employees to work without excessive supervision.

Job Performance

JP1. I do not lose my concentration due to environmental turbulence.

JP2. I am efficient in multi-tasking.

JP3. I manage and plan my work so that I finish it on time.

JP4. I kept in mind the results I needed to achieve.

JP5. I can carry out my work efficiently.

JP6. I take the initiative to start a new assignment.

JP7. I keep my job-related knowledge up-to-date.

Power Distance

PD1. Low power distance is necessary for increasing organizational performance.

PD2. I believe that a society's culture affects the level of power distance in an organization.

PD3. Acceptance of unequal power leads to high power distance in an organization.

PD4. I believe all employees and leaders should have the same rights and privileges.

PD5. I believe that the leaders are a privileged class.

PD6. I believe that reducing power distance in a dualistic society is difficult.

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