

INVESTIGATING THE RELATIONSHIP BETWEEN EMPLOYEE PERCEPTIONS
OF SERVANT LEADERSHIP AND EMPLOYEE JOB SATISFACTION, EMPLOYEE
JOB PERFORMANCE AND EMPLOYEE TURNOVER INTENTION IN AN
OUTSOURCING PHARMACEUTICAL CONTRACT MANUFACTURING
COMPANY

by

Jennifer Anthony

Liberty University

A Dissertation [Proposal] Presented in Partial Fulfillment

of the Requirements for the Degree

Doctor of Philosophy

INVESTIGATING THE RELATIONSHIP BETWEEN EMPLOYEE PERCEPTIONS
OF SERVANT LEADERSHIP AND EMPLOYEE JOB SATISFACTION, EMPLOYEE
JOB PERFORMANCE AND EMPLOYEE TURNOVER INTENTION IN AN
OUTSOURCING PHARMACEUTICAL CONTRACT MANUFACTURING
COMPANY

by

Jennifer Anthony

Liberty University

A Dissertation Presented in Partial Fulfillment

of the Requirements for the Degree

Doctor of Philosophy

Liberty University

[April 2023]

APPROVED BY:

Dr. Robin Rippeth, Ph.D., Committee Chair

Dr. Rachel Piferi, Ph.D., Committee Member

ABSTRACT

Research has begun to recognize the importance of leadership in developing strategies geared towards improving job satisfaction and employee performance while at the same time reducing turnover intention. The purpose of this quantitative correlational-predictive study was to explore servant leadership principles and its relationship with job satisfaction, job performance and employee turnover intention. Specifically, the researcher sought to understand: 1) whether there was a relationship between employee's ratings of their manager's servant leadership style and employee job satisfaction, employee job performance and employee turnover intention, and 2) determine if, and to what extent the specific dimensions of Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument predict employee intrinsic, extrinsic, and overall job satisfaction. Data was collected from 194 employees. Participants in the survey included 57 females and 43 males. There were several applicable statistical conclusions drawn from the research as it pertains to servant leadership namely: a) the Pearson's correlation coefficient indicated that servant leadership has a strong positive relationship with job satisfaction ($r(86) = .731, p < .001$) and employee turnover intentions ($r(86) = -.414, p < .001$), b) linear regression analysis showed that servant leadership predicts overall job satisfaction ($R^2 = .536, p < .001$) which means that 53.6% of job satisfaction is attributed to servant leadership. Together, these findings are consistent with past research which used Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument to investigate the same variables but in different industries. Findings did not reveal that a relationship existed between servant leadership and job performance. Further

research in this area is recommended. This study contributes new knowledge into the academic and outsourcing pharmaceutical manufacturing industry. By providing a snapshot of how servant leadership principles impact job satisfaction and turnover intention, leaders and decision makers now have empirical evidence to introduce this leadership model into the outsourcing pharmaceutical manufacturing industries and similar industries as a viable leadership model aimed at improving both employee job satisfaction and turnover intention.

Keywords: servant leadership, job satisfaction, job performance, turnover intention, outsourcing, pharmaceutical, manufacturing.

Copyright Page

(Optional; centered horizontally and vertically on the page)

Dedication

I would like to dedicate this dissertation to my daughter Jasmine Anthony so she can see what is achievable when we rise above obstacles and put faith to work. My hope is that this will be a steppingstone for you to emulate in the future. As much as I was encouraged by others to continue this journey, it was always you as my strong why that kept me going. Every day with you is a blessing and I will always love you.

My late grandmother, Edna Anthony, was an example of perseverance and grace. Whenever she had an opportunity, she would remind me that the road to success is twisty and inclined. Perseverance and faith are two attributes required to reach any destination of success. Mama, we did it!

Acknowledgments

First and foremost, I must begin with a humble heart to express my gratitude to Jesus Christ for sustaining me during this process and for giving me the opportunity to serve my generation with the knowledge achieved from this process. My hope is that the information contained within this dissertation will effectively provide leaders and aspiring leaders with the foundational principles of leadership which is to humbly serve others the way Jesus Christ did: through empowerment and authenticity.

To the faculty of Liberty University, Dr. Robin Rippeth, my dissertation chair and Dr. Rachel L. Piferi, my dissertation committee member: Thank you for your commitment to this research and the long hours you spent editing and guiding me. To my two dearest friends, Derek Quashie and Karen Grant Cater, thank you for the many hours of listening that you provided, the encouragement you showed along the way and the many prayers that you offered up for support.

A very big thank you to my family for their support and understanding over the past four years. Along the way, there were many social gatherings that I missed with this academic goal in mind. I thank each and every one of you for your unwavering support. Finally, I would like to thank my mom for being my biggest cheerleader and for instilling a belief in me that I can achieve what I put my mind to.

I must acknowledge Contract Pharmaceuticals Limited for giving me permission to survey their employees and for the grant that lessened the financial burden of this journey.

TABLE OF CONTENTS

ABSTRACT	iii
Dedication	v
Acknowledgments	vi
List of Tables	x
List of Figures	xi
CHAPTER 1: INTRODUCTION TO THE STUDY	1
Introduction	1
Background	4
Problem Statement	5
Purpose of the Study	7
Research Questions and Hypotheses	7
Assumptions and Limitations of the Study	10
Definition of Terms	14
Significance of the Study	15
Summary	16
CHAPTER 2: LITERATURE REVIEW	17
Overview	17
Description of Research Strategy	18
Review of Literature	19
Biblical Foundations of the Study	58

Summary	67
CHAPTER 3: RESEARCH METHOD	70
Overview	70
Research Questions and Hypotheses	71
Research Design	74
Participants	75
Study Procedures	77
Instrumentation and Measurement	79
Operationalization of Variables	83
Data Analysis	84
Delimitations, Assumptions, and Limitations	85
Summary	88
CHAPTER 4: RESULTS	89
Overview	89
Descriptive Results	91
Study Findings	94
Summary	104
CHAPTER 5: DISCUSSION	106
Overview	106
Summary of Findings	106
Discussion of Findings	108
Implications	113
Limitations	116

Recommendations for Future Research	118
Summary	119
REFERENCES	121
APPENDIX A: LETTER OF PERMISSION TO CONDUCT RESEARCH	132
APPENDIX B: LETTER GRANTING PERMISSION TO CONDUCT RESEARCH.....	133
APPENDIX C: INFORMED CONSENT FORM	134
APPENDIX D: TURNOVER INTENTION SCALE (TIS-6).....	135
APPENDIX E: THE INDIVIDUAL WORK PERFORMANCE QUESTIONNAIRE (IWPQ).....	137
APPENDIX F: SERVANT LEADERSHIP SURVEY (SLS-SHORT VERSION)	140
APPENDIX G: MINNESOTA JOB SATISFACTION (SHORT- VERSION)	142
APPENDIX H: REQUEST TO USE TURNOVER INTENTION SCALE (TIS-6).....	145
APPENDIX I: PERMISSION TO USE TURNOVER INTENTION SCALE (TIS-6).....	145
APPENDIX J: REQUEST TO USE THE INDIVIDUAL WORK PERFORMANCE QUESTIONNAIRE (IWPQ)	147
APPENDIX K: PERMISSION TO USE THE INDIVIDUAL WORK PERFORMANCE QUESTIONNAIRE (IWPQ)	148
APPENDIX L: REQUEST TO USE THE SERVANT LEADERSHIP SURVEY (SLS- SHORT VERSION).....	149

APPENDIX M: PERMISSION TO USE THE SERVANT LEADERSHIP SURVEY (SLS-SHORT VERSION)	150
APPENDIX N: SAMPLE SIZE CALCULATION FOR BI-VARIATE CORRELATION	151
APPENDIX O: SAMPLE SIZE CALCULATION FOR MULTIPLE REGRESSION	152

List of Tables

Table 1 Participant Descriptive Demographics.....	91
Table 2 Pearson correlation coefficient statistical	99
Table 3 Stepwise Regression Collinearity Statistics.....	99
Table 4 Descriptive Statistics for the Independent and Dependent Variable	100
Table 5 Model Summary of Overall Job Satisfaction.....	102
Table 6 Results for Regression (Stepwise) with Empowerment and Stewardship Predicting Job Satisfaction Total Scores	103
Table 7 Model Summary of Intrinsic Job Satisfaction	103
Table 8 Results for Regression (Stepwise) with Empowerment Predicting Intrinsic Job Satisfaction Total Scores	103
Table 9 Model Summary of Intrinsic Job Satisfaction.....	103
Table 10 Results for Regression (Stepwise) with Empowerment Predicting Extrinsic Job Satisfaction Total Scores.....	104
Table 11 Results for Linear Regression with Predicting Overall Job Satisfaction Total	104
Table 12 <i>Results for Linear Regression with Predicting Overall Turnover Intention Total Scores.....</i>	104

List of Figures

Figure 1 Servant Leadership dimensions of van Dierendonck and Nuijten's	12
Figure 2 Individual Work Performance Model (IWPM)	14
Figure 3 Screenshot of Sample Size Calculator for Bi-variate Correlation.....	151
Figure 4 Screenshot of Sample Size Calculator for Bi-variate Correlation	152
Figure 5 Distribution of Servant Leadership Scores.....	92
Figure 6 Distribution of Job Satisfaction Scores.....	93
Figure 7 Distribution of Employee Job Performance Scores.....	93
Figure 8 Distribution of Employee Turnover Intention Scores.....	94
Figure 9 Scatterplot indicating Linear Relationship.....	98
Figure 10 Q-Q Plot Indicating normal distribution.....	98

CHAPTER 1: INTRODUCTION TO THE STUDY

Research by Swaroop and Gupta (2012) identified that the pharmaceutical industry is facing high levels of attrition. For the most part, the factors that have been linked to attrition in this industry are things such as low levels of job satisfaction, employee's perception of leadership and lack of empowerment and growth for employees (Gordon, 2002; Swaroop & Gupta, 2012). In response to these harmful workplace attitudes, organizations are trying to find ways to reduce employee turnover intention and improve employee job satisfaction and performance. Previous scholars have shown that leadership behaviors that enhance employee's trust, promote a culture of empowerment and growth and is person centered, may significantly influence employees and organizational outcomes and help address the critical issues highlighted above (Bailey et al., 2017; Goler et al., 2018; Gordon, 2002).

It has been argued by several academic scholars in the field of leadership that the success of an organization depends on the leader. This idea in which leaders can determine whether an organization is successful or not is rooted in the notion that leaders inspire employees to complete the necessary tasks that will improve organizational performance (Chiniara et al., 2016; Ramseur, 2018). A thorough discussion on leadership and organizational success will also show that employees who do not have effective leaders may end up demonstrating certain negative behavioral outcomes such as low job satisfaction, underperformance or end up leaving an organization. All of which can lead to substantial direct and indirect cost for the business (Bailey et al., 2017; Chiniara & Bentein, 2016; Fisher & Connelly, 2017). In order to reduce the negative effects associated with low job satisfaction, organizations are called to concentrate on factors that can enhance job performance and reduce turnover intention. Leadership is a factor that has been empirically studied and has a direct link to job satisfaction, job performance and low turnover intention (Hunning et al., 2020).

While leadership theory has existed for centuries, the philosophy around leadership continues to evolve and several theories have been birthed to address the varying viewpoints that

exist on what makes a great leader. While all leadership theories have merit, several disagreements have arisen among scholars as to which leadership attributes are more important and could ensure more successful business outcomes. In response to these disagreements, leadership research began to explore other leadership theories that could be grounded in humility (Al-Asadi et al., 2019; Coetzer et al., 2017; Parris & Peachey, 2013). A theory that is embedded in humility and may adequately address many of the business performance needs of an organization and promote leadership success is servant leadership.

Although servant leadership is a relatively new concept, the practice has existed as far back as ancient Biblical times. Biblical thinkers have promoted that a quality leader is a person that can put the needs of others before their own. For example, the Bible indicates that “Whoever would be first among you must be servant of all” (Matthew 20:27, American Standard Version). Moore (2012) in his dissertation writes that the characteristics described in servant leadership theory are depicted throughout the Bible. The author argues that servant leadership is not only exemplified in the life of Jesus Christ but can be traced as far back as Isaiah’s Servant Songs. Greenleaf (as cited in Parris and Peachey, 2013) introduced the concept of servant leadership into a business context through several of his early writings. Greenleaf (1970) recognized that there are distinguishable attributes and traits of a servant leader that make them great leaders. One of the distinct characteristics that makes up this leadership style is that the leader rises above their own needs and puts the needs of others first. While the idea that great leaders are selfless and lead by first serving others was regarded as novel, defining a leader by their character and not by what they do became problematic for leadership scholars as it was difficult to operationalize and measure. Hence, there was a call to provide empirical support for Greenleaf’s concept of servant leadership. As such, several scholars have expounded on his theory and provided varying frameworks to support servant leadership.

Early scholars like Russel and Stone (as cited in Parris and Peachey, 2013) combined what Greenleaf categorized as essential characteristics of the servant leader comprising of vision,

honesty, integrity, trust, service, modeling, pioneering, appreciation of others, empowerment, communication, credibility, competence, stewardship, visibility, influence, persuasion, listening, encouragement, teaching, and delegation. Barbuto and Wheele (as cited in Parris and Peachey, 2013) synthesized the framework and noted five factors: altruistic calling, emotional healing, persuasive mapping, wisdom, and organizational stewardship. Van Dierendonck (as cited in Parris and Peachey, 2013) interpreted Greenleaf's theory slightly different from the other two and notes that there are six key characteristics of servant leadership: empowering and developing people, humility, authenticity, interpersonal acceptance, providing direction, and stewardship.

While there is a growing number of supporters of servant leadership that recognize that servant leadership is a viable leadership style, without empirical evidence addressing its impact in an organizational setting, the theory remains anecdotal. Therefore, in recent years, several researchers have examined servant leadership to move it from a concept to an empirical evidence-based theory. Hence, several researchers have demonstrated that servant leadership is well positioned to positively influence several organizational attitudes like job performance and job satisfaction (Al-Asadi et al., 2019; Babakus et al. 2010; Kaya & Karatepe, 2020). Research further supports that servant leadership contributes to an employee's happiness and can enhance employee job performance. For example, a recent study by Alahbabi et al. (2021) explained that servant leadership can positively affect the lives of employees, leading them to be more engaged and happier in the organization. The author's findings emphasized that happier employees will directly influence performance in a positive way.

It is also important to address leadership research that influences turnover intention. Azam et al. (2019) conducted research on leadership and its impact on organizational citizenship behaviors and turnover intention. The authors found support that those leaders who facilitate the trust of their followers may also be able to positively influence their intention to stay with the company. This research suggests that leadership has more of a direct impact on employees' turnover intention than any other variable. Similarly, Mitterer (2017) in quantitative research

involving nurses' job satisfaction and turnover intention found that several of the attributes in the servant leadership style may address employee intention to stay with the organization. Jang and Kandampully (2018) and Thacker et al., (2019) conducted research aimed at explaining how servant leadership principles influence employee's turnover intention. Together, their findings showed that servant leadership may maintain talent within the organization by increasing organizational commitment and positive organizational behaviors. Both authors suggest that organizations could adopt servant leadership practices to positively influence turnover intention.

While there is a surge of studies that have investigated servant leadership in different contextual spaces, several authors have recommended more empirical research in the area of servant leadership within a business context (Van Dierendonck & Nuijten, 2011; Eva et al., 2019). In particular, there is a call for future research to investigate servant leadership as it pertains to job satisfaction, job performance and employee turnover intention within the pharmaceutical industry. As such, this recommendation has strongly influenced this empirical investigation. Using a correlational design, the focus of this research is to investigate the relationship between servant leadership, job satisfaction, job performance and turnover intention in an outsourcing pharmaceutical manufacturing company in Canada.

Background

Ceridian's recent report on talent reveals that 60% of Canadian workers are a flight risk, with 21% actively seeking employment elsewhere (turnover intention). While compensation was cited as a motivator to leave the organization, the research reveals that job dissatisfaction was also a significant driver (Ceridian, 2022). Furthermore, research from Global News Wire (2022) indicates that businesses are experiencing a labor shortage, where organizations are not only finding it difficult to attract employees, but also having a hard time retaining the employees who they currently have (actual turnover). The research went further to site that these challenges are expected to remain or even increase in the coming months (Global News Wire, 2022). While the reasons for employees leaving the organization (actual turnover) are complex in nature,

understanding the antecedents of turnover intention with the goal of remedying the problem is important.

An important influence in turnover intention relates to job dissatisfaction (Ghasempour Ganji et al. 2021; Hur, 2018; Van Dierendonck & Nuijten, 2011; Yu-Chia et al. 2021). More broadly, research also suggests that turnover intention is attributed to job performance (Alafeshat & Tanova, 2019; Alexander, 2020; Ghasempour Ganji et al. 2021; Hur, 2018; Van Dierendonck & Nuijten, 2011; Yu-Chia et al. 2021). The task that exists for leaders in the outsourcing pharmaceutical manufacturing industry is to ensure that a quality focused workforce exists during this labor shortage. Hence, understanding the impact of job dissatisfaction and job performance among the outsource pharmaceutical manufacturing climates is critical to solving attrition and reducing the intention to leave among this industry by improving job satisfaction and job performance.

Servant leadership is a leadership style introduced by Robert Greenleaf (1970) as a groundbreaking way to lead an organization. As such, this leadership style was chosen as a possible variable to mediate some of the challenges noted above. Although a review of literature did not show studies that support servant leadership in relation to its impact on job satisfaction, job performance and turnover intention in an outsourcing pharmaceutical manufacturing industry, because of its empirical evidence to improve these variables in similar industries, it is reasonable to assume that servant leadership would also be supported in this business context. This research seeks to address the noted above issues by examining how employees' perceptions of servant leadership can impact job satisfaction, job performance and turnover intention.

Problem Statement

The current state of the economy, increased globalization and an ever-increasing competitive market are factors that may lead to organizations fighting to stay in business. Industries like contract outsourcing pharmaceutical are even more vulnerable to this battle as this industry is unique in its service delivery model (Swaroop & Gupta, 2019). Furthermore, research

from Gallup (2019) poll indicates that organizations are experiencing exceptionally high turnover rates. The research estimates that 60% of employees are currently still employed but seeking employment opportunities elsewhere because of high dissatisfaction (Sipple, 2022). Another report by the Work Institute's intention report (2022) on employee retention shared that in 2018 one in four employees left their jobs. The report went on to cite that close to 77% of that turnover might have been avoided by businesses, resulting in employers paying \$600 billion in turnover costs in 2018 (Sipple, 2022). Hence organizations are spending a great deal of time and money exploring different strategies that will offer viable solutions around improving employee performance outcomes and job satisfaction, while at the same time reducing turnover intention. A review of organizational literature recognizes that servant leadership style, which is strongly influenced by humility with a focus on moral principles, may be suitable in establishing successful business outcomes and improving the variables identified earlier (Al-Asadi et al., 2019; Coetzer et al., 2017; Parris & Peachey, 2013).

While research has been studying the impact of servant leadership on employee outcomes like job satisfaction (Al-Asadi et al., 2019;) Alahbabi et al. 2021; Bennett, 2020), job performance (Chiniara & Bentein, 2016; Gandolfi & Stone, 2018) and turnover intention (Babakus, 2010; Huning et al. 2020; Jang & Kandampully, 2019; Mitterer, 2027; Thacker et al, 2019), there is currently a limited amount of research on the impact of servant leadership on these three variables together, creating a gap in organizational leadership research. Moreover, the extent to which servant leadership correlates with job satisfaction, job performance and turnover intention in the outsourcing pharmaceutical industry is unknown. Because of the limited research in this area, it becomes challenging for research to assess whether the results from empirical research can be generalized to the outsourcing pharmaceutical manufacturing industry or not. Additionally, with no empirical research in this area to date, an opportunity exists to ascertain outcomes related to servant leadership.

It is essential that research geared at reducing the intention of an employee to leave his or her job consider antecedents to turnover. In this context, job satisfaction has been recognized as a factor that explains turnover intention and positively influences job performance (Ali, 2021; Shafique et al. 2018). In other words, an employee who is satisfied with their job will likely put in extra effort which may result in improving job performance. Since studies have found that servant leadership has a direct impact on all variables, studying servant leadership with all three variables together may provide evidence that servant leadership is a distinct leadership style from other types of leadership styles.

Purpose of the Study

The purpose of this quantitative correlational study was two-fold. First, the primary goal was to examine the principles of one's manager's servant leadership behaviors and the potential relationship it may have with job satisfaction, job performance and turnover intention rates in employees at an outsourcing pharmaceutical manufacturing company in Canada. Second, the research sought to better understand the predictable nature of servant leadership by testing which dimensions of servant leadership, if any, predict intrinsic, extrinsic, and overall job satisfaction.

Research Question(s) and Hypotheses

Research Questions

Research Question 1(RQ1): What is the relationship between employee's ratings of their manager's servant leadership style and employee overall job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada as measured by the Minnesota Satisfaction Questionnaire – (MSQ)

Research Question 2 (RQ2): What is the relationship between employee's ratings of the manager's servant leadership style and employee job performance in an outsourcing pharmaceutical manufacturing company in Canada as measured by the Individual Work Performance Questionnaire (IWPQ)?

Research Question 3 (RQ3): What is the relationship between employee's ratings of the manager's servant leadership style and employee turnover intention in an outsourcing pharmaceutical manufacturing company in Canada as measured by the turnover intention scale (TIS-6).

Research Question 4 (RQ4): What specific dimensions of Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument of servant leadership principles predict employee overall job satisfaction?

Research Question 5 (RQ5): What specific dimensions, if any of Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument of servant leadership principles predict employee intrinsic job satisfaction?

Research Question 6 (RQ6): What specific dimensions, if any of Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument of servant leadership principles predict employee extrinsic job satisfaction?

Hypotheses

H01: There is no statistically significant relationship between the ratings of employee's manager's servant leadership and employee job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada as measured by the MSQ.

HA1: There is a statistically significant relationship between the ratings of employee's manager's servant leadership and employee job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada as measured by the MSQ.

H02: There is no statistically significant relationship between the ratings of employee's manager's servant leadership and employee job performance in an outsourcing pharmaceutical manufacturing company in Canada.

HA2: There is a statistically significant relationship between the ratings of employee's manager's servant leadership and employee job performance in an outsourcing pharmaceutical manufacturing company in Canada.

H03: There is no statistically significant relationship between the ratings of employee's manager's servant leadership and employee turnover intention in an outsourcing pharmaceutical manufacturing company in Canada as measured by the TIS-6 scale.

HA3: There is a statistically significant relationship between the ratings of employee's manager's servant leadership and employee turnover intention in an outsourcing pharmaceutical manufacturing company in Canada as measured by the TIS-6 scale.

H04: There is no statistically significant predictive effect between one or more of the servant leadership characteristics measured by Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument as rated by employees on employee overall job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada.

HA4: There is a statistically significant predictive effect between one or more of the servant leadership characteristics measured by Van Dierendonck and Nuijten's (2017) 18-item servant leadership +- as rated by employees on employee overall job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada.

H05: There is no statistically significant predictive effect between one or more of the servant leadership characteristics measured by Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument as rated by employees on employee intrinsic job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada.

HA5: There is a statistically significant predictive effect between one or more of the servant leadership characteristics measured by Van Dierendonck and Nuijten's (2017) 18-item servant leadership as rated by employees on employee intrinsic job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada.

H06: There is no statistically significant predictive effect between one or more of the servant leadership characteristics measured by Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument as rated by employees on employee extrinsic job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada.

HA6: There is a statistically significant predictive effect between one or more of the servant leadership characteristics measured by Van Dierendonck and Nuijten's (2017) 18-item servant leadership as rated by employees on employee extrinsic job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada.

Assumptions and Limitations of the Study

This research study made three important assumptions involving the participants of the study, the statistical requirements needed to conduct the research and the perceived value of the results to organizational literature. The first primary assumption made in this study involved the participants. This study assumed that the participants selected for this research understood the concept and characteristics of servant leadership. Another assumption involving the participants is that they choose to participate in the study freely and answered the questions about their leaders and themselves truthfully in the self-reported measures. As it relates to the statistical requirements to test the relationship and hypotheses between the variables, this researcher assumed that at least one variable is measured on a continuous variable and that the data is normally distributed. Lastly, there was an assumption that the findings of this research are of significance to organizational literature and the leaders and decision makers within the outsource pharmaceutical manufacturing industry.

There were several limitations identified in this study. First, the use of surveys as self-reported measures was a limitation of the study. This was a limitation because participants of the study may have under reported or over reported how they truly felt in concern that the results may be traced back and negatively impact them. Another limitation was the design of the study. While a correlational design has several advantages, a limitation of the design was that cause and effect cannot be drawn. Another limitation is the target population. The target population were employees and managers working in an outsourcing pharmaceutical manufacturing organization. This restricted the ability for this study to be generalizable to other industries and hence the results were only applicable to the study organization and other organizations that are involved in

outsource pharmaceutical manufacturing. Third, COVID-19 pandemic was a limitation. The results of this research could be different as the pandemic has created several layers which impact outcomes such as job satisfaction, job performance and turnover intention. Finally, the timing of the study which followed poorly rated engagement survey results was a limitation. The study organization just completed an engagement survey and the outcome of the survey showed that only 25% of employees were engaged at work. While these results have to do with engagement and not the variables of interest, the very fact that there is an action plan designed to improve engagement might bias the current results.

Theoretical Foundations of the Study

Several frameworks have been used to assist in understanding the fundamental components of leadership, job satisfaction, job performance and turnover intention. The purpose of this research was to test whether a relationship exists between servant leadership, job satisfaction, job performance and turnover intention among employees and their leaders in an outsourcing pharmaceutical manufacturing company. Even though there is a vast amount of research around these principal variables, a review of literature reveals that these concepts are evolving, and new research is continually emerging with new theories and new ways in which to understand these concepts. The three conceptual frameworks that guided this research are discussed in this section of the paper.

Servant Leadership: The primary focus of this research was on the dependent variable of servant leadership. The theoretical framework of servant leadership used for this research is grounded in Biblical principles and is based on the model developed by Robert K. Greenleaf (1970) in his seminal work and the established framework of van Dierendonck and Nuijten (2011). Servant leadership is a style of leadership that is characterized as a leader who distributes authority to followers by placing the needs of others first (Greenleaf, 1970). In this regard, the servant leadership framework for this research project started with a model that is influenced by Jesus Christ and later morphs into a model that has empirical research in the field of

organizational psychology and application in the workplace. Based on previously cited research on servant leadership the model by van Dierendonck and Nuijten's (2017) which views a servant leader as a person who demonstrates leadership through the dimensions of empowerment, humility, standing back, stewardship, and authenticity was used. This model is described in detail in the literature review and Figure 1 is a diagram representing the components of the model.

Figure 1

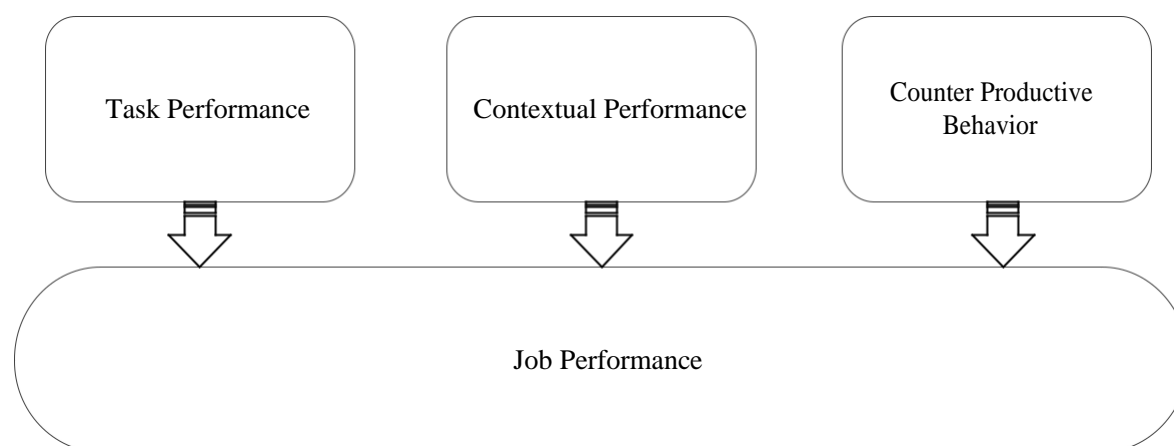
Servant Leadership dimensions of van Dierendonck and Nuijten's (2017)



Job Satisfaction: Job satisfaction is a complex phenomenon and how to measure it is even more complex. Like the other phenomenon studied in this research, there is no universal definition for job satisfaction. Herzberg developed the two-factor theory to theorize job satisfaction. According to this theory, job satisfaction involves two separate factors: (a) motivation factors which improve job satisfaction and (b) hygiene factors which create job dissatisfaction (Hur, 2018). The author notes that job satisfaction and job dissatisfaction are not opposite constructs on the same spectrum, but rather two separate constructs on their own spectrum. In other words, the opposite of job satisfaction is not job dissatisfaction, hence, if

leaders are concerned about increasing job satisfaction, they should consider boosting the factors that will increase job satisfaction while minimizing the factors that contribute to dissatisfaction (as cited in Poissonnier, 2017). Herzberg (as cited in Poissonnier, 2017) recognized hygiene factors as items that are the extrinsic components of the model and consist of a wide range of items like working condition, salary, and benefits. On a similar note, the author shares that motivational factors improve job satisfaction and involve things like growth and development. The short version (20-item) Minnesota Satisfaction Questionnaire – (MSQ) instrument was used to measure job satisfaction.

Job performance: In addition to servant leadership, job performance was another element that was studied in this research. The conceptual framework used to understand the concept of job performance is the model represented as the individual work performance (IWP). This model exemplifies a comprehensive appraisal of how an employee completes the goals and objectives of the organization that are included within the job description and beyond the writing expectations of the job (Koopmans et al. (2011). Koopmans et al. (2011) built the idea of IWP on three theoretical constructions including task performance, contextual performance, and counterproductive work behavior. Performance as it relates to tasks has to do with the core functions of the job (Koopmans et al., 2011). Contextual performance includes actions by the employee that foster the best possible work environment for the delivery of basic tasks (Koopmans et al., 2011). Counterproductive behavior consists of behaviors that adversely affect the organization on a whole include things like absenteeism (Koopmans et al., 2011). All three constructs of the framework were measured with the individual work performance questionnaire (IWPQ) developed by Koopmans et al. (2011). Figure 2 is a representation of the IWP model.

Figure 2*Individual Work Performance Model (IWP)*

Note: This model has been adapted from by Koopmans et al. (2011), Conceptual frameworks of individual work performance: a systematic review. *Journal of Occupational and Environmental Medicine*, 53(8), 856–866. doi: 10.1097/JOM.0b013e318226a763

Definition of Terms

The following is a list of definitions of terms that were used in this study.

Employee Turnover: Mitterer (2017) defined employee turnover as the employee’s choice to leave an organization.

Employee Turnover Intention: Turnover intention is the conscious contemplation of an employee to exit the organization because he or she is no longer connected with the work (Bothma & Roodt, 2013).

Job performance: Job performance is a comprehensive appraisal of the actions and behaviors an employee puts forward in order to accomplish the expectations of the organization (Koopmans et al., 2011).

Job Satisfaction – Job satisfaction is an attitude of contentment that an employee has towards his or her job and the organization (Bennett & Hylton, 2020).

Servant Leader – A leader who is characterized as a servant first by modelling the characteristics of empowerment, humility, standing back, stewardship, and authenticity (van Dierendonck & Nuijten, 2017).

Servant Leadership – A theoretical concept where the leader is seen as a servant with the primary objective of ensuring that the needs of the followers are met under his or her governance (Greenleaf, 1977).

Significance of the Study

The outsourcing pharmaceutical manufacturing industry is an organization that provides a unique service within the pharmaceutical industries and is characterized as having a high amount of pressure because of the voluminous regulations involved in day-to-day operations. Given the dynamics of this industry and the type of pressure that it faces, it is likely that this industry attracts challenges with employee job satisfaction, employee job performance and employee turnover intention (Lim, 2020; Scott, 2021). Hence, it is very important for leaders to better understand the antecedents of job satisfaction, job performance and turnover intention, and create strategies designed to alleviate the problem.

With its focus on servant leadership, this study made a significant contribution to organizational leadership literature that will benefit both researchers and practitioners. While servant leadership has been addressed in academic literature, the acceptance for this type of leadership style has been slow to be adopted in organizational spaces, among academic scholars and practitioners (Eva et al., 2019). The literature points out that this is the case because of the absence of a universally acceptable framework for servant leadership, little empirical evidence to support its use in a business context and due to the limited amount of valid and compressive instruments to measure the construct (Eva et al., 2019; Sipple, 2022). As such, there was a call for a greater focus on research involving servant leadership and empirical evidence to support its usefulness (Eval et al., 2019). This current study did just that. It tested the relationship, if any, that exists between servant leadership, job satisfaction, job performance and turnover intention.

The results from this research provided empirical evidence suggesting that dimensions of servant leadership, as identified by van Dierendonck and Nuijten (2017), have a significant and

positive relationship on employee job satisfaction and turnover intention. Therefore, these results have been added to the body of literature on servant leadership in an organizational setting. Not only does it add to the body of knowledge as it pertains to servant leadership but also contributed to how servant leadership can be effective within an outsourcing pharmaceutical manufacturing context.

This study also made contributions for leaders and organizations in opening a dialogue on the type of leadership style that is best suited within this type of organizational setting. Moreover, a positive relationship between servant leadership and the identified variables will also have important application in the training curriculum for leaders. Decision makers will need to invest in training that will equip their leaders with the skills that make a good servant leader so that they can model this behavior to improve job satisfaction and retain employees. Lastly, the results provided a solid foundation for future research in the area of servant leadership to springboard off of.

Summary

Chapter One provided a thorough foundation for the research study. This was done by introducing the research topic, identifying the background and problem statement, describing the purpose of the study, stating the research questions and the associated hypotheses, stating the theoretical framework used in the study, summarizing the research's assumptions and limitations, and outlining the significance of the research. This body of research was based on a particular area of opportunity within the outsourcing pharmaceutical manufacturing industry which had no identified empirical research involving servant leadership, job satisfaction, job performance and turnover intention. This study addressed this gap as part of the problem statement. The next chapter, Chapter Two, will be a literature review involving the current literature on all the constructs involved in this research.

CHAPTER 2: LITERATURE REVIEW

Overview

The Outsourcing Pharmaceutical Contract Manufacturing sector is undergoing many challenges of which, the literature suggests that job satisfaction, job performance and employee turnover intention are among the most pressing (Lim, 2020). Extensive empirical research has promulgated that leadership proportionately influences positive organizational outcomes more than any other factor (Antonakis & Day, 2018; Bailey et al., 2017; Chiniara & Bentein, 2016; Fisher & Connelly, 2017). Moreover, studies have linked servant leadership as a potential way to positively influence job satisfaction and job performance which in turn means lower turnover intention (Antonakis & Day; Bailey et al., 2017; Chiniara & Bentein, 2016; Fisher & Connelly, 2017, Hunning et al., 2020). While that is the case, the challenge that exists in leadership research is that research seems to give more attention to the impact of overall leadership style on these outcomes, than the specific leadership competencies within the leadership style. The proposed quantitative correlational research study is a departure from this direction and will discuss the specific characteristics of servant leadership that facilitate the relationship between leadership, job satisfaction, job performance and employee turnover intention.

In order to conduct research aimed at exploring the potential impact that specific servant leadership competencies have on organizational outcomes like job satisfaction, job performance and employee turnover intention in an outsourcing pharmaceutical contract manufacturing setting, a review of literature involving servant leadership and the associated variables was necessary. This literature review is organized into five major sections. The first section, which is the introduction and background provides a brief overview of positive leadership theories with focused attention on servant leadership theory. The second section will review various antecedents of servant leadership that affect human needs in relation to employee satisfaction, job performance and turnover intention. The third section will discuss the perspective of existing empirical research on the positive contributions of servant leadership to job satisfaction, job

performance and employee turnover intention. The fourth section will provide a working definition of outsourcing and summarize the current climate of the outsourcing pharmaceutical contract manufacturing industry, its intricacies, and the effects of leadership on the environment. The fifth and final section provides a summary of the findings to consolidate the four sections.

Description of Search Strategy

The primary goal of chapter two was to present a critical review of what is already known about servant leadership, job satisfaction, job performance and turnover intention and to address any gaps in the literature. As such, the main review started off by using keyword searches of relevant peer-reviewed articles that examined servant leadership, job satisfaction, job performance, employee turnover intention, outsourcing, outsourcing pharmaceutical manufacturing and pharmaceutical by utilizing Jerry Falwell library (JF). JF library linked to several databases including ProQuest Central, SAGE, PsycInfo were used along with Google Scholar. The primary sources of the literature that were used for this section are from peer-reviewed articles and dissertations. Of the sources identified in the reference section of this paper, 65 % were published within the past five years. As a result of lack of existing literature, the search criteria were expanded beyond five years.

A study on servant leadership is not complete without considering the key writings in scripture that authenticate what a servant leader is. Although the writing of Robert Greenleaf is non-theological in nature, his position on servant leadership was supported by using portions of scripture that endorsed a Biblical understanding of leadership. Therefore, Greenleaf's writings which reference Biblical scripture as it relates to servant leadership was also reviewed. Moreover, since scripture has a lot to say regarding the principles of servant leadership, especially as it relates to the ministry of Jesus Christ, there was a review of some pertinent parts of New Testament scripture.

Review of Literature

Organizations have spent a significant amount of time and money trying to identify the factors that can positively influence job satisfaction and job performance and reduce turnover intention. The servant leadership style provided a viable framework to examine the relationship between job satisfaction, job performance and turnover intention. This first section comprises of an overview of leadership and why servant leadership can be a viable model within the outsourcing pharmaceutical contract manufacturing industry.

Overview of Leadership Theory

The concept of leadership is multifaceted and draws from several different dimensions, and, in many respects, is considered a phenomenon among academic researchers. A review of leadership research reveals that this phenomenon is very complex, and that leadership that is practiced within an organizational context offers businesses a foundation on which an organization might become successful (Daly, 2020). Within this perspective, it can be argued that leadership is a significant factor on several positive organizational outcomes. While this study primarily draws upon the servant leadership style developed by Van Dierendonck and Nuijten (2010), an overview of two evidenced based leadership theories is important as they add to the foundational knowledge on what is already known about leadership.

Leadership research began with trait theory. The underpinning of this theory is that leaders are born with certain inherent traits that enable them to lead (Bass, 1995). While this definition of leadership could prove to have some value within leadership research it brought about challenges and research urged for a more practical way of defining leadership that acknowledges the distinction between elements of psychology and tasks in varying contexts. Hence a more comprehensive way to understand leadership is to consider that leadership entails a person who has the role of constructing a path for others to follow-a position that requires a certain skill set that this person might possess that others may not have (Daly, 2020). Hence,

most definitions of leadership are centered on the assumption that leadership involves a process of influencing a person to achieve a common goal (Daly, 2020; Northouse, 2013; Wilkinson & Wagner, 1995). While this understanding of leadership is used within research and organizational settings, it is the definition put forward by Borland et al (2015), that this study relied on as its working definition of leadership. The authors defined leadership as “an influence relationship aimed at moving organizations or groups of people toward an imagined future that depends upon alignment of values and establishment of mutual purposes” (p. 4). Unlike the other definitions of leadership, this definition considers the importance of values and the alignment of purpose as part of the definition.

Future leadership research continued to refine leadership theory based on the earlier interpretations of trait and behavioral leadership theory resulting in a synthesis of several leadership models including (a) transformational, (b) leader-member exchange (LMX) and (c) servant leadership. These theories share some commonalities and reflect behaviors that are prevalent in organizations today with differing degrees of success.

Transformational Leadership

A common leadership style that is used in outsourcing pharmaceutical contract manufacturing is transformational leadership (Scott, 2021, Sipple, 2022). This leadership style is one which differs significantly from other popular leadership styles and is marked by leaders who inspire employees to achieve their higher order needs. Burns (1978) described transformational leadership as a way a leader engages with others to increase motivational and morality levels. According to Bass (1985), transformational leadership allows the leader to motivate others to do more than expected. The definition of transformational leadership varies depending on the researcher but irrespective of the definition, the role involves idealized influence, intellectual stimulation, inspirational motivation, and personal consideration (Kovjanic, et al., 2013).

When reviewing the literature on transformational leadership and positive organizational outcomes, the literature makes it clear that transformational leadership is strongly correlated to business success. While that is the case, for the outsourcing pharmaceutical contract manufacturing industry, where there are complex and highly regulatory processes impacting operation in combination with ongoing resource challenges and high levels of work demands, the literature highlights that the factors influencing these specific outcomes are beyond empowerment behaviors of leaders and require a leadership style that can provide technical direction, while at the same time addressing the challenges that exist (Scott, 2021).

Leader-Member Exchange

Leader-member exchange theory was first introduced by Dansereau and colleagues in 1975. This theory was originally described as a dyadic leadership framework where the quality of the exchange relationship is of particular importance and is based on the assumption that a leader relates differently with each follower as opposed to relating to all followers in the same way (Korkmaz, 2020). Several revisions were made to the framework and the current thinking around the model is that it is a social exchange system whereby the relationship between the leader and the follower creates two sub-groups of employees: a) in-groups and b) out-groups. The in-group has been postulated as the group with a high-quality relationship with the leader, where the leader exceeds the minimum requirements of the role relationship. In this group, there are high levels of support and trust from the leader, and these followers are rewarded more often in this exchange. The out-group is considered the group where the relationship is low-quality and where the leader just does what is required. In this exchange the leader uses their power of authority against the follower. There is an implied expectation that this group should complete tasks with little or no rewards. This bias among groups is complicated and has been linked to the leader's inexperience to recognize and perceive the value in employees. Followers in the out-group may isolate themselves and no longer contribute to positive organizational outcomes. As

such, leaders who understand their role in creating this discrimination as well as the value different employees bring may be able to reduce this bias.

Although there is a body of research that links LMX to several positive outcomes in an organizational context, it has been highlighted in research that these positive influences are likely not direct, but an antecedent that helps to support the relationship between servant leadership and subordinates' development of job satisfaction and job performance (Akdol et al., 2017; Chiniara & Bentein, 2018). Additionally, as suggested by Chiniara and Bentein (2018) there is evidence to support that servant leadership has stronger incremental predictive validity when controlling for LMX. Based on these arguments, a leadership style by extension that not only emphasizes the importance of the interrelationship between the leader and the follower, like LMX does, but one that influences organizational outcomes directly would be a suitable leadership style for the outsourcing pharmaceutical contract manufacturing industry.

Servant Leadership

Servant leadership differs from the other leadership models identified above because of its focus on the employee rather than organizational objective outcomes and was the foundational theory for this research. Servant leadership according to Eva et al. (2019) can be divided into three stages. The first stage involved the conceptualization of the theory and is marked by the work of two scholars Greenleaf (1970) and Spears (1996). The second stage was classified as the measurement stage and involved obtaining more empirical evidence to operationalize the concept and provide empirical support for its application in a business context. Currently academic research is now in the third stage of servant leadership which can be considered the most complex phase in which the theory is being tested to better understand the mechanisms by which the theory supports servant leadership. As a result of this, there are now opportunities to explore the mechanism by which servant leadership may support organizations in achieving certain outcomes like job satisfaction, job performance and reduced turnover

intention. This section of the literature review will be arranged as three subsections. The first subsection will be a brief review of the early conceptualizations of servant leadership. The next subsection is characterized as the measurement stage and will be a summary of four other models on servant leadership: a) Laub (1999); (b) Barbuto and Wheeler (2006); (c) Sendjaya et al. (2008); (d) Russell and Stone (2001); (e) Patterson (2003); and (f) van Dierendonck (2011). The last subsection will be an explanation of the servant leadership model developed by van Dierendonck (2011) in comparison to other leadership models.

Early Conceptualizations of Servant leadership: Greenleaf and Spears

The original expressions of servant leadership came out of Greenleaf's (1970) essay on servant leadership (SL) and the main principle of the model is that genuine leadership comes from an extreme yearning to serve others rather than to benefit oneself. Greenleaf identified 14 main characteristics that a servant leader should possess. These characteristics are healing, service, ability to lead, influence, language and communication, foresight, listening, persuasion, priorities, conceptualization, acceptance, values, vision, authority, power and trust.

Following Greenleaf's introduction of servant leadership, Spears (1995) worked on operationalizing Greenleaf's ideas and establishing a theoretical framework for the SL within an organizational context. Spears (2010) identified ten observable characteristics and attributes of the servant leader as: "listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment, and building community" (p.27). These characteristics, which have been derived from Greenleaf's (1970) work and have been identified as optimal in building and maintaining organizational cultures that care about the growth of their employees (Northouse, 2015).

The Measurement phase of Servant Leadership

While the servant leadership concept was established as a movement in many spaces, the criticism from organizational researchers is that the model was experiential, impractical,

idealistic, lacked empirical evidence and is characterized as having an unacceptable universal definition (Bass, 2000; van Dierendonck, 2011). As part of the move towards providing a clear operational definition for servant leadership and providing empirical evidence for its validity, several authors emerged with additional models with accompanying measurements. This subsection provides the conceptualizations of servant leadership from scholars (Laub, 1999; Patterson, 2003; Russell & Stone, 2002; Sendjaya & Sarros, 2008; van Dierendonck & Nuijten, 2011) who endeavored to conduct studies that provided the necessary evidence that was needed to illustrate that servant leadership is an effective leadership style within a business context. This section also considers the research delineating servant leadership from other popular leadership models.

Laub (1999) explored the concept of servant leadership and six prominent characteristics that ultimately play a significant role in how the leader serves the followers. These characteristics are: (a) values people; (b) develops people; (c) builds community; (d) displays authenticity; provides leadership; (f) shares leadership (by sharing status and power). The components of Laub's (1999) model encourage the development of the followers as well as acknowledge the importance of the other characteristics in positive individual and organizational outcomes. Laub (1999) later developed and validated the first servant leadership measurement to be used within an organizational setting called the Servant Organization Leadership Assessment (SOLA). This measurement has been used extensively in academic literature. Although this model has been associated with positive organizational outcomes it has been criticized for its length. Originally the instrument was an 80-item scale which has now been revised to be 60 items (Alemayehu, 2021).

Patterson (2003) later conceptualized servant leadership and developed a model to understand leadership based on deliberate virtue-based constructs like agapa love, humility, altruism, vision, trust, empowerment and service (Grobler & Flotman, 2020). She defined a

servant leader as one who puts the needs of the followers first and where the organizational interests are periphery. Instead of emphasizing values as Patterson (2003) did, Russell and Stone (2002) held that functional attributes are important factors in servant leadership and between one leader and another are accompanying attributes that set apart the typical servant leader. He defined functional attributes as those characteristics that are part of the inward qualities of the servant leaders. The authors took the perspective that these traits are the source from which the leader serves (Daly, 2020). The accompanying attributes relate to the servant leader's ability to interact successfully with followers, and include attributes like listening, communication, credibility, competence, delegation, encouragement, influence, stewardship, teaching, and visibility (Palumbo, 2016; Russell & Stone, 2002). A major concern with this servant leadership model is that it is convoluted and difficult to apply (Daly, 2020).

Other important models of leadership came from Sendjaya, Sarros, and Santora (2008) and van Dierendonck and Nuijten (2011). Sendjaya et al. (2008) studied servant leadership and postulated that a servant leader is one that influences their followers by focusing on the needs of the followers rather than the organizational goals. Although built on the foundational principles of Greenleaf's (1970) depiction of the servant leader, their research uniquely contributed to servant leadership literature by highlighting the importance of the spiritual component of the servant leader as the source of inspiration. The authors went on to develop a scale that measures servant leadership. The scale consists of six characteristics that classify a servant leader and is called the Servant Leadership Behavior Scale. These characteristics are voluntary subordination, authentic self, covenantal relationship, responsible morality, transcendental spirituality, and transforming influence (Sendjaya et al., 2008). While their research brought about greater insight into the understanding of servant leadership, it is important to mention that a criticism of their research is that it is geared towards providing spiritual support for servant leadership and may be unsuitable for all organizations (Eva et al., 2019).

In 2011, there was a shift in servant leadership research. Van Dierendonck and Nuijten (2011) emerged in the field of leadership and addressed several issues with the servant leadership models of their fellow academic scholars. The author points out that while the other scholars provided a definition of servant leadership, they fell short because their models were not comprehensive enough and did not consider antecedents, behaviors, moderators, and outcomes. Their model (see Figure 1) and corresponding scale of advanced servant leadership theory entails the behaviors of empowerment, humility, standing back, authenticity, forgiveness, courage, accountability, and stewardship. The model theorized that it is the combination of the motivation to lead and the strong conviction to serve that defined a servant leader. In addition to this, the author's referred to the importance of the leader-follower relationship as facilitators between the behaviors of the servant leader and the desired outcome. Moreover, the authors proposed that there is a mutual effect between the two components. In other words, when the servant leader has a positive impact on the environment and the followers, that in return, will motivate the leader to continue to lead in that fashion. Since this model is the conceptual framework from which this research considers the impact of servant leadership on various organizational outcomes, a brief overview of the behaviors of empowerment, standing back, accountability, forgiveness, courage, humility, and stewardship is important:

1. *Empowerment* is a leadership behavior that is derived from motivation. This behavior focuses on providing employees with the necessary environment that enables them to act (Daly, 2020). A leader who identifies as having a servant leadership style is one who encourages autonomy, recognizes the importance of growth and proactively assists their subordinates in continuous improvement. When employees perceive that the leader is sharing some of their power and investing in them, a byproduct of that will be a deep internalization of the job and the associated tasks (Daly, 2020; Johnston, 2021; van Dierendonck & Nuijten, 2011). Therefore, by empowering

employees they develop a sense of confidence and become more committed and productive (Daly, 2020). Although not involving the outsourcing pharmaceutical manufacturing industry, a slightly related quantitative study by Hammond (as cited in Johnston, 2021) highlights the importance of this characteristic. The author conducted research to better understand the relationship between teacher's perception of servant leadership and self-empowerment and self-efficacy. The results of the research revealed that servant leadership enables teachers' perception of their own empowerment.

2. *Standing Back* is about the need for the leader to retreat after a task has been accomplished. By doing this, the leader gives credit for the success to the employees and not to themselves. This behavior also refers to the "extent to which a leader gives priority to the interest of others first and gives them the necessary support and credit" (van Dierendonck & Nuijten, 2011, p. 252).
3. *Accountability* is a key servant leadership behavior because without this it will be challenging for employees to achieve their goals. Within an organizational context this leadership behavior is demonstrated by establishing clear standards around performance so that employees know what is expected of them. Other research in the area of leadership and accountability has suggested that accountability starts with the leader irrespective of their leadership style. The practice of accountability is important in an organization because it helps to create a culture where people take responsibility for their actions, accept the consequences instead of shifting the blame and speak up when they witness unethical practices (Cherizard, 2022; White & Rezanian, 2019). In the outsourcing pharmaceutical manufacturing industry, the success of the business is heavily dependent on the special skills of the operational staff, scientist, lab personnel and compliance specialist who work intricately together

to produce products that are safe for consumers. If one department fails to deliver their goals, then it will have a direct and substantial impact on the goals of the other department, the quality of products, the safety of the product and ultimately affect the bottom line.

4. *Forgiveness* is displayed when the leader demonstrates that they understand the other person's perspective and can convey empathy towards that person. It can also include the leader's ability to create an environment where people understand that mistakes happen and that grudges will not be carried into other parts of their work performance conversations (Daly, 2020).
5. *Courage* is about venturing out and taking calculated risk towards new ways of doing business. Van Dierendonck and Nuijten (2011) believed that courage is a valuable trait which differentiates servant leadership from other forms of leadership. He notes that courage is seen in organizations when leaders confront normative workplace behaviors and promote positive behavior, use innovative thinking to tackle old problems and advocate for what is ethically right and in the best interest of others. Green (2018) points out that there is a relationship between a leader's courage and the courage of followers, and that this relationship could be reciprocal. The author believed that servant leaders ultimately produce courageous followership behaviors and this in return creates an organizational climate in which people are more servant oriented.
6. *Authenticity* is about accurately representing oneself in a way that is consistent with the way a person thinks and feels. The servant leader personifies authenticity by being congruent with their beliefs and values and accurately representing themselves. The servant leaders lead in a way where organizational goals do not come at the cost of maintaining their authenticity (Daly, 2020).

7. *Humility* involves serving others out of a place where one acknowledges that he or she is flawed and can make mistakes. Psychological research has identified four dimensions of humility: accurate self-perception, other focused, openness and being able to admit one's mistakes. Furthermore, van Dierendonck and Nuijten (2011) expressed that, "Servant leaders combine a service attitude with empowerment, and are most successful when they are humble" (p. 254). Additionally, in his dissertation work, Daly (2020) emphasized that it is servant leadership through the act of humility, empowerment and forgiveness that strengthens the act of service and creates the climate for favorable organizational outcomes.
8. *Stewardship* is a leadership characteristic where the leader is described as one that takes responsibility for the organization through acts of service rather than control. Leaders demonstrate stewardship behaviors by creating a culture of selflessness (Daly, 2020).

The Servant Leadership Survey (SLS) created by van Dierendonck and Nuijten (2011) was used to evaluate these elements of servant leadership. The survey focused on measuring both what the follower gains from the relationship (i.e., empowerment) as well as the behaviors leaders use to create successful organizational outcomes (i.e., accountability). The SLS is a reliable instrument that has utility in various sectors and countries. While this research supports the servant leadership concepts put forth by van Dierendonck and Nuijten (2011), their understanding of leadership evolved, and a greater focus was placed on other aspects of servant leadership namely: empowerment, humility, standing back, stewardship, and authenticity, creating a leadership model which was culturally universal (Johnston, 2021; van Dierendonck et al., 2017). Their most recent theoretical model and the newly created version of their assessment instrument was revised from 30 to 18 items representing the dimensions of empowerment, humility, standing back, stewardship, and authenticity. This framework was used to guide this

research and the statistical analysis of the current study. Studies that have analyzed components of the specific dimensions of empowerment, humility, standing back, stewardship and authenticity will be reviewed:

Empowerment

Although not involving the outsourcing pharmaceutical manufacturing Industry, a slightly related quantitative study by Hammond (as cited in Johnston, 2021) highlights the importance of this characteristic. The author conducted research to better understand the relationship between teacher's perception of servant leadership and self-empowerment and self-efficacy. The results of the research revealed that servant leadership enables teachers' perception of their own empowerment. A study by White (2022) expanded on the research between the servant leadership sub-scales of empowerment and job satisfaction. The results of the research showed that the sub-scale of empowerment had a strong and positive relationship with intrinsic, extrinsic and overall levels of job satisfaction. More importantly, the author asserts that empowerment predicts intrinsic, extrinsic and overall job satisfaction.

Humility

The humility of a leader ultimately guides them to be aware that they have both strengths and weaknesses, are not always right, inherently not better than the people he or she is leading, and that it is important to seek guidance in improving and working on their weaknesses (van Dierendonck & Nuijten, 2011). Two studies were found in academic research on the servant leadership dimension of humility and positive outcomes, but not specific to the outsourcing pharmaceutical manufacturing industry (Caffey, 2012; Ucar & Ugar, 2020). Caffey (2012) analyzed the dimension of servant leadership on retention and job satisfaction among new teachers who had been teaching for only a few years. Using a quantitative approach to examine whether a correlational relationship exists between the two variables, the author utilized convenience sampling and sent 170 surveys to participants, of which 123 were completed. The

author reported that teachers' level of intention to stay and level of job satisfaction was primarily marked by empowerment and humility. Comparably, Ugur and Ugar (2020) empirically conducted research to better understand the servant leadership behaviors of their principal. By way of a mixed method, including both survey instruments and interviews, 392 teachers through the quantitative arm of the study were invited to complete the surveys and 113 teachers via the semi-structured interview were invited to provide their perspective on perceived servant leadership behaviors of their principle. The results of the quantitative study found that humility which is a dimension of servant leadership, along with altruistic empathy and justice were demonstrated.

Standing Back

This sub-dimension of servant leadership is related to other aspects of servant leadership principles like authenticity, empowerment, humility, and stewardship (van Dierendonck & Nuijten, 2011, p. 252) and involves prioritizing the interest of others. This specific dimension of servant leadership is unique to van Dierendonck and Nuijten's, (2011) framework and currently there is insufficient academic research that exists that has specifically empirically tested it against the three variables of this study.

Authenticity

This dimension of servant leadership is displayed when the leader is congruent with their actions in both private and public spaces. Sipple (2022) investigated servant leadership and job satisfaction among employees working in a pharmaceutical setting measuring six dimensions of servant leadership, of which authenticity represents one of the highest Cronbach Alpha scores (0.93). A conclusion found by the researcher that is applicable to the context of this study is that servant leadership strongly influences job satisfaction among the research participants ($r = .7637$, $p < .001$). A benefit of the research is that each of the constructs in the assessment instrument correlated with job satisfaction, establishing a broader understanding of the constructs. Persaud

(2015) reported similar results in his research on servant leadership and job satisfaction among 828 participants working in the emergency unit of two public hospitals. The researcher collected data via two valid instruments. The scale developed by Laub (2003) was used to measure servant leadership (valuing people, developing people, building community, displaying authenticity, and sharing leadership) and the MSQ (short form) was used to assess job satisfaction. The study showed that results from each of the various constructs of servant leadership may vary as it pertains to servant leadership.

Stewardship

This is a leadership characteristic where the leader is described as one that takes responsibility for the organization through acts of service rather than control. Leaders demonstrate stewardship behaviors on both an individual and corporate level. Therefore, servant leaders who perform stewardship attributes on an individual level are adopting behaviors that act in the best interest of the follower, and, when operating on an organizational level, the leader is pro-organizational and prepares the business for long term performance and is concerned with the health of the organization (Daly, 2020; Musgrove, 2018). Musgrove (2018) in his literature review involving servant leadership, stewardship and job satisfaction, shared that stewardship is a key attribute of the dimensions within the servant leadership model that leads to job satisfaction. The author notes that leaders and managers that practice servant leadership that is stewardship-oriented will likely see increased levels of employee job satisfaction.

Servant Leadership compared to other leadership models

While leadership academics agreed on the characteristics that made up servant leadership with slight variations, academic scholars arguably interpreted servant leadership as another form of transformational leadership. Hence, scholars attempted to explore how servant leadership was different from other leadership styles and is a standalone progressive leadership style within the organization. For example, Stone et al. (2004) researched servant leadership and investigated the

similarities and differences between transformational and servant leadership to establish a theoretical view of servant leadership. The author shared that the main difference between the two established leadership styles can be found in where the leader places his or her focus. Kaya and Karatepe (2020) noted that there is clear evidence that servant leadership is a better leadership style in influencing career satisfaction and adaptive performance than authentic leadership. The author notes that the primary difference between the two leadership styles was putting the needs of employees first.

Russell (2003) also examined servant leadership and other leadership styles but from a value and empirical perspective. The author found that there is evidence that servant leaders have values that are different and characteristics that are uncommon. The most notable understanding of servant leadership came from van Dierendonck and Nuijten's (2011) review, which examined servant leadership in comparison to other leadership styles. The authors argue that servant leadership is not like the other leadership styles and that servant leadership has been proven to have incremental validity outside what other current leadership styles have, most significantly, the transformational leadership (van Dierendonck et al., 2017). The authors posit that the qualitative difference is in the servant leadership profile and its focus in relation to other priorities in the organization. For example, in comparison with the transformational leader, the servant leadership begins with a focus on the psychological needs of followers at work, while the transformational leadership styles may consider these needs but puts them secondary to the goals of the company. The servant leader's emphasis is on the growth of followers, and the organizational objectives are just an outcome of a long-term focus on followers' needs. When considering servant leadership over other leadership styles van Dierendonck and Nuijten (2011) contend that servant leadership has value over other leadership styles and their work established a different definition of servant leadership into the academic literature. Their work separated leader behaviors from antecedents and consequences to identify six essential behaviors of servant

leaders: empowering and developing people; accountability, humility; authenticity; interpersonal acceptance; providing direction; and stewardship (Sipple, 2022). Although van Dierendonck and Nuijten (2011) were able to successfully integrate the various concepts that exist regarding servant leadership into a single list of qualities, there was still a need to develop a usable instrument that would accurately measure servant leadership and delineate it from other leadership styles. This need led van Dierendonck to study and develop an instrument for servant leadership. van Dierendonck and Nuijten (2011) drew upon the earlier conceptualizations of servant leadership to recognize eight characteristics that make up a servant leader. The author believes that for the servant leadership to be distinguishable it needed to be predicated upon the principle that the servant leadership should begin with the natural tendency for the leader to serve but also involves the importance of developing and empowering people, a strong emphasis on accountability and a concentration on the leader/follower relationship.

Antecedents of servant leadership that affect human needs

For a deeper understanding of how servant leadership strengthens the relationship between the leader and favorable outcomes like job satisfaction, job performance and reduced turnover intention, a focus on the antecedents by which this happens is necessary for both research and practice, as an understanding of the antecedents can help improve the application of servant leadership in a variety of workplace environments (Alafeshat & Tanova, 2019; Al-Asadi, 2019; Alexander, 2020) and strengthen the support for this research paper. Hence LMX, Maslow's Theory of Human Motivation and Herzberg's Motivation-Hygiene Theory will be used to gain better insight into the mechanism that engender these outcomes.

Current studies have framed servant leadership as a leadership style that has a particular and distinguishable pattern of behaviors that influence the success of an organization in employee satisfaction, job performance (Alafeshat & Tanova; Daly, 2020; Kaya & Karatepe, 2020; Van Dierendonck, 2011) and reduced turnover intention (Alafeshat & Tanova, 2019;

Alexander, 2020). Alafeshat and Tanova (2019) conducted research looking at the mechanism by which servant leadership impacts high performance and retention. The study consisted of 277 fulltime employees in a private airline, representing 168 male respondents and 108 female respondents. As it relates to the participant's age, those between the age of 28 and 37 represented the highest percentage. Based on the findings that emerged from their research, servant leadership strengthens the employee's satisfaction towards their work which leads employees to perform better. The invaluable contribution of their study is that their results do not only indicate that servant leadership leads to increased job satisfaction and retention, but additionally, that this relationship is due to the increased employee engagement which is established on leader–member exchange (LMX) theory. The enhanced engagement is linked to elevated amounts of satisfaction and retention. Therefore, their findings help to explain how this relationship transpires and the importance of these associations in business. Another study that acknowledged the importance of LMX is Thacker et al. (2019). In their single case study, they identify that one of the pathways in which the relationship between servant leadership and turnover is modulated, is when the leader focuses on the didactic relationship between the leader and the follower. Findings from their study supported other studies showing the benefit of servant leadership and suggest that this focus on the relationship helps the employees feel that they are a valuable member of the organization.

Principles of motivation are critical in providing support for the antecedents of servant leadership and how this style of leadership facilitates motivation for followers. Several authors have argued that motivational factors are what makes the significant difference in creating an atmosphere of high satisfaction, high performance and low turnover (Daly, 2020; van Dierendonck & Nuijten, 2011). To better understand how motivation serves as a catalyst through which servant leadership impacts employee attitudes like job satisfaction, job performance and

turnover intention, an overview of the research on Maslow's Theory of Human Motivation and Herzberg's Motivation-Hygiene will be discussed.

A popular theory on motivation is by the psychologist, Abraham Maslow. He developed a theory of motivation which is based on the notion that some fundamentals are required for people to become fulfilled, and these fundamentals can lead to personal satisfaction. His work resulted in the classification of five sequential individual needs through a hierarchy that an individual progressively moves through. The author reported that physiological needs are at the bottom end of the hierarchy and self-actualization is at the very top. According to the author these needs are prioritized, and physiological needs take precedence over other needs, and as these needs are met, the next level of needs may be triggered.

The first level needs are biological needs and consist of things like food, air and shelter. The next order of needs is safety. This need for safety involves physical and emotional wellbeing and includes things like finances, job security etc. It has been pointed out that biological needs along with safety needs make up the basic but fundamental part of the individual. Once these needs are met then the individual can move upward on the hierarchy towards social and esteem needs. These needs are psychological in nature and include belongingness, love and esteem. These needs are developed as a result of the relationships that exist in the individual's life and drive individuals to want to be respected, valued and appreciated. The peak of the hierarchy is called self-actualization and is achieved when the combination of physiological and psychological needs is met. When this happens, people will have the opportunity to focus on their own personal growth and the overall goals of the organization. In essence, by identifying that there are distinct levels of motivation, Maslow categorized motivation as either being intrinsic in nature or extrinsic. Drawing from his work, intrinsic motivation is a drive towards satisfying individual needs and extrinsic motivation is a result of factors that are external to the job itself. The use of this theory within an organizational context implies that people leaders have

the responsibility to ensure that employees' basic needs are met first, where they feel safe and are paid fairly before they can expect higher growth needs and other business outcomes to follow.

To examine this theory in the workplace, Stewart, Nodoushani and Stumpf (2018) conducted a review of literature involving three organizations Southwest Airlines, Value Software, and Google. The researchers asserted that in order for employees to be satisfied, the basic needs of fair compensation should be provided. Furthermore, researchers Olushola, and Adewumi (2021) utilized Maslow's Theory to examine the intrinsic and extrinsic job satisfaction and performance of teachers. The results of their analysis found support that extrinsic motivation was an important variable in improving performance, whereas intrinsic motivation was not. This in turn suggested that the appropriate motivator, which in this case was basic needs, may lead to increased teachers' performance. Failure to meet the basic needs of the teachers would theoretically prevent them from attaining satisfaction and may lead to reduced performance and other negative organizational outcomes. Although the theory is widely accepted, it has been highlighted that there are some criticisms of the theory which included the three inbuilt assumptions: (a) hierarchy of needs, (b) the static nature in which needs progress, and (c) the idea that each need can only be active subsequently and not concurrently (Thiagaraj & Thangaswamy, 2017). For the purposes of this study, it is important to highlight that although Maslow's theory has been demonstrated as an acceptable foundational framework describing how human motivation works, its application in the outsourcing pharmaceutical manufacturing industry is limited. As such, it is safe to assume that there exists a distinct set of motivational factors that limit the applicability of this framework in the outsourcing pharmaceutical manufacturing sector.

It would be challenging to discuss work motivation without explaining the contribution that Fredrick Herzberg made to literature. Herzberg utilized key segments of Maslow's theory to

create a two-factor theory that linked directly to work-motivation research and job satisfaction in an organizational context. Herzberg's (1987) theory argued that there are two factors that surround the job but are not always part of the job that, when present in the workplace, may lead to job satisfaction or job dissatisfaction. As per Herzberg, (as cited in Poissonnier, 2017) these factors are separate and distinct from one another. The first factor comprises of intrinsic oriented needs and are involved in promoting job satisfaction. These factors are labeled motivators. Motivational factors include things like autonomy, opportunities for recognition and career development. The other category of factors is called hygiene factors and include things like salary, supervision received, benefits, work conditions, fair treatment etc. While these factors do not promote job satisfaction, improving hygiene factors may lead to removal of barriers to job satisfaction.

Many studies have applied Herzberg's theory of motivation on turnover intention and job performance (Ghasempour Ganji et al. 2021; Hur, 2018; Yu-Chia et al. 2021). In particular, these studies have concluded that intrinsic factors impact employees' job satisfaction, which in turn positively influences employee's intention to stay in the organization and improve work performance. For example, Yu-Chia et al. (2021) found that the relationship between an employee's job capabilities and their intention to remain in the organization was based on the mediating influence of intrinsic and extrinsic job satisfaction, with extrinsic satisfaction having the greatest effect. This tells research and practice that human behavior is driven by needs that are met or not met. Most critically, the study suggests that employees focus on their extrinsic satisfaction and enhance their intrinsic satisfaction via extrinsic means, which eventually impacts their intention to stay. Therefore, if organizations want to reduce turnover intention, they should take some action towards recruiting and developing leaders who are compelled to focus on hygiene or extrinsic factors which by default will create a barrier against job dissatisfaction. Hur (2018) conducted research on whether financial rewards would motivate employees and lead to

job satisfaction. The findings from the research emphasized that intrinsic factors motivate and have the potential to lead to job satisfaction and extrinsic factors like pay are also important in reducing dissatisfaction. The above studies show how satisfaction is positively linked to intrinsic motivation and extrinsic factors only reduce dissatisfaction. Some studies confirm that both intrinsic and extrinsic factors play a significant role in improving job satisfaction. Al-Asadi et al. (2020) studied the role that both intrinsic and extrinsic motivation factors have on job satisfaction with 205 participants. The participants from the study were required to complete questionnaires pertaining to servant leadership and job satisfaction. Out of the 205 useful responses a little more than half were female (51.2%). Most of the participants were between the age of 25 and 30, and most self-reported being in their early career. Although their study revealed that servant leadership had a greater influence on extrinsic job satisfaction ($r=.80$) than intrinsic satisfaction ($r=.69$), the findings support earlier research that showed that both intrinsic and extrinsic satisfaction is influenced by servant leadership. It is not unexpected that servant leadership would impact extrinsic motivation more because extrinsic motivation is connected to hygiene factors of which supervision is identified as one. It is important to note that the respondents in the study also had a strong and significant connection to intrinsic motivation as it relates to servant leadership. This suggests that employees who are supervised by leaders who adopt a servant leadership style find greater meaning in the work they do. This finding helps to emphasize that both factors in Herzberg's theory of motivation may be important to promote job satisfaction.

Scholarly research has argued that employee motivation is a key mechanism by which organizational outcomes like job satisfaction, job performance and turnover are impacted (Hur, 2018; Su et al. (2020). For the purposes of this study, it is important to highlight empirical research that provides evidence of a leadership style that is also adept in motivating employees. To this end there is a body of research that exists that discusses just this. According to Su et al.

(2020) servant leadership, which is seen as a leadership style that highlights growth and service to others, creates a favorable environment for employees to be motivated. This assertion by the authors demonstrates that there is something peculiar about servant leadership that cultivates this type of environment. The authors acknowledge that this peculiar thing is intrinsic motivation and identification. While intrinsic motivation has been regarded as a key factor in promoting positive organizational outcomes, the evidence from Su et al. (2020) about employees' identification as a moderator between employees' intrinsic motivation and servant leadership is new empirical evidence that the servant leadership values which emphasize genuine human relationships reinforce intrinsic motivation. Ma et al. (2020), in their work on motivation, established that servant leaders use psychological empowerment as an underlying mechanism to motivate employees to deliver positive organizational outcomes. The author claims that servant leaders are able to do this because they focus on the employees' needs satisfaction. To strengthen this evidence, other researchers when examining the principles that servant leadership has on certain behavioral outcomes note that psychological empowerment (Yang et al., 2019) and spiritual values (Chen et al., 2013) are two servant leadership principles that enhance autonomous intrinsic and extrinsic motivation significantly beyond transactional leadership.

Application of Servant Leadership in Organizations

Servant leadership, job satisfaction, job performance and employee turnover intention are areas in organizational literature that are frequently examined. While there is a body of research that exists in this area, it is important to note that servant leadership within the outsourcing pharmaceutical manufacturing sector is a novel consideration and as such, this researcher did not find specific empirical evidence within the outsourcing pharmaceutical manufacturing sector that shows that a relationship exists between these variables. Hence, this section of the literature review will provide available research on the use of servant leadership principles and its strong relationships to factors such as job satisfaction, job performance and turnover intention outside

of the outsourcing pharmaceutical manufacturing industry and across various geographical regions. This dissertation extends the current research gap related to servant leadership, job satisfaction, job performance and turnover intention by including research within the outsourcing pharmaceutical manufacturing company.

Job Satisfaction and Servant Leadership

Job satisfaction has been referred to as an attitude of contentment that an employee has towards his or her job and the organization (Bennett & Hylton, 2020) or the extent to which employees are positively satisfied with their job situation independently of their work condition (Al-Asadi et al., 2019; Shafique et al. 2018). Research has also described job satisfaction using Herzberg's two-factor theory, where employee job satisfaction is made up of motivational needs and hygiene needs (Al-Asadi et al., 2019). Despite the variations in the meanings of job satisfaction, the common denominator is that job satisfaction involves the emotions an employee has toward their job. Researchers have found that employees who are satisfied with their job put forth their best effort in trying to get the job done (Al-Asadi et al., 2019; Hur, 2018).

Von Fischer (2017) studied the relationship between teacher perceptions of principal servant leadership attributes and teacher job satisfaction. This study was not limited to female participants but included a total of 49 female participants and 27 male participants. The authors concluded that a teacher's perception of servant leadership is related to their intrinsic, extrinsic, and overall job satisfaction. Specifically, the authors found that while all eight servant leadership attributes measured by the SLS instrument (standing back, humility, courage, empowerment, accountability, authenticity, forgiveness, and stewardship) show a strong and significant relationship with overall satisfaction, humility and empowerment were the most associated with overall teacher's job satisfaction. The authors provided the recommendation that leaders can potentially improve job satisfaction by demonstrating servant leadership characteristics related to humility and providing opportunities that promote autonomy through empowerment. Al-Asadi et

al. (2019) surveyed 205 employees working in various service-oriented organizations in an attempt to find out if there was a link between the servant leadership of supervisors and the intrinsic and extrinsic satisfaction of their employees. The authors pointed out that although servant leadership had a greater impact on extrinsic job satisfaction ($r=.80$) than on intrinsic satisfaction ($r=.69$), that servant leadership correlates with both intrinsic and extrinsic components of employee's job satisfaction. This study demonstrates that while extrinsic satisfaction showed greater statistical significance, both factors continue to play important roles in how job satisfaction is realized. Research conducted by Farrington and Lillah (2019) investigated servant leadership on job satisfaction among 241 participants. The study mentions that a limitation of the study is that the results cannot be generalized outside of private healthcare practitioners in the sample. With regard to the demographic information, the participants had a similar profile-gender, age, and ethnicity. The results of their research revealed that the more employees perceive their leaders to have servant leadership attributes like developing others ($\beta = .329, p < .05$), as well as having a genuine care for others ($\beta = .197, p < .05$), the more likely the participants identified as satisfied. In alignment with these two studies, the study by Bennett and Hylton (2020) explored the relationship between servant leadership behaviors and job satisfaction among a convenience sample of 50 subjects. With respect to gender, the study points out that 40% were male and 60% were female. Results from their research showed that servant leadership positively influenced job satisfaction $r(50) = 0.493, p < 0.1$. Furthermore, Alemayehu (2021) in a similar study examined the link between servant leadership and job satisfaction from 832 participants. After analyzing both quantitative and qualitative data, the author acknowledged that there is a strong connection between servant leadership and teacher's satisfaction. Akdol et al (2017) to better understand the impact of servant leadership on job satisfaction, the authors conducted research to ascertain the effect of servant leadership on job satisfaction via the mediating role of LMX. A total of 628 participants completed three valid

questionnaires, where they were asked to self-rate their job satisfaction as well as their perception of their immediate leader's leadership approach as it relates to the servant leadership style and LMX. The demographics in the study indicated that 65% of the respondents were male and the largest age group represented in the study was between 18-29 years of age (53.6%). The results from their study suggest that there is a significant and positive relationship between servant leadership and overall job satisfaction via the mediating role of LMX. In other words, the research claims that the job satisfaction of the participants was higher when the leader was able to build high value relationships with their followers. This research brings more evidence to the literature on servant leadership and job satisfaction. Jordan (2015) using a quantitative correlational design, studied job satisfaction and its relationship to servant leadership of 222 U.S. Navy employees. The intent of the research was to provide empirical evidence on how servant leadership can improve job satisfaction. Most of the participants were male (179) with between three months to thirty years of service. The results of the research showed a significant effect size ($\eta^2 = 0.143$ for overall job satisfaction, 0.105 for intrinsic job satisfaction, and 0.095 for extrinsic job satisfaction). According to Jordan (2015), Herzberg's two-factor theory provides the company a useful means for improving job satisfaction, while at the same time decreasing those factors that impede the desired outcome. The author further notes that "Basic psychology supports the premise that happy employees have a better emotional outlook and can handle workplace stress more positively" (p. 41). Fleming (2019) examined the relationship between servant leadership, emotional intelligence, and job satisfaction among principals in all the public schools in the State of Iowa. The author used the Minnesota Job Satisfaction Questionnaire—Short Form (MSQ) and the Servant Leadership Survey (SLS) scales to assess the servant leadership characteristics of the principals and their current job satisfaction. Data from the survey showed that there is a strong correlation between servant leadership and job satisfaction ($r = .967$). Out of the five characteristics of servant leadership measured by the instrument, the

servant leadership character of empowerment was the strongest ($R\text{-squared}=.531$, $p < .01$). The sample size for their research consisted of 312 principals. Each participant was asked to respond to several demographic questions. Of the participants, 66.3 % were male and 33.3% female.

A recent study by White (2022) suggests that there is a positive and significant relationship between servant leadership and employees' overall job satisfaction, intrinsic and extrinsic job satisfaction. In a quantitative experiment involving 166 participants, where males' respondents represented 83% ($n=138$) and female respondents represented 15% ($n=25$), the researcher conducted a Pearson Product Moment Correlation and found that there was a moderate, positive correlation between servant leadership and overall job satisfaction. In other words, the higher an employee measured their supervisor on servant leadership behaviors, the higher their own overall rating on job satisfaction. The study expanded on their analysis by discovering that the subscale of empowerment was positively correlated with intrinsic job satisfaction ($r = .654$, $p < .01$), extrinsic job satisfaction ($r = .668$, $p < .01$), and overall job satisfaction ($r = .740$, $p < .01$). The results of the regression showed that the subscale of empowerment explained significant variance in overall job satisfaction, intrinsic job satisfaction and extrinsic job satisfaction. While servant leadership explained 52.3% of the variance in overall job satisfaction ($R\text{-squared} = .523$, $p < .01$), empowerment accounted for an additional 40.7% of the variance in intrinsic job satisfaction ($R\text{-squared} = .407$, $p < .01$), an additional 42.8% of extrinsic job satisfaction ($R\text{-squared} = .428$, $p < .01$) and an additional 52.5% of overall job satisfaction ($R\text{-squared} = .525$, $p < .01$). Likewise, significant predictive results were found for the subscale of stewardship. Stewardship was able to account for an additional 2.9 % of the variance in extrinsic job satisfaction, an additional 42.8 % in extrinsic job satisfaction and an additional 52.5 % in overall job satisfaction.

More in line with this dissertation is the research by Sipple (2022). The author examined the relationship between servant leadership style and the job satisfaction of sales employees at a

large pharmaceutical organization. The research measured job satisfaction from a total of 96 respondents, leading to a sample where 54 were female and 42 were male. The findings of the research indicated that servant leadership and job satisfaction are statistically significant. Further, the author notes that pharmaceutical organizations can boost satisfaction among their workers by promoting servant leadership principles. Sipple (2022) cited the necessity for future research to examine servant leadership and its relationship to job satisfaction within a similar industry and outside of the United States. Although several studies have found that a positive relationship exists between servant leadership and overall job satisfaction, there is some evidence to show that this is not always the case. Amin (as cited in Persaud, 2015) in a longitudinal study, researched the potential relationship that exists between servant leadership and overall job satisfaction. The findings of the research showed that servant leadership does not always explain levels of job satisfaction. Even after the leaders in the study organization were trained in servant leadership principles, the workers did not gain an improvement on their level of job satisfaction. The author notes that there are other factors that need to be considered when trying to improve employees' job satisfaction. The other factors cited in the article are things such as environment and budgetary influences. Therefore, replicating this research with a different instrument that focuses on leadership behaviors that indirectly and directly impact an employee's environment may provide different results. A suitable instrument which scores leadership behaviors divided over five sub-scales is the servant leadership scale (SLS).

Job performance and servant leadership

Job performance, which is an important organizational outcome, is often explored in literature. As a construct, the definition varies in complexity and is inconsistent across academic research (Koopmans et al., 2011). Koopmans et al. (2011) stated that the understanding of job performance has shifted from a fixed definition involving just the task of a job to an integrated framework which includes three interconnected factors: task performance, contextual

performance, and counterproductive work behavior (Figure 2). Task performance is “the proficiency (i.e., competency) with which one performs central job tasks” (Koopmans et al., 2011, p. 858). It is also considered in-role performance and is often different across different jobs. Contextual performance is “individual behaviors that support the organizational, social, and psychological environment in which the technical core must function” (Koopmans et al., 2011, p. 861). This is differentiated from task performance and is non-job-specific in nature. It involves where the employee goes above and beyond the formal job description. Lastly, counterproductive work behavior is a “behavior that harms the well-being of the organization” (Koopmans et al., 2011, p. 862). The authors go on to say that all factors intersect and create a pattern of job performance. Moreover, they noted some behaviors might show up as task behaviors in one job, while in another job it may be seen as contextual (p. 862).

Some researchers have studied job performance and servant leadership in the workplace. Kaya and Karatepe (2020) conducted time lagged data research to see whether servant leadership better explains work engagement, career satisfaction and adaptive performance than authentic leadership among 226 hotel employees in the hospitality industry. The demographic profile of the study shows that the majority of participants were male (n=124), and the participants' age spread between 18-57. The results of the research reflect previous research citing that servant leadership has a positive impact on performance outcomes stronger than authentic leadership. The study further revealed that work engagement was the mechanism by which this happened. A study conducted by Bande et al. (2016) hypothesized that servant leadership would influence intrinsic motivation, which in turn would impact employee's job performance through proactivity and adaptivity, to change-oriented behaviors. The 145 participants in their study were measured on self-efficacy, intrinsic motivation, and perceptions of supervisors' servant leadership (Bande et al., 2016). Data on demographics were collected and the researcher reported that 72.4% were male with the average age being 39.5 years. The authors point out that servant

leaders are able to influence job performance by cultivating an environment characterized by service. Kim and Kim (2017) conducted research where they investigated the relationship between servant leadership, job satisfaction and job performance in the marine industry. All participants in the study were male with the average seaman being in his 30's. According to (Lockhart, 2021), this industry is marked by employees who are transient, with high conflict and high turnover. The first aim of the leaders in the study was to develop a group of seamen with a history of instability into a group that was productive. Kim and Kim (2017) acknowledged that servant leadership leads to improved job performance. Specifically, the authors reported that a leader's trust and job satisfaction accounted for 37% of job performance. The results suggest that establishing an environment of trust can lead to job satisfaction, which in turn can increase performance. The practice of servant leadership in the outsourcing pharmaceutical manufacturing industry may very well also produce comparable results if leaders focus on the fundamental principle of servant leadership, which emphasizes trust. A recent study by Alahbabi et al. (2021) investigated how the level of an employee's happiness can impact job performance. Human psychology supports the idea that employees who are happy have better psychological outcomes and are able to handle work demands better (Jordon, 2015). The insights put forward by the author reveal that servant leadership has a direct and indirect influence on an employee's performance and that happiness mediates the relationship. The authors claim that servant leadership, happiness and job performance are variables embedded within a framework, and that framework is critical in order to understand employee performance. In the same context the authors point out the need for servant leaders within a business context. Therefore, this study makes the assumption that an employee's happiness and their performance are aligned with each other (Alahbabi et al., 2021).

Elizondo (2011) adds to the empirical research on servant leadership and employee performance. The research analyzed the leadership models of sixteen servant lead and non-

servant lead organizations. The results from the research showed that the companies that implemented servant leadership practices experienced higher financial performance than the companies who did not practice servant leadership. Even though this research speaks to financial performance, theoretically it can be argued that higher financial performance is due to the overall performance of the employees. Out of the companies that were studied, only one company represented the pharmaceutical industry, and that company applied a non-servant leadership methodology. While the pharmaceutical organization examined in the study experienced high profits, the researcher established the value of a servant lead organization and suggested that the financial profits would potentially be higher for the said pharmaceutical company had they incorporated a servant leadership model into the organization. In the context of this study, the application of servant leadership may prove to be beneficial for pharmaceutical environments when it comes to performance. Gašková (2020) in a recent study collected data from 106 students in the Faculty of Business Administration where 48 were men and 58 were women to gain a better understanding of the role servant leadership plays on performance. The author explained that servant leadership leads to positive results for leaders who want to promote both in-role and extra-role performance. Specifically, the researcher found that performance, namely in-role and extra-role performance is affected by empowerment, autonomy, and the employee's perception on how much they are valued in the organization. The findings from their study provide insight into the benefit of practicing servant leadership to support performance outcomes. More recently, Lee et al. (2019) linked servant leadership to overall performance. In a meta-analysis involving servant leadership, he revealed that servant leadership has a main effect on task performance along with other outcomes variables like organizational citizenship behaviors, creativity, counterproductivity, and voice. The author went further to endorse that servant leadership has predictive validity over other leadership practices. This evidence that

servant leadership has predictive value led the authors to suggest that organizations invest in developing their leaders into servant leaders.

Turnover intention and servant leadership

Zaheer et al. (2019) indicated that high levels of employee turnover can have significant negative consequences and costs for an organization. The scholars contend that these consequences can be in the form of direct or indirect costs. Direct costs are associated with the replacement of the headcount (i.e. advertisement, re-training etc.). Indirect costs are harder to quantify and relate to factors that surround the impact of the employee's exit, like decreased productivity and low morale. Research cited in Sipple's (2022) dissertation indicates that the average organizational cost as it relates to turnover for an employee who is highly skilled is greater than 200% of the yearly salary of the role. While an actual overall turnover intention cost was not found during this researcher's literature review, turnover intention has been measured and the outcome is heavily relied upon as a valuable representation to underscore leaving behaviors. Hence predicting turnover can be a valuable variable which can empower an organization to create strategies aimed at reducing voluntary turnover. In addition to employee job satisfaction and employee job performance, turnover intention is another variable that will be tested in this dissertation, as servant leadership has empirical research that supports its benefit in reducing turnover intention.

Mitterer (2017) notes that an employee's choice to leave an organization (actual turnover) begins with a psychological response to continual negative aspects with the leader, organization, or the job. The author further adds that the process is complex and includes cognitive and behavioral components. Bothma and Roodt (2013) defined turnover intent as the conscious contemplation of an employee to exit the organization because he or she is no longer connected with the work. Mitterer (2017) stated that while no single distinguishable factor exclusively contributes to turnover intention, the leader-employee relationship is critical in predicting

whether an employee stays with an organization or decides to leave. Specifically, the author shared that “low supervisor support, minimal communication, and lack of feedback reduced individual well-being and contributed substantially to feelings of stress and increased turnover” (Mitterer, 2017, p.55). According to the author, an organization that focusses on the relationship dynamic will reduce the intent of an employee to leave the organization. As mentioned earlier, the available literature in servant leadership and turnover intention is limited to industries outside of the outsourcing pharmaceutical manufacturing sector, so this section of the literature review will discuss literature that supports servant leadership and its impact on turnover intention outside the outsourcing pharmaceutical manufacturing industry.

Mitterer (2017), an earlier researcher, conducted a quantitative study among 283 nurses to better understand the relationship between servant leadership, job satisfaction and turnover intention. From the 283 participants, the demographic profile of the participants, the majority were female respondents (85%). The author was able to establish that characteristics of a servant leader address the psychological states of the employee as it relates to job satisfaction and turnover intention. Specifically, the study found that a moderate inverse correlation existed between servant leadership and reduced turnover intention ($r = .44, p < .01$). Additional analysis revealed that servant leadership predicted low employee turnover, $F(4, 278) = 25.43, p < .01$ R-squared = .13. The R-squared (.13) value point to roughly 13% of the variance in employee turnover intention was distinctively accounted for by servant leadership.

Moreover, the researcher described that the values of servant leaders that influence psychological state to be crucial in contributing to this outcome. Huning et al. (2020) in a recent study involving 150 participants explored servant leadership as a leadership style in reducing turnover intention via perceived organizational support, embeddedness, and job satisfaction. Participants from the recruiting sample were primarily Caucasian (65.3%) or African American (22%) with the sample being largely male (65%). The findings from the

research revealed that a significant relationship exists between servant leadership and turnover intention negatively correlated ($r = 0.39$, $p < 0.01$). In agreement with other studies, the research found that perceived organizational support and job embeddedness, which are two servant leadership principles, are the mechanisms by which this relationship occurs. In a more recent study assessing the impact of servant leadership on self-efficacy, job satisfaction and turnover intention, Westbrook (2022) discovered that servant leadership is strongly correlated to decreasing turnover intention. The study further evidenced that servant leadership positively impacts self-efficacy and job satisfaction. The key findings in this study provided evidence that adopting a servant leadership style can be beneficial for organizations who are interested in reducing turnover intention. Another recent study by Buh-Mbi (2021) sought to identify the specific servant leadership principles that are responsible for improving job satisfaction and reducing teacher's intention to leave. With a sample of 366 teachers, the results of their study emphasized that there is a statistical significance between servant leadership in all the dimensions of servant leadership, all the dimensions of job satisfaction and job embeddedness. Taken together Buh-Mbi (2021) found that the associations between the subscales of servant leadership and the job satisfaction of pay, fringe benefits and operating conditions were weakest with r ranging from .238 to .291. The correlations between all subscales of servant leadership and nature of work, coworkers and promotion were moderate with r ranging from .331 to .472. The correlations between all subscales of servant leadership and job embeddedness were moderate ranging from .355 to .409 ($p = .81$). In predicting the relationship between servant leadership and job embeddedness, which accounts for teacher's intention to stay, the overall regression model was significant with $F(9,356) = 12.841$, $p < .0001$, Adjusted $R^2 = .185$. Hence, 18.5% of the effect of job embeddedness was accounted for by servant leadership dimensions.

The Outsourcing Pharmaceutical Manufacturing Industry

This study aims to examine the relationship that exists between employee's perceptions of servant leadership, job satisfaction, job performance and turnover intention in an outsourcing pharmaceutical manufacturing company. Therefore, the concept of outsourcing as well as an overview of outsourcing pharmaceutical manufacturing is critical. This section of the literature review will cover relevant literature specific to this industry, including a definition of outsourcing, as well as an overview of the pharmaceutical manufacturing industry and its challenges.

Concept of Outsourcing

Although the focus of this paper is on outsourcing in a pharmaceutical manufacturing context, a brief overview of the literature on outsourcing can help to provide a better understanding of what leads to outsourcing and the types of challenges that exist in the outsourced company.

Outsourcing has been described as an organizational strategic decision related to contracting some of the internal functions to an outside organization (Boulaksil & Fransoo, 2010; Kamal, 2019; Robinson, 2016). Kamal (2019) further explained that outsourcing can be seen as the transferring of functions that were once performed with an organization which is now being done by another organization due to things such as high cost, higher ability to scale production and risks. Furthermore, Kakabadse and Kakabadse (2001) pinpointed the significance of outsourcing by asserting that it assists companies to attain best practices. The authors also underscored that it enhances the quality of service that an organization can deliver. Furthermore, they assert that it helps leaders concentrate on the core competencies of the business. The concept of outsourcing can cover several different functional areas including both manufacturing and services and can span across several industries like information technology (IT), human

resources (HR), and warehousing to name a few (Kamal, 2019). Most recently the practice has been achieving momentum within the pharmaceutical industry (Madpak, 2009).

Successful outsourcing strategies have been shown to improve financial performance, quality, allocate noncore functions, profitability and a host of other things. While the potential advantages of outsourcing have been cited, there is research to show that some disadvantages also exist. In fact, the research suggests that there might be a complex tradeoff between the organization in need of the service and the organization who manages the outsourcing activities. For instance, Kamal (2019) shared that there are several potential drawbacks to outsourcing. The author recognized that outsourcing may result in displaced employees for the organization who is outsourcing the function, control challenges for both the host organization and the outsourcing organization, inadequate service delivery timelines and unsatisfactory supportive structures. It is fair to add that outsourcing arrangements are extremely complex with a high reliance on quality standards. Hence, Kamal (2019) states that the outsourcing contract company should consider some of these challenges prior to agreeing with the contracted activities. Furthermore, Robinson (2016) notes that communication, time zone challenges, as well as the ability to meet the needs of the business and the employees are additional challenges that arise from outsourcing. The author conducted a qualitative phenomenological study with 20 IT professionals across four companies. Demographic information was collected about the study participants in terms of “age, sex, marital status, educational level, job title, number of years with the organization, and exposure to outsourcing” (p.99). The project involved 17 males (85%) and three females (15%) where 40% of the population were between 51-60 years old. The research focused on the role outsourcing plays in stress and job satisfaction using the person-environment fit theory as its framework. The analysis of the research revealed that work-related stress has a negative consequential impact on job satisfaction and turnover intention. While Robinson’s (2016) study refuted the notation that low satisfaction and high turnover intention was solely due to

outsourcing, the research revealed that outsourcing has the potential to increase work demands on employees, leading them to feel high levels of stress. Moreover, the study underscores that job satisfaction and job dissatisfaction are not opposing sides of a scale where one factor increases while the other factor decreases but rather, they are variables that are driven by different factors. Organizations who want to improve job satisfaction could focus on opportunities to decrease work-related stress. Looking at the pharmaceutical manufacturing industry, this finding is important to this study because it gives a good picture of the organizational behaviors that are common problems in outsourcing environments. It also consolidates the research on job satisfaction and turnover intention and supports that added pressures placed on employees may lead to similar outcomes.

Outsourcing Pharmaceutical Contract Manufacturing

A review of literature on the topic of outsourcing shows that a significant amount of research has been written on the topic and even more research on the impact of outsourcing from the perspective of the host organization. A further review finds that there are very limited articles demonstrating the consequences of outsourcing on the outsourced organization and even fewer research in a contract pharmaceutical manufacturing industry. With only a limited amount of research in this area, the part of the literature review will focus primarily on research outside the pharmaceutical sector.

Although the pharmaceutical industry has practiced outsourcing in one form or another since its inception, pharmaceutical outsourcing gained significant importance in the pharmaceutical industry over the past few decades as a result of fluctuations in the market, global competition and as a way to utilize resources more cost-effectively (Madpak, 2009; Piachaud, 2002). Madpak (2009) notes that the pharmaceutical industry is extremely complex and idiosyncratic. As a result of these characteristics, it precludes many organizations within this sector to rely on outsourcing models from other industries. There are two main frameworks that

exist in which pharmaceutical companies can partner with licensed and approved facilities when it comes to outsourcing pharmaceutical processes. The first one involves full-service outsourcing where all of the stages of the process are outsourced, and the company relies fully on the expertise of an external agent. The other framework is called tactical outsourcing and involves contracting parts of the pharma-based work on a project-by-project basis (Crossley, 2004; Piachaud, 2002). When it comes to outsourcing pharmaceutical manufacturing, this practice is a process that has been characterized into two broad categories: a) pharmaceutical drugs being produced or tested and b) the administration of the product to the market for distribution. The former may involve the process of drug formulation, stability testing of products and the later involves the process of mixing the formulation batches followed by packaging and distributing (Sarkis et al. 2022).

A close examination of the literature involving contract pharmaceutical manufacturing companies suggests that several challenges exist for the outsourced company. For example, Boulaksil and Fransoo (2010) completed two case studies within the pharmaceutical contract manufacturing industry looking at the effects and challenges of outsourcing from an operational planning perspective. The insights from their research reveal that there is potential for a lot of anxious communication to occur between the two parties due to order processes and a delay in crucial communication. The point here is that the contract manufacturing company is impacted by the high demands of the organization, and this can lead to increased negative outcomes. To further explain some of the challenges that exist in the pharmaceutical market, Pawar and Chakravarthy (2014) conducted some research. Their research showed that turnover is typically high among pharmaceutical companies, of which the research suggests by extension that also refers to outsourcing pharmaceutical manufacturing. The researchers examined the factors that influenced employee turnover in a pharmaceutical manufacturing company. The data from their research showed that in addition to compensation related issues, work overload, lack of sharing

information, role ambiguity and leadership among other issues lead to turnover. The study by Pawar and Chakravarthy (2014) is of value to this research because the results of their findings indicate one of the negative consequences that exists in this industry which is high turnover, and one that servant leadership may positively influence.

An industry that can be compared to the outsourcing pharmaceutical manufacturing industry is the pharmaceutical manufacturing industry. Much like the pharmaceutical manufacturing industry, this industry will conduct the full scope of services that an outsourcing pharmaceutical manufacturing company does, except their services are not contracted out, like in the case of outsourcing pharmaceutical manufacturing. Their processes, systems and standards are very similar as the processes are defined by regulatory bodies. As detailed in Scott (2022) research, this industry is marked by significant and distinct challenges in the world economy. According to the author, these challenges are a combination of internal and external sources. Often, these external sources place increased pressure on the business to perform and include shifts in customer needs, competition, and pricing demands. Internal sources come from within the organization and can be in the form of a shifting work demographic, where changes in the attributes of the organization may be necessary to sustain the expansion in extremely specialized areas, like pharmaceutical manufacturing. Additionally, a corporation can be strained by the reduction in employment pools. It is important to note that these challenges are culminated in the pharmaceutical manufacturing industry as this industry is also burdened with continual challenges in regulatory requirements, politics and cultural beliefs (Scott, 2021). More broadly, some of the challenges that can also exist in this type of industry are internal operational constraints and change management challenges as it pertains to technology. The author, through his research, points out that the strains this industry faces are not an anomaly but instead part of its cultural fabric. The author further asserts, as such, non-traditional strategies are needed to assist this type of organization in driving performance and position the organization in a way

where it can respond to the distinct and ever changing external and internal demands. The author asserts that the type of leader that is called to lead this type of organization is critical.

While leaders may employ diverse leadership styles to lead successfully, Scott (2021) recognizes that certain attributes of the leader are essential to be successful in this type of climate. This type of leader is not only called upon to understand the complexities that are involved technically from a manufacturing and scientific standpoint, but also a leader where the quality connection between the leader and the followers are paramount and is described by the author as a leader who is empathetic, physically present and a good communicator. The author specifically states that the employees vocalized that they want a leader that sees “them as more than just employees, but rather as individuals with outside life experiences and perspectives” (Scott, 2021, pp. 84). The author further adds that this leader should be able to influence followers and provide support to them. Finally, the author emphasizes that the leader must be effective in driving ownership and accountability, while at the same time effectively mapping out the path by which the employee can grow and develop. Since the author is calling for non-traditional mechanisms to support such an organization, it is the position of this researcher that servant leadership characteristics are well matched to this type of cultural environment.

Gap in the Literature

In today’s global competitive environment, outsourcing pharmaceutical manufacturing organizations are endeavoring to realize positive consequences leading to a competitive advantage. When examining the existing literature between servant leadership and its impact on job satisfaction, job performance and a person’s intention to leave, several scholars contend that the literature is limited. Moreover, when looking for research specifically related to this dissertation which examines servant leadership in an outsourcing pharmaceutical manufacturing industry, this researcher found none. Therefore, there is a gap in literature. This researcher decided to fill this gap by examining the relationship between servant leadership, job

satisfaction, job performance and turnover intention in an outsourcing pharmaceutical manufacturing industry.

Biblical Foundations of the Study

This paper will also examine the various constructs explored in this study from a Biblical standpoint. This is especially helpful since the present study argues that servant leadership versus other leadership styles would be ideal in positively impacting job satisfaction, job performance, and negatively impacting turnover intention. Furthermore, since much of the understanding of servant leadership is based on Biblical principles and sets the foundation and background on how servant leadership is interpreted, a proper understanding of servant leadership will be advantageous.

Servant leadership and the Bible

Before exploring servant leadership from the viewpoint of the scriptures, it is pertinent to call attention to the fact that God's characteristics can be interpreted from the lens of a servant leader. Servant leadership principles are multidimensional, where the central aspect of this leadership style is based on relationship and service. One of the passages in scripture that clearly portrays how much God emphasized relationship is seen in Genesis 3:8 (ESV). More specifically, in this passage the readers see a God who is Sovereign and Divine, yet He was intentional about fellowshiping with both Adam and Eve. Of particular interest when it comes to servant leadership, is also the idea of serving. The Bible in Romans 8:32 states "He who did not spare his own Son but gave him up for us all—how will he not also, along with him, graciously give us all things?" (English Standard Version, 2001). Against this backdrop, the Biblical foundation of servant leadership can also be traced back to the book of Matthew where Jesus in his own words describes what leadership is. Jesus said "You know that the rulers of the Gentiles lord it over them, and those in high positions act as tyrants over them. It must not be like that among you. On the contrary, whoever wants to become great among you must be your

servant, and whoever wants to be first among you must be your slave...” (*The Christian Standard Bible*, 2017, Matthew 20:25-28). In this passage, Jesus offered an image of leadership that embodies the kingdom of God and one that is often conflicting to many current leadership models in corporate spaces. Platt (2013) notes that when Jesus endorses service as a way of leading it should not imply that followers tell Jesus what to do; rather, it should let the reader know that the application of service means putting the needs of the followers first. As Jesus embodied servant leadership, the expectation is for the followers of Jesus to practice what was demonstrated to them.

While some leadership models seek power and authority, the qualities that coalesce into servant leadership are highlighted by Russell (2003). The author shares three crucial factors from Jesus’ account of service in Matthew 20 which provides support for the servant leadership model. Firstly, the author highlights that the secular theories of leadership often place emphasis on wielding their power over others, where there is a great need to hold followers in subjection as opposed to empowerment, where the leader delegates power to their followers. Secondly, in the passage he notes that Jesus specifies that service is at the heart of leading and an important requirement for greatness. Third, Jesus, although he is God in the flesh, did not distinguish himself differently from others when it came to service. In fact, he exemplifies the greatest act of service to mankind when he addresses the heart of his mission by pointing readers to his crucifixion. He explained in Matthew 20:28 that “the Son of Man did not come to be served, but to serve and to give his life as a ransom for many”.

It is the position of this writer that the teachings of Jesus provide the foundation for servant leadership for both secular and non-secular spaces. While the examples of the Bible are not always to be taken as normative, the teachings of Jesus on servant leadership are an exception. His teachings should be emulated and the attributes that make up servant leadership should be employed within organizational spaces. From an organizational context this looks like:

the importance of placing the needs of others first, empowering others; acting in humility, standing back, authenticity, forgiveness, courage, accountability, and stewardship (Van Dierendonck & Nuijten, 2011).

Subsequent extracts from both the Old Testament and New Testament of scriptures further support servant leadership and its usage in various settings. While identifying the concept of servant leadership is paramount, no less important is identifying the character of a servant leader and the type of relationship that exists between the leader and the followers. For example, the book of Isaiah speaks of the *Servant Songs* in Isaiah 42:19; 29:1-13; 50:4-11; and 52:13-53:12. These chapters and verses focus on the character of the Messiah (Russel, 2003). Ezekiel 34 is also instrumental in describing God's mindset and purpose towards leadership. In this referenced chapter, the prophet speaks about the judgement of God towards the shepherds of Israel. According to Crowther (2018) the concept of shepherd dates far back in ancient history and is employed to describe God and His leadership style, as well as a metaphor signifying leadership for individuals who lived in ancient times. For clarity, it is important to note that the word for leaders in the Old Testament is interchanged with titles like king, priest, elders and servants. God rebukes the shepherds for their failure as leaders. This failure in leadership was because of the leader's pride and a focus on leading with authority and power instead of humility and compassion. The scripture states "The weak you have not strengthened, the sick you have not healed, the injured you have not bound up, the strayed you have not brought back, the lost you have not sought, and with force and harshness you have ruled them" (English Standard Version, 2001, Ezekiel 34:4). In verse 9, God intervenes and begins to describe, in contrast, how He will lead His people as the true shepherd. In verse 16, He states that He will gather, heal, strengthen and feed them. This passage offers an example of servant leadership and one that is endorsed by the scriptures. The New Testament will later make this idea perfectly clear. This idea of servant leadership through shepherding the flock continues on in scripture when Peter

wrote, Shepherd the flock of God which is among you, serving as overseers, not by compulsion but willingly, not for dishonest gain but eagerly (English Standard Version, 2001, 1 Peter 5:2).

In the Gospel of John, Jesus further demonstrates servant leadership by washing His disciples' feet. This powerful action is profound since it is the tradition of the culture at that time for the lowest among the servants to wash feet. McDonald (2022) writes that Jesus performed this action to demonstrate the connection that exists between love and service. Centered on this model, as shown by Jesus, is the true character of leadership. In a few verses after Jesus makes the bold statement that He will wash His disciples' feet, Peter opposes the gesture. Peter's opposition to Jesus washing the feet of His disciples in the moment shows the widespread attitude that many would have to this act of service. Jesus through His humility and unconventional way of doing things is able to redefine our understanding of leadership. In John 13:12-17, Jesus explains what he has done is an example of leadership that reinforces the idea of service. When considering the concept of servant leader other insights are evidenced in the Bible. Jesus demonstrated servant leadership by not limiting his teachings. He focused on teaching women, Gentiles and sinners, unlike other leaders who would have thought that to be senseless.

Job satisfaction and the Bible

The word job satisfaction is a term that is most often used in corporate spaces, but the concept is also evident in the Bible. The scriptures present a description of satisfaction and encourage readers to move towards a place of true satisfaction. The Beatitudes found in Matthew 5:1-12 provide a strong foundation for satisfaction. First this passage identifies eight character traits that provide the gateway by which true happiness can be found. The passages suggest that these are fundamental, and when pursued and experienced will bring about satisfaction. There are other important noteworthy mentions as it relates to the Beatitudes and satisfaction.

First, there is the connection between satisfaction and the need to hunger and thirst after righteousness. There is certainly some irony in this passage, especially when it comes to a

business context. Organizations are implementing several strategies for employees to gain greater job satisfaction, not understanding that work itself will limit the amount of satisfaction that can truly be garnered within an employee. This passage makes it clear that satisfaction is not an external objective but about a personal relationship with Jesus Christ, and an appraisal of that relationship. When an individual hungers and thirsts after Jesus, then and only then, will true satisfaction be met. Secondly, the Beatitudes fit nicely with the concept of servant leadership. It is important to note that while some would describe servant leadership as an inverted pyramid, because of its emphasis on leaders being servants first, this passage suggests that everyone has the potential to become a servant leader if they invest in practicing these virtues. Furthermore, this idea that everyone can be a servant leader is established in John 13:14, when Jesus says, “If I then, your Lord and Teacher, have washed your feet, you also ought to wash one another's feet” (English Standard Version, 2001, John 13:14). Third, the Bible is based on the premise that satisfaction to life requires certain basic elements in the form of eight basic beatitudes. This idea of basic needs is congruent with Maslow’s hierarchy of needs that has been used in academic research to understand satisfaction. In a work setting, satisfaction is able to come about to the degree that the organizational environment can bolster the fulfillment of these eight values. Considering that the research supports that servant leadership is a leadership style that focuses on meeting the needs of the followers and is based on value led biblical principles, the servant leadership style is important in creating true satisfaction in and outside of the organizational space. This is because the more a leader models these values, the more it will become embedded in the culture and positively impact satisfaction among followers.

Job performance and the Bible

Performance and examples of good performance appear in scripture. These examples will be developed with an awareness that the Bible is not a book that is primarily written about performance. However, performance is certainly discussed in the scriptures and becomes

apparent in both the Old Testament and the New Testament scriptures. According to Bayoh (2020) employees are an organization's greatest resource. Hence, it could be argued that the ability for the leader to develop their employee resources will ultimately determine how well the employees perform and how far the organization can go. The author further notes that it is the responsibility of the leader to help their employees grow and become better, thereby providing a stage for success. A person in scripture that displayed good people management besides Jesus Christ is Nehemiah. Bayoh (2020) revealed that Nehemiah was able to outperform other leaders by identifying talent, motivating the people and by building synergy and connection with his people towards the goal of re-building the wall. It is noteworthy to mention that Nehemiah did this by acting as a servant leader. Bayoh (2020) implied that organizations that do not employ servant leadership principles to drive performance may find it challenging to be successful. Furthermore, the author posits that performance does not just happen. It requires the effort on the part of the leader to build performance capacity within their followers. Nehemiah was what Bayoh (2020) calls a visionary that was able to embrace new ideas and drive performance.

With the understanding that the Bible is not a book about performance, the Great Commission and its actualization is of great importance in understanding performance. The Great commission is a charge from Jesus following His resurrection from the grave to spread the gospel of the good news and make disciples of all men. Notwithstanding our career or titles, we are leaders for Christ. We are called to participate in the Great Commission and to point others to Christ. As such, when it comes to performance, we are called to a greater code of ethics and to behave in a way that represents the Word of God. "Not many of you should become teachers, my brothers, for you know that we who teach will be judged with greater strictness" (English Standard Version, 2001, James 3:1). "Do nothing from rivalry or conceit, but in humility count others more significant than yourselves" (English Standard Version, 2001, Philippians 2:3). As Believers, the scripture reminds us to serve Christ in the work we do. "Whatever you do, work

heartily, as for the Lord and not for men” (English Standard Version, 2001, Colossians 3:23).

“Commit your work to the Lord, and your plans will be established” (English Standard Version, 2001, Proverbs 16:3). Our work, as well as everything else we do, should be done to glorify God.

“So, whether you eat or drink, or whatever you do, do all to the glory of God” (English Standard Version, 2001, 1 Corinthians 10:31).

While researching the Bible for other references about performance, the mindset that Jesus had about individual performance and organizational outcomes is found in Matthew 25. In this text Jesus speaks about a rich man who gives his three servants talents (the same as money) to oversee while he goes on a trip. Each of the servants were given an amount of money corresponding to their capability. The servants that were entrusted with three and five talents ended up doubling their original amount, while the servant who was given one talent held onto the talent and did not maximize it. There are several important takeaways here as it relates to performance. First, this parable presents an ideology of performance that suggests we all have certain abilities and strengths. God has entrusted his followers with abilities and the expectation is that we use our abilities to engender a return by using what has been entrusted to us towards a productive end. The writer of the text mentions that God was not equal in his distribution of the talents, hinting that performance is not present at birth but rather it is something that develops over time, and the reward that is given is based on our effort. Furthermore, it is important to mention that the servant who was given five talents had the ability to produce five more; likewise, the servant who was given the three talents and the one which was given one talent. All three servants had what was needed inside of them to reproduce. This is signaled in verse 15 where it states, “each according to his own ability”. While the reader of this parable may want to suggest that the distribution of the talents was unequally divided and hence unfair, Whelchel (2016), argues that it would have taken as much effort for the servant who had one talent to

reproduce one more talent, as the one that had five talents to multiply the five talents into five more. Performance was measured because of effort and not just results.

Secondly, this parable equally reveals the theme of accountability as it relates to performance. Our talents and abilities need to be bolstered by holding employees accountable. The ability to produce can only be ensured when the leader holds the employees accountable, even to the point that what the follower has, if not used, will be performance managed. Whether or not the reader agrees with the path followed by the rich master to take the talent from the servant who only had one, and give it to another, the theme of accountability serves as reminder that the action of the master to transfer the talent to another servant is based on a system of accountability, and the absence of such a system may produce numerous behavioral concerns. A third point that stands out from this parable as it relates to performance is the idea of growth. This parable vividly exemplifies that performance is about the process of growth. There is an exchange between growth and results. This exchange between growth and outcome undergirds leadership literature. According to Whelchel (2016), this parable is a call “to work, to perform, to develop, to progress, to change, to choose, to be active . . .”, which also underscores with what is required of and expected from servant leadership. It should be noted that just as the master before he leaves on his journey empowers the servants to reproduce and grow, so also, leaders should be able to enable their followers to grow and develop.

Turnover intention and the Bible

The Bible directly addresses the concept of turnover intention in John 18:9. This passage offers a solid foundation for approaching turnover with the mindset of a servant leader. In the scripture, Jesus says to the Father “Of those whom you gave me I have lost not one.” In this scripture, it is clear that the ministry of Jesus focused heavily on ensuring that those that were assigned to Him would not be lost. Jesus was able to preserve those that were given to him by demonstrating a servant leadership style that was based in humility and most notably when He

washed the feet of His disciples (John 13:1-17). He was transparent about what it meant to follow Him (Luke 14:26). He was also able to retain the ones that had been given to Him by engaging in dialogue with them, through Socratic questioning and by remaining visible during times of adversity. Greenleaf (1977) asserted that the inability for a leader to anticipate may be seen as a failure in leadership. Leaders who have great foresight into understanding their follower's needs, and work collaboratively to ensure the best work environment will likely see low turnover intention. This idea of turnover intention can also be found from the Biblical principle "for he is like one who is inwardly calculating. 'Eat and drink!' he says to you, but his heart is not with you" (English Standard Version, 2001, Proverbs 23:7). This passage emphasizes that the way a person thinks about something precedes the way that person will ultimately act. The Bible in I Corinthians 9:19-22 also speaks about the intentions of man and how he thinks, and the importance of adjusting your leadership style to win followers. Paul in this scripture mentioned that he had to become all things to all people, so he might save some. In this regard, the scripture suggests that if a leader wants to change the intention of a person to leave then they should respond by serving the needs of the followers.

The Scriptures make another observation when it comes to turnover intention. The scripture suggests that theology and organizational leadership are not incompatible. First, this is seen in the parable of the lost sheep which is found in Luke 15:4-6. Typically, this scripture is interpreted from the vantage point that the Shepherd in the parable is an allegory for God or Jesus who leaves the many and goes after the one that is lost. This parable calls attention to the love, compassion, and forgiveness of Jesus towards the one that is lost. Once Jesus is seen as the Sheppard and the believers as His sheep it is easy for themes such as love, compassion, and forgiveness to emerge. While most Bible scholars provide a straightforward interpretation of the parable, the explanation of this passage can go in another direction. This paper would like to suggest a slightly different explanation as it pertains to leadership and turnover intention.

The parable can be explained as if it is literally about a shepherd who runs an organization and oversees several sheep, where one leaves the flock. The shepherd feels a sense of responsibility for all the sheep in the flock but goes the extra mile for this sheep, and hence the disparity that exists between the 99 and the 1. The shepherd took the risk and left the 99 because of the value placed on the one sheep. This narrative teaches that turnover is some time unavoidable, but it is the leader's responsibility to know the value that each person brings to the organization and should take risk to ensure that value is preserved and maintained so they do not leave, and if they do, the leader understands that the success of the organization hangs on the resources; therefore, it is the good shepherd that goes after the valuable follower.

Summary

This chapter provided a delineation of the foundations and the evolutionary research relevant to leadership theories and job satisfaction. It also presented current literature concerning the research of this study which is: servant leadership and its relationship to job satisfaction, job performance and turnover intention in an outsourcing pharmaceutical manufacturing company.

Employee job satisfaction, job performance, and turnover intention continue to be challenges that many business sectors face, and these challenges have been found to negatively impact organizations (Al-Asadi et al., 2019; Hur, 2018). While several factors can impact the three principal variables in this study, a review of current research on the topic reveals that servant leadership is an emerging leadership style that has great potential to positively influence these variables. Current research findings from studies conducted between 2011 and 2022 disclosed that a person's leadership style matters in relation to job satisfaction, job performance and the intent to stay or leave an organization. When research considers a leadership style that is in connection with the three principal variables, servant leadership has been presented as having a positive relationship with employee job satisfaction and employee job performance and a negative relationship with turnover intention in several different kinds of businesses, including

travel and tourism, educational, non-profit, service, military, sales, pharmaceutical and healthcare (Alafeshat et al., 2019; Alahbabi et al., 2021; Alemayehu, 2021; Bande et al., 2016; Bennett & Hylton, 2020; Chiniara & Bentein, 2016; Elizondo, 2011; Farrington & Lillah, 2019; Gašková, 2020; Huning et al., 2020; Jordan, 2015; Kim & Kim, 2017; Mitterer, 2017; Sipple, 2022; White, 2022). While several research studies have been conducted on servant leadership in numerous distinct business backgrounds, this researcher did not find any empirical research performed within an outsourcing pharmaceutical manufacturing organization. Hence, this study extended on the existing research by investigating the relationship between servant leadership, employee job satisfaction, employee job performance and turnover intention within an outsourcing pharmaceutical manufacturing organization.

Although servant leadership theory was developed in the 1970s by Robert Greenleaf, several scholars maintain that the current insight of servant leadership theory is still evolving (Eva et al., 2019; van Dierendonck, 2011). The literature review for this chapter of the dissertation established strong support of a significant and positive correlation between servant leadership, employee job satisfaction and job performance and a significant negative relationship between servant leadership and turnover intention; however, most of the researchers have cited empirical evidence among scholarly articles rather than including theoretical Biblical evidence. This study also provided a different perspective on the principal variables of servant leadership, employee job satisfaction, employee performance and turnover intention from a Biblical perspective. This study added to the existing body of knowledge on servant leadership and filled a current gap in the literature.

The next chapter of this study will provide a detailed review of the research methodology of the study and answer the research questions and the hypotheses. The methodology chosen for this research is a quantitative correlational design. The rationale for choosing this type of design will be discussed and the steps that were taken to ensure a solid research project was underway.

A discussion around the sample population and other pertinent details like the instrumentation used in the research will also be discussed.

CHAPTER 3: RESEARCH METHOD

Overview

The previous two chapters discussed relevant research in the area of servant leadership, job satisfaction, job performance and turnover intention in order to provide a foundation for this research study. Furthermore, the scholarly articles used have been instrumental in ensuring that the evidence on this topic is understood, the past limitations in other research identified and that new areas of research that require additional investigation are highlighted. The aim of this chapter is to present the research methodology for this study and to explain in detail the applicability of the research design chosen.

The problem investigated in this research was, to what extent, if any, does a relationship exist between employees' perceptions about servant leadership characteristics as measured by Van Dierendonck and Nuijten (2017), job satisfaction, job performance and turnover intention. Specifically, this research sought to understand if servant leadership positively impacts job satisfaction and job performance and negatively impacts turnover intention. Servant leadership has been empirically studied, and has been shown to impact job satisfaction, job performance and turnover intention (Ghasempour Ganji et al. 2021; Hur, 2018; Van Dierendonck & Nuijten, 2011; Yu-Chia et al. 2021). Although this is the case, several authors emphasized that research is limited and that, not enough data is known about the impact of servant leadership on behavioral outcomes in a business context and within diverse industries (Van Dierendonck & Nuijten, 2011; Eva et al., 2019). Moreover, the extent to which servant leadership correlates to job satisfaction, job performance and turnover intention within the outsourcing pharmaceutical manufacturing industry has not been studied within academic literature. This gap in research provided this researcher with an opportunity to close the gap. Therefore, this correlational study will provide insight on the relationships that may exist between these variables. The findings of this study will identify factors of employee job satisfaction, employee performance and turnover intention,

aiding leaders to identify the specific characteristics within the servant leadership style as measured by Van Dierendonck and Nuijten (2017) that lead to improving satisfaction and performance, thereby reducing employee turnover intention. This chapter is divided into various sections including (a) Research Question and Hypothesis, (b) Research Design, (c) Participants, (d) Instrumentation and Measurement Sources, (e) Operationalization of Variables, (f) Data Analysis, (g) Limitations/Delimitations, and (h) Summary.

Research Questions and Hypotheses

The research question for this study was developed after performing a search on relevant literature that examined servant leadership and its impact on job satisfaction, job performance and turnover intention. After a review of the current literature available in this area, it was clear that research in this area is limited. Further, a review of literature indicated that servant leadership and its impact on the identified variables has not been explored within the outsourcing pharmaceutical manufacturing industry. This gap led to the development of seven research questions and hypotheses for this quantitative correlational study.

Research Question 1 (RQ1): What is the relationship between employee's ratings of their manager's servant leadership style and employee job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada as measured by the MSQ?

H01: There is no statistically significant relationship between the ratings of employee's manager's servant leadership and employee job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada as measured by the MSQ.

HA1: There is a statistically significant relationship between the ratings of employee's manager's servant leadership and employee job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada as measured by the MSQ.

Research Question 2 (RQ2): What is the relationship between employee's ratings of the manager's servant leadership style and employee job performance?

H02: There is no statistically significant relationship between the ratings of employee's manager's servant leadership and employee job performance in an outsourcing pharmaceutical manufacturing company in Canada.

HA2: There is a statistically significant relationship between the ratings of employee's manager's servant leadership and employee job performance in an outsourcing pharmaceutical manufacturing company in Canada.

Research Question 3 (RQ3) What is the relationship between employee's ratings of the manager's servant leadership style and employee turnover intention

H0 3: There is no statistically significant relationship between the ratings of employee's manager's servant leadership and employee turnover intention in an outsourcing pharmaceutical manufacturing company in Canada as measured by the TIS-6 scale.

HA 3: There is a statistically significant relationship between the ratings of employee's manager's servant leadership and employee turnover intention in an outsourcing pharmaceutical manufacturing company in Canada as measured by the TIS-6.

Research Question 4 (RQ4): What specific dimensions of Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument of servant leadership principles predict employee overall job satisfaction?

H0 4: There is no statistically significant predictive effect between one or more of the servant leadership characteristics measured by Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument as rated by employees on overall employee job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada.

HA 4: There is a statistically significant predictive effect between one or more of the servant leadership characteristics measured by Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument as rated by employees on overall employee job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada.

Research Question 5 (RQ5): What specific dimensions, if any of Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument of servant leadership principles predict employee job intrinsic satisfaction?

H05: There is no statistically significant predictive effect between one or more of the servant leadership characteristics measured by Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument on employee intrinsic job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada.

HA5: There is a statistically significant predictive effect between one or more of the servant leadership characteristics measured by Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument on employee intrinsic job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada.

Research Question 6 (RQ6): What specific dimensions, if any of Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument of servant leadership principles predict employee job extrinsic satisfaction?

H06: There is no statistically significant predictive effect between one or more of the servant leadership characteristics measured by Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument on employee extrinsic job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada.

HA6: There is a statistically significant predictive effect between one or more of the servant leadership characteristics measured by Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument on employee extrinsic job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada.

Research Design

The underlining goal of this research is to investigate the principles of one's manager's servant leadership behaviors and the potential relationship it may have with employee job satisfaction, employee job performance and employee turnover intention in an outsourcing pharmaceuticals company in Mississauga Ontario, Canada. In order to accomplish this goal, the study will employ a quantitative correlational design where data will be collected from four previously validated survey instruments to establish statistical significance. This section of the paper will provide a brief description of the method including the rationale for the research design, instruments to be used and the population.

There are two primary research designs that could have been chosen for this study: quantitative or qualitative. Yilmaz (2013) explained that the quantitative approach as a type of research method should be considered when the researcher's main goal is to explain a phenomenon through analysis of statistical hypothesis testing. The author further states, by using this type of research method, the researcher is attempting to test if an existing theory can be applied to a statistical relationship between variables in a specific context. Moreover, the choice of research method selected should relate to the research question and the purpose of the research and if the results are intended for generalization.

In contrast, a qualitative research method is required when the intent of the research is to gather data as it relates to the participants' experience, understand perceptions and discover trends (Sipple, 2022). Additionally, a benefit of the qualitative design is that it can be layered upon a quantitative design by adding the voice of the study population to gain a deeper understanding of the quantifiable data. While the qualitative method would have been an adequate method for this research design, this researcher did not find this design appropriate since the researcher's intent was to collect numerical data and establish whether a relationship

existed between the independent and dependent variables based on statistical data, and not just uncover the perceptions of employees about servant leadership.

The quantitative design chosen for this research is a correlational method. This design is suitable because the research question is asking whether a relationship exists between the variables, and correlational data can effectively answer the question. Additionally, the correlational design helps the researcher note the strength of the relationship as well as the direction. Yilmaz (2013) identified that a correlational method design is best when there are valid and reliable instruments available to measure how the independent variable (servant leadership) influences two or more relevant dependent variables (i.e., job satisfaction, job performance and turnover intention). _Barker et al. (2015) further indicated that a correlational design is valuable when assessing the differences between the variables, which is important when making predictions about the independent variable. An additional advantage connected to selecting a quantitative approach for this research is the importance an anonymity. Since the CEO of the study organization stressed the importance that the participants remain anonymous, offering identity protection, which can only be possible through a quantitative research methodology, was necessary. Quantitative studies decrease response bias as the respondent's identity is not disclosed to the researcher or organization (Sipple, 2022).

Participants

This present study will be conducted at an outsourcing pharmaceutical manufacturing company located in Mississauga Ontario, Canada. To fulfill the goal of this study, the overall target participants will be employees who are employed within this organization. The selected organization for the study will consist of 194 employees with various titles. All employees will be invited to participate in the research. For this study an online format will be employed. The online survey will be sent to each participant via the internal company's email platform. A number of measures will be included in the study in order to avoid incorrect input and the

potential for data misrepresentation. This measure starts with eligibility access to the surveys. Each participant will be required to confirm eligibility to participate by putting a checkmark beside all eligibility statements. Those who do not meet the criteria will not be able to proceed with the next parts of the survey because of the electronic limitations put forward by SurveyMonkey. The participants in the study will need to meet the following criteria: (a) between 18 and 74 years of age, (b) have been employed at the study organization for at least 12 months, (c) have basic knowledge of servant leadership principles, (e) allocated to a single leader for 90 or more days, (f) competent in English, (h) reside in Canada. The sample size of a research study represents the segment of the population from which the sample is drawn. If the sample size is too small, it may not adequately represent the population and cause type I or type II error in statistically significant probability. The impact of a low sample size has led researchers to become mindful of the significance of conducting power analysis in reducing the problem before collecting data (Snipple, 2021). Hence, before running into this problem of having an underpowered study, the objective is to identify the adequate sample size for this research study. The sample size was calculated using the available electronic calculator offered by the G*Power software (3.1.9.2, Universität Düsseldorf, Germany). When calculating the sample size needed for a two tailed correlational analysis with an alpha of .05 and a medium effect size of .3 and a power analysis of .80 and 0 correlation is eighty-four participants (84). Refer to Appendix N. According to power analysis, for a linear multiple regression based on an alpha of .05 and a medium effect size of .15, and power analysis set to .80 for three (5) predictors was seventy-seven (92). Refer to Appendix O. Based on the results of the two power analyses, a minimum of 92 employees were required for a sample size.

Study Procedures

The study population of interest will be full-time employees and leaders working in an outsourcing pharmaceutical manufacturing company who have met the screening criteria. Employees will be asked to rate their perceived level of supervisor's servant leadership style using the servant leadership scale, rate their job satisfaction using the job satisfaction scale, rate their performance using the performance scale, and then rate their intention to leave the organization using the turnover intention scale. The goal is to have as many participants as possible in the study in order to create an appropriate sample size and increase the probability that the conclusions drawn from the study could be generalized. Prior to commencing the study, this researcher will contact the CEO of the company to discuss the dissertation and the overall goals of the project. The introductory email describing the research project, the goal of the study, confidentiality, that the choice to participate in the study is strictly voluntary and without monetary reward, and who to email with inquiries or questions about the study is presented in Appendix A. The permission letter from the CEO to conduct the research will be presented in Appendix B.

Setia (2016) identifies that there are two main types of sampling procedures. probabilistic and non-probabilistic. When conducting a quantitative study, the probabilistic method includes (a) simple random sampling, (b) stratified random sampling, and (c) clustered sampling while the non-probabilistic methods include (a) convenience sampling, (b) quota sampling, and (c) purposive sampling. Creswell (2012) suggested that sampling should be aligned with the goals of the research. The author noted that that probabilistic sampling provides the researcher with the opportunity for all targeted participants in the study organization to participate. Nevertheless, for

this study, employing this approach was not feasible since the participants needed to meet specific inclusion criteria and hence, a non-probabilistic method was seen as ideal.

Convenience and purposive sampling, which are two non-probabilistic sampling methods will be utilized for this research. Convenience sampling was selected since this researcher had access to the entire population via email, it is conveniently located at the place in which this researcher has access, since the target audience is more readily available and willing to participate, and since participants are more likely to participate in the study since it has indirect implications for the study organization. In purposive sampling, the researcher selects participants for the study because they have met a clearly defined eligibility criterion, and the researcher is confident that those selected for the study will fairly represent the general population. The sampling framework for this research was established from a possible 194 employees with various titles. Since the study consists of human subjects, approval from the Internal Review Board (IRB) is required before data collection can start. Once permission was obtained by the Internal Review Board of Liberty University (see Appendix C) and the CEO of Contract Pharmaceuticals Limited (see Appendix B), several steps will be involved in collecting the data. As per Creswell (2012) there are five steps involved and they are: determining study participants, obtaining permission, considering what types of information to collect, deciding on an instrument, and collecting the data (Creswell 2012).

Once the time to collect data has begun, each participant of the study will receive detailed information about the nature of the study, the goal of the study, the potential risk associated with participating in this study, the ability for the participants to withdraw from the study without penalty, a consent form attached to the email and a link to participate in the survey. Additionally, this researcher will be giving a short presentation of the study at the company wide townhall meeting. The consent form is presented in Appendix C. Once the survey has been closed, this researcher will compile the raw data and download it into a usable excel spreadsheet that is

password protected and upload it into IBM Statistical Package for the Social Sciences (SPSS; Version 28) software for analysis. [OBJ]

Instrumentation and Measurement

Four separate valid survey instruments will be used to gather data and effectively measure four separate concepts. These instruments were selected based on previous research that cited their use on similar topics and for which past research has shown high reliability and validity. This current study has one independent variable: servant leadership and three dependent variables: employee job satisfaction, employee job performance and employee turnover intention. All variables will be grouped into sections and in the same sequence that the research question is being asked. The first section will include questions regarding employees' perceptions of their leader's servant leadership behaviors.

Initially, this researcher was going to utilize the Organizational Leadership Assessment (OLA) to measure servant leadership because of its high reliability and validity, and because of its preference for use in organizational spaces. After an exploratory review of literature on servant leadership and the variables of interest for this dissertation, the researcher decided to go with a modified version of van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument over the OLA because the length of the OLA instrument may become a concern and a limitation. Another reason this instrument was selected over the OLA is that this tool assesses the presence of servant leadership behaviors based on the dimensions that are needed in this type of cross-cultural organization. Paying attention to an assessment that is cross-cultural is important as it provides a more accurate understanding of the concept of servant leadership outside of an Anglo-Saxon context. Furthermore, by using an instrument that introduces the notion of servant

leadership within a cultural framework, it is able to accurately represent the perspectives of the broad range of cultures that exist within the study organization.

Van Dierendonck and Nuijten's (2011) established the original 30 item scale measuring how employees perceive their manager's servant leadership behaviors across eight dimensions including standing back, humility, courage, empowerment, accountability, authenticity, forgiveness, and stewardship on a six-point Likert scale, with 1 representing "strongly disagree" and 5 representing "strongly agree". A study showed Cronbach's alpha coefficients of 0.92 for empowerment, 0.74 for accountability, 0.79 for stewardship, 0.94 for humility, 0.71 for standing back, 0.71 for forgiveness, 0.75 for courage and 0.79 for authenticity (Coetzer et al., 2017). Another study examined its reliability with the following correlation coefficient levels for each of the eight characteristics: .81 for accountability (three items), .82 for authenticity (four items), .69 for courage (two items), .89 for empowerment (seven items), .72 for forgiveness (three items), .91 for humility (five items), .76 for standing back (three items), and .74 for stewardship (three items) (von Fischer, 2017). This instrument was identified as a valid measure of servant leadership in relation to other leadership instruments (van Dierendonck & Nuijten, 2011, pp. 265-266).

To measure servant leadership, this study utilized a modified version of Van Dierendonck and Nuijten's (2017) 18 item Short Version. This shorter version was developed in order to improve the scales cross-cultural stability. The developer was able to do this by removing the dimension of sub-scale that would be interpreted in a different way across cultures. Moreover, Van Dierendonck and Nuijten's (2017) wanted to create a shorter tool with subscales that showed internal consistency values of at least $\alpha = .70$ (van Dierendonck et al., 2017, p. 7). Three of the original sub-scales were dropped and an 18-item, five-dimensional model assessing: (1) empowerment, (2) standing back, (3) authenticity, (4) humility and (5) stewardship was developed (van Dierendonck et al., 2017, p. 7). The SLS short version of the instrument

maintained Conbach's alpha scale reliabilities as follows: empowerment ($\alpha = .91$), standing back ($\alpha = .86$), authenticity ($\alpha = .89$), humility ($\alpha = .91$), and stewardship ($\alpha = .91$) (van Dierendonck et al., 2017, p. 8). The SLS short version has good internal consistency, where three of the five dimensions scored $\alpha = .90$ limit and the additional two scored higher than the $\alpha = .80$ limit. The internal consistency of the scale as a whole is 0.95 with item-total correlations ranging between 0.58-0.79 (van Dierendonck et al., 2017, p. 8). Examples of some questions within this version include: My manager gives me the information I need to do my work well. My manager learns from criticism. My manager shows his/her true feelings to his/her staff. The SLS used a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Items 1-6 represent the dimension of empowerment, items 7-9 represent the dimension of humility, items 10-12 on the scale represent the dimension of standing back, items 13- 15 represent stewardship and items 16 – 18 represent authenticity (van Dierendonck et al., 2017, p. 8). The data from subordinates will be used to assess their perceptions of their supervisor's servant leadership principles as it may yield more accurate results since leader's self- ratings tend to be higher as compared to follower's ratings.

The research involves testing the relationship that exists, if any, between servant leadership dimensions and employee overall job satisfaction. Data will be collected from the participants and will be measured using the Minnesota Satisfaction Questionnaire (MSQ). Two forms of MSQ exists, a long version and a short version. This study will utilize the MSQ (Short Form) which was developed from the longer version to minimize the time it takes to complete the survey. This instrument is appropriate for this research because it is designed to measure both intrinsic and extrinsic components of job satisfaction in a way that allows for the researcher to better understand how different facets of the job influence an employee's job satisfaction that is more specific than other measures of job satisfaction (von Fischer, 2017). Moreover, the MSQ has been used far more often in organizational settings to test employee job satisfaction than any

other valid measure in the last thirty years (Sipple, 2022). The Minnesota Satisfaction Questionnaire – Short Form (MSQ) consists of twenty items. Participants will be asked to rate each of the items on a five-point Likert-type scale ranging from 1 being the lowest level of satisfaction to 5 being the highest level of satisfaction. The validity of the instrument remained consistent from the long form to the short form (Persaud, 2015). According to author, the reliability of the MSQ instrument is a reliability coefficient that ranges from .87-.92, the intrinsic scale ranges from .84-.91, and the extrinsic scale ranges from .77 to .82.

Employees will be asked to rate their own performance using the 18-item Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2011). The overall rating of performance will be reflected based on the sub scores of the three constructs (i.e., task performance, contextual performance, and counterproductive work performance). Eight items on the scale assess task performance and have a Cronbach's $\alpha = .87$, eight items on the scale assess contextual performance and have a Cronbach's $\alpha = .85$, and counter-productive work behaviors (5 items; Cronbach's $\alpha = .87$ (Koopmans et al., 2014). The validity of the scale was tested for both convergent validity and discriminative validity and has been noted as acceptable (Koopmans et al., 2014).

The fourth section of the survey will include questions about the intention of the participants to leave their job. Turnover intention will be measured with the turnover intention scale which can be traced back to Bothma and Roodt (2013). The original version of the instrument was developed by Roodt (2004) and consist of 14 items. This scale was later modified and an updated version containing 15 items was developed. Since the scale was criticized for being lengthy, Bothma and Roodt (2013) created a shortened version consisting of six items from the modified scale which is known as the TIS-6 scale. Respondents will be asked to choose from a five-point Likert scale with the following options: never to always, to no extent to a very large extent, and highly unlikely to highly. Bothma and Roodt (2013) conducted research to

validate the TIS-6 scale and the results from the study produced an acceptable alpha coefficient of .80. In another study, Martin and Roodt (2008) reported an alpha of .93.

The final section consists of general demographic information including gender, age, tenure and current job level.

Operationalization of Variables

This study will use four demographic variables, one independent variable and three dependent variables. Servant leadership characteristics are independent variables and data will be collected using Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument. Job satisfaction represents one of the dependent variables and will be measured using Minnesota Satisfaction Questionnaire – Short Form (MSQ). Job performance is the second dependent variable and will be measured using the adapted scale by Liden et al. (2006). Finally, employee turnover intention is the third dependent variable and is measured using the TIS-6 scale.

Demographic – Demographic data will be created by the researcher and analyzed on a nominal scale frequency to identify what percentage of the participants fall into the various categories. For this research there are four specific categories: gender, age, tenure, and current job level.

Independent Variable: Servant Leadership – Operationally this is a leadership style that can be described as one who places focus on the personal interest of the follower through the art of serving. The definition emphasizes that servant leadership is represented on the 5 sub-scales of Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument (empowerment, standing back, authenticity, humility, and stewardship). This variable is a continuous variable, where a higher score suggests a greater expression of servant leadership for that dimension.

Dependent Variable: Intrinsic, Extrinsic, and Overall, Job satisfaction – This research study used the MSQ (Short Form) which is able to assess intrinsic, extrinsic, and overall job satisfaction among the employees of the study organization. Overall job satisfaction is operationally defined as those represented on the MSQ and includes the total of the subsets of

Intrinsic and Extrinsic satisfaction. Questions 1, 2, 3, 4, 7, 8, 9, 10, 11, 15,16, and 20 measured intrinsic job satisfaction. Questions 5, 6, 12, 13, 14, and 19 measured the extrinsic aspect of job satisfaction. Separate scores will be gathered for intrinsic and extrinsic satisfaction. There are a total of 12 questions evaluating intrinsic job satisfaction which has a potential outcome in scores ranging between 12 and 60. There are a total of 6 questions geared towards evaluating extrinsic job satisfaction, and those scores range between 6 and 30. Finally, the total of the questions together measures overall job satisfaction with a possible range between 20-100 (Jordan, 2015).

Dependent Variable: Employee Job Performance-This construct is operationally described as the actions and behaviors that an employee puts forward in order to accomplish the expectations of the organization (Koopmans et al., 2011). The concept of performance will be based on three work behaviors: task performance, contextual performance and counterproductive and will be measured at the individual level using the individual work performance questionnaire (IWPQ) developed by (Koopmans et al., 2011). This scale uses a five-point Likert scale in order to evaluate the three dimensions on the scale. Higher numbers show better individual performance.

Dependent Variable: Turnover Intention-This construct is operationally defined as the conscious contemplation of an employee to exit the organization because he or she is no longer connecting with the work (Bothma & Roodt, 2013). This will be measured by the Roodt's Turnover Intention Scale (TIS-6). The scale contains 6 items and include questions like: "To what extent is your current job satisfying your personal needs?" to "How often do you look forward to another day at work?" Participants will respond to each question using the 5-point Likert scale (Bothma & Roodt, 2013)

Data Analysis

The current study focuses on providing data on the relationship, if any, that exists between servant leadership, job satisfaction, job performance and turnover intention among employees of an outsourcing pharmaceutical manufacturing organization. The current study will

be using a Pearson correlation to test the hypotheses and assess the relationship between all variables. A stepwise multiple linear regression analysis will be utilized to test the predictive nature of the variable of empowerment, standing back, authenticity, humility, and stewardship as predictors of overall job satisfaction. A stepwise multiple linear regression analysis is considered suitable for the current study because of its capability in providing evidence regarding how substantially SL characteristics predict job satisfaction. Once the data from the four survey instruments are collected from the participants, the test for linearity, normality of variance, outliers and multicollinearity using IBM Statistical Package for the Social Sciences software (SPSS) will be computed. These tests are important steps to complete prior to hypothesis testing where conclusions are drawn. Following these tests, the categorical data was coded including gender, age, tenure and current job level. After the above information is obtained, the data will be analyzed using Pearson's R correlation to explain if a relationship exists between the variables, the direction of the relationship and the strength of the relationship.

During the preparation phase for the analysis, cleaning of the data was necessary. This was an important step because it allowed the researcher to determine if there are potential problems with the data-such as missing values or skipped questions. It is important to note that out of the 89 participants who responded to the survey, three participants failed to provide responses to the questions related to job satisfaction, job performance and turnover intention. To arrive at accurate results, and avoid incorrect values, these three participants were removed from the final calculation prior to running the statistical test. This removal reduced the dataset from 89 to 86 and the overall response rate was 96%.

Delimitations, Assumptions, and Limitations

Limitations are factors or influences in the study that were encountered that restrict the findings of the study and are not in the control of the researcher (Sipple, 2022). While this research will contribute to the literature on servant leadership and certain organizational attitudes

like job satisfaction, employee performance and turnover intention, it is anticipated that there will be some limitations to this study. For starters, the data collected from the research will only be from participants self-reported measures. Self-reported measures are considered a limitation and a disadvantage for the research because of its potential threat to the validity of the outcome. In other words, some of the respondents may not select a rating that truly reflects how they feel. Along the same lines, since employees are asked to rate their own performance, there is a possibility that employees will overrate themselves in certain dimensions of the performance scale. Another limitation is the design of the research. This research will utilize a correlational design and as such cause and effect will not be inferred in the outcome. This is an important limitation because the results cannot definitively state that servant leadership causes an increase in job satisfaction and job performance and causes a decrease in employee turnover intention. As such, all results from this research will be considered inferences. Moreover, using instruments to capture information about such a complex phenomenon may limit the insight that the researcher can glean from the research. A mixed methodology would have been better suited for this study, instead of a non-experimental correlational design and linear regression, however, time constraints prevented the researcher from taking this approach.

A fourth possible limitation is the generalizability of the results outside the organization chosen and to other populations. Since the study will use one organization to analyze the impact of servant leadership, the results are isolated to that population only. Consequently, in order to generalize the results, other research will need to be done among several pharmaceutical companies. Another limitation of the current study is that the researcher is currently employed at the study organization. This is a limitation for two reasons. First, some participants may feel obligated to participate in the study, and secondly the participants may view the researcher as someone in authority, since the researcher works in the organization, and as such may decide to hold back how they truly feel. The COVID-19 pandemic can be seen as a limitation to this study,

as participants may be looking for other reasons to leave the organization or have other reasons that are negatively impacting job satisfaction and job performance that is unrelated to leadership and have more to do with the aftermath of the pandemic. Lastly, the timing of the study following poorly rated engagement survey results and an aggressive action plan to resolve employees' concerns that occurred two months prior to this research study could play a role in how the participants respond to the questionnaires. The employee's perception about job satisfaction, performance and turnover intention could have been impacted by either their positive or negative experience of the engagement call to action plan.

Several delimitations will be present in the study. The scope of the current study will be delimited to servant leadership in one outsourcing pharmaceutical manufacturing organization. Another delimitation is that participants have to meet the following criteria: between 18 and 74 years of age, (b) have been employed at the study organization for at least 12 months, (c) have basic knowledge of servant leadership principles, (e) allocated to a single leader for 90 or more days, (f) competent in English, (h) reside in Canada.

Certain assumptions will be made prior to commencing this research study. For starters, the researcher will assume that the participants fully understand what servant leadership is and what each of the questionnaires are asking them to measure. By providing a definition of servant leadership in the consent form this is seen as a reasonable assumption. Another assumption made is that each participant who will choose to participate in the study will do so without feeling that they had no other choice. By providing a clear written statement in the invitation email and consent form about how information is gathered and how privacy is maintained, this researcher is led to believe that this is a valid assumption. A third assumption is that the findings of this study will be of value to similar organizations.

Summary

Chapter 3 details the appropriate research methodology, design appropriateness, research questions and associated hypotheses for this research study, which is to understand whether a relationship exists among servant leadership, job satisfaction, job performance and turnover intention. Chapter 3 also contains information about this quantitative correlational study target population and provides support for the use of instruments chosen to collect the data and test the hypotheses, data collection process, data analysis, and summary. To summarize this chapter, 194 participants will be invited to complete four questionnaires geared towards this researcher better understanding the relationship between servant leadership, job satisfaction, job performance and turnover intention. Prior to computing the data and completing the correlational design of the study, the data assumptions test will need to be completed. There are a number of potential limitations, delimitations and assumptions to this study which have been noted above. The primary benefit of this study is that it may contribute to filling the gap in literature around the benefits of servant leadership in a business setting and help the study leaders in illustrating how servant leadership can help stimulate job satisfaction among their employees, which may lead to improved job performance and higher retention. The next chapter presents an analysis of the data and a discussion around the findings from the research.

CHAPTER 4: RESULTS

Overview

While some studies have found support for the use of servant leadership principles in various organizational settings like healthcare (Bennett & Hylton, 2020) and education (Hammond, 2018), this researcher was not able to find any research directed at better understanding the impact of servant leadership in the outsourcing pharmaceutical manufacturing industry. Further, there was not any rich available research explaining the relationship between servant leadership, job satisfaction, job performance and turnover intention. As such, to close the gap in this research by applying a quantitative correlational study, this researcher sought to investigate what relationship, if any exists between employee's perception of servant leadership and employee's job satisfaction, employee's job performance and employee's turnover intention in an outsourcing pharmaceutical manufacturing company. This study collected the data using four supported and validated questionnaires. Van Dierendonck and Nuijten's (2017) 18-item Servant Leadership Instrument was the instrument used to measure employee perceptions about their manager's leadership style, the 20-item Short Version Minnesota Satisfaction Questionnaire (MSQ), the Individual Work Performance Questionnaire (IWPQ) instrument, and the 6-item Turnover Intention Scale (TIS-6) respectively were self-rated instruments used by employees to measure their level of job satisfaction, performance and intention to leave the organization. Four demographic questions were also gathered to provide descriptive analysis. None of the items on the scales are reverse coded and the responses from each of the items are summed up to produce a total score.

The researcher invited 194 employees who work at the study organization to participate in the research project. All potential participants were informed that the decision to participate in the study was voluntary and that they could decide to withdraw from

participating at any point without penalty. Based on the established sample size calculated parameters by G* power for a two-tailed bivariate correlational design a target goal of 84 respondents was required for statistical significance to be established at an alpha of .05 and a medium effect size of .3 and a power analysis of .80 (please refer to Appendix N). The sample size that was calculated for two-tail linear multiple regression for a single regression coefficient based on an alpha of .05 and a medium effect size of .05, and power analysis of .80 for five (5) predictors was ninety-two (92). Refer to Appendix O. As a result of these two calculations, a minimum of 84 employees were required in order to have an adequate representation of the population and be statistically significant. Out of the possible 194 employees, the total number of subjects who completed the survey by the deadline in the opening invitation to participate in the study was only 56 respondents. This number fell short of the 84 which was calculated by G power to achieve statistical significance. To increase the possibility of participation, two emails were sent out encouraging individuals to respond. The final email was sent out on December 15, 2022, noting that the deadline to respond to the survey had been extended. This extension resulted in a total of 89 participants. While the survey was only intended to run for a total of two weeks, in order to get the responses needed the survey ran for an additional three weeks.

The information was gathered using SurveyMonkey with the link to the survey emailed to participants. This chapter, which contains the results of this study, is presented in five sections. The first section details participants' demographics from the online survey. The second section provides the statistical results of correlational analyses between servant leadership, job satisfaction, job performance and employee turnover intention (which represent the first three hypotheses). The third section provides the results of the stepwise multiple regression analyses of servant leadership principles as predictors of intrinsic, extrinsic and overall job satisfaction. The final section summarizes the chapter.

Descriptive Results

Four questions were added to the on-line survey in order to obtain demographic information for all those who volunteered to participate in the study and to better comprehend the sample. The demographic variables included: (a) Gender, (b) Age, (c) Tenure within the study organization, and (d) Current Job Level within the study organization. The demographic information for the study was analyzed using descriptive statistics and provided means and standard deviations for each. Table 1 comprises a summary of the results for all 86 participants. The number of participants in the study represented a good cross-section with 49% of the respondents being female and 37% being male, with most respondents being over the age of 50. The participant profile as it pertains to current job level was not diverse, as the sample had more employee respondents (67%) versus other categories (see Table 1). No recognizable information was collected from the participants to maintain confidentiality.

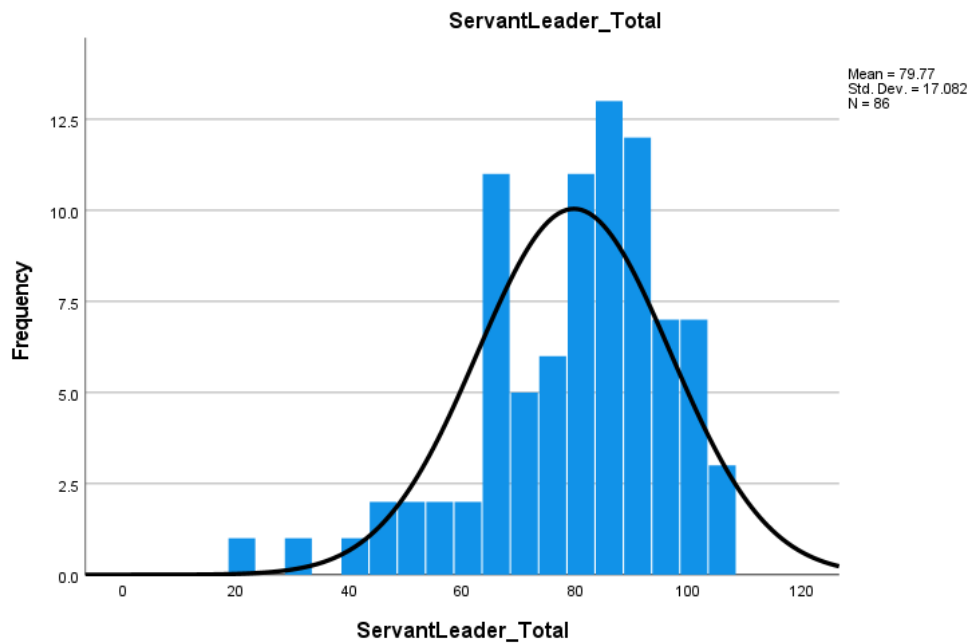
Table 1

Participant Descriptive Demographics (N = 86)

VARIABLE	FREQUENCY	%
Gender		
Female	49	57.0%
Male	37	43.0%
Age		
18–29	1	1.2 %
30–49	33	38.4%
50 and above	52	60.5%
Tenure in organization		
1–5	22	25.6%
6–10	23	26.7%
11–15	17	19.8%
16–20	17	19.8%
21–26	05	5.8%
26–30	02	2.3%
Current job level in organization		
Director or Snr Director	4	4.07%
Manager	7	8.07%
Supervisor	8	9.03%
Employees	67	77.9%

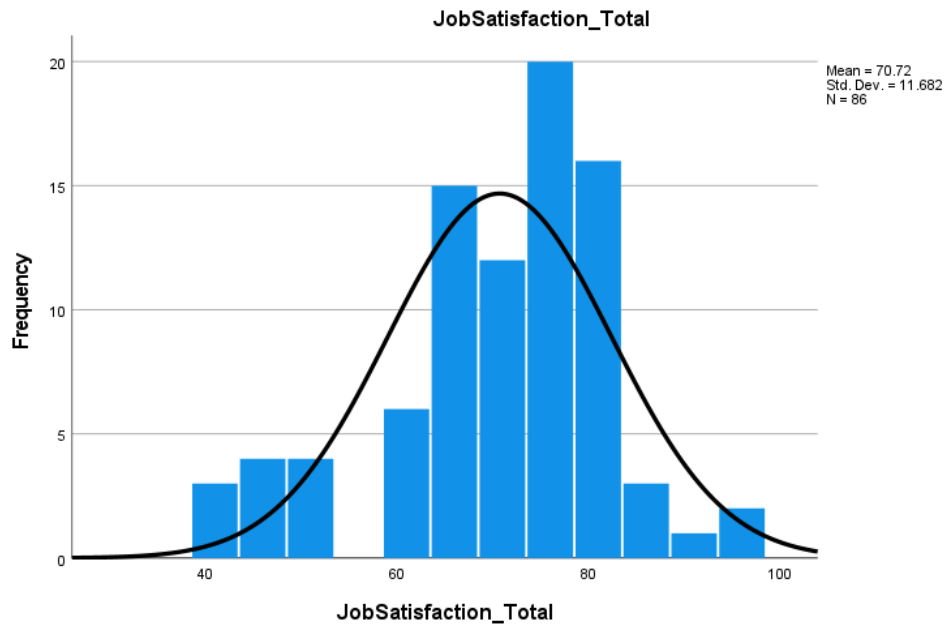
The researcher also calculated the minimum, maximum, mean, and standard deviation for servant leadership, job satisfaction, job performance and turnover intention. Figure 5 displays a histogram distribution that represents employee's perceptions of their leader's servant leadership style in the study organization. The ratings are as follows ($N = 86$, $M = 79.77$, $SD = 17.082$). Figure 6 displays a histogram distribution that represents employee's job satisfaction in the study organization. The ratings are as follows ($N = 86$, $M = 70.72$, $SD = 11.682$). Figure 7 displays a histogram distribution which represents employee's job performance in the study organization. The ratings are as follows ($N = 86$, $M = 53.76$, $SD = 10.49$). Lastly, Figure 8 displays a histogram distribution that represents employee's intention to leave the study organization. The ratings are as follows ($N = 86$, $M = 15.27$, $SD = 4.61$). Finally, since a relationship exists between servant leadership and turnover intention, this research also computed a multilinear regression to better understand this relationship (See Table 12).

Figure 5. Distribution of Servant Leadership scores.



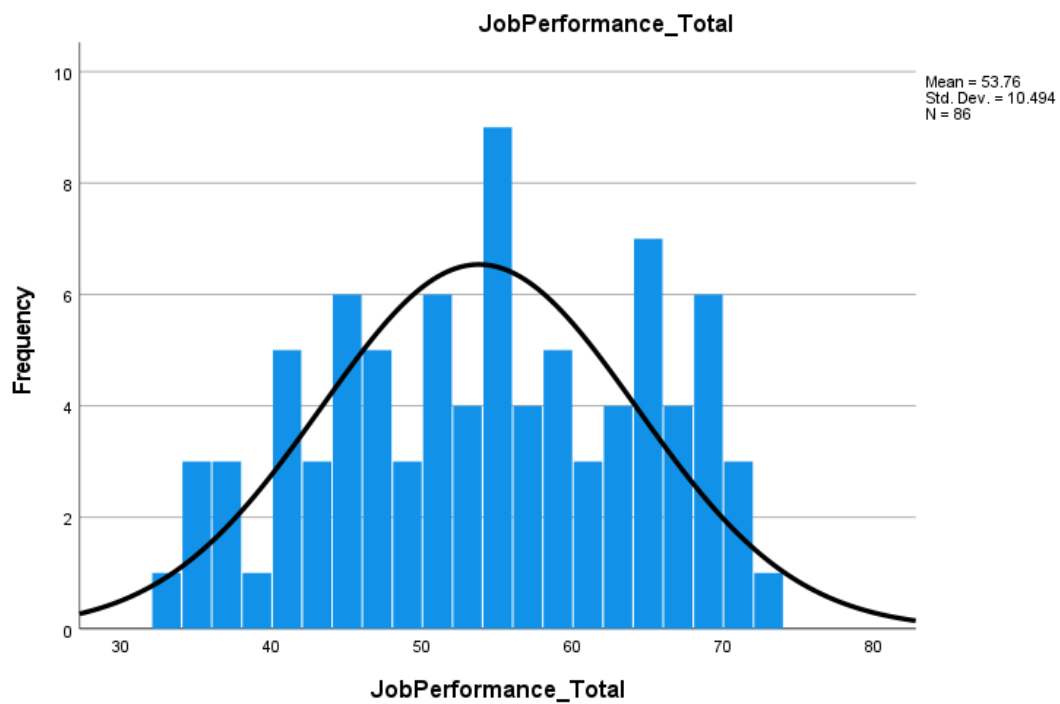
Note: This has been adapted from IBM SPSS (Version 28).

Figure 6. Distribution of Job Satisfaction scores.



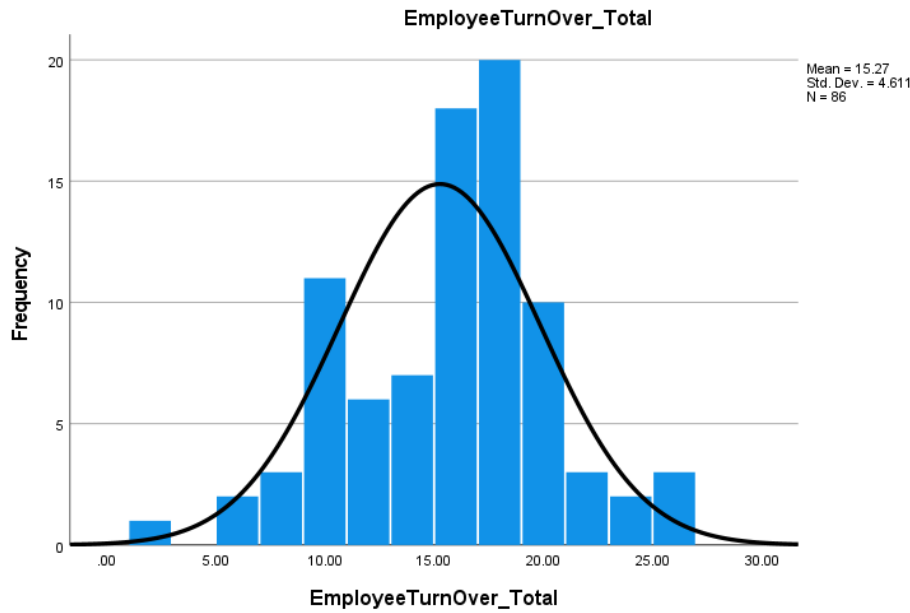
Note: This has been adapted from IBM SPSS (Version 28).

Figure 7. Distribution of Employee Job Performance scores.



Note: This has been adapted from IBM SPSS (Version 28).

Figure 8. Distribution of Employee Turnover Intention scores.



Note: This has been adapted from IBM SPSS (Version 28).

Study Findings

The underlying goal of this research is to investigate the extent to which servant leadership impacts job satisfaction, job performance and turnover intention, and to test the predictive nature of five of the servant leadership's principles against job satisfaction. The first part of this section will focus on the correlational analysis and the results.

During the preparation phase for the analysis, cleaning of the data was necessary. This was an important step because it allowed the researcher to determine if there are potential problems with the data-such as missing values or skipped questions. It is important to note that out of the 89 participants who responded to the survey, three participants failed to provide responses to the questions related to job satisfaction, job performance and turnover intention. To arrive at valid results, and prevent inaccurate estimates, these three participants were removed from the final evaluation prior to running the statistical tests. This removal reduced the dataset from 89 to 86 and the overall response rate of 96%.

Research Questions and Hypotheses

Individual scores were gathered from the participants on each of the four questionnaires to run a Pearson's product-moment correlation (r) and stepwise multiple linear regression. The six research questions, along with the respective hypotheses and data analysis, are shown below.

Research Question 1 (RQ1): What is the relationship between employee's ratings of their manager's servant leadership style and employee job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada as measured by the MSQ?

H01: There is no statistically significant relationship between the ratings of employee's manager's servant leadership and employee job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada as measured by the MSQ.

HA1: There is a statistically significant relationship between the ratings of employee's manager's servant leadership and employee job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada as measured by the MSQ.

A Pearson's correlation coefficient was computed to determine if a relationship exists between servant leadership and employee job satisfaction. The results of the analysis evidenced that a strong positive correlation coefficient exists between servant leadership and employee job satisfaction ($r = .731$, $p < .001$). This hypothesis is supported, and the null hypothesis is rejected.

Research Question 2 (RQ2): What is the relationship between employee's ratings of the manager's servant leadership style and employee job performance as measured by the TSI-6?

H02: There is no statistically significant relationship between the ratings of employee's manager's servant leadership and employee job performance in an outsourcing pharmaceutical manufacturing company in Canada.

HA2: There is a statistically significant relationship between the ratings of employee's manager's servant leadership and employee job performance in an outsourcing pharmaceutical manufacturing company in Canada.

A Pearson's correlation coefficient was computed to determine if a relationship exists between servant leadership and employee job performance. The results of the correlation coefficient indicated that a relationship did not exist between servant leadership and employee job performance ($r = .166$, $p = .128$). This hypothesis was not supported, and the null hypothesis was accepted.

Research Question 3 (RQ3) What is the relationship between employee's ratings of the manager's servant leadership style and employee turnover intention?

H0 3: There is no statistically significant relationship between the ratings of employee's manager's servant leadership and employee turnover intention in an outsourcing pharmaceutical manufacturing company in Canada as measured by the TIS-6 scale.

HA 3: There is a statistically significant relationship between the ratings of employee's manager's servant leadership and employee turnover intention in an outsourcing pharmaceutical manufacturing company in Canada as measured by the TIS-6.

A Pearson's correlation coefficient was computed to determine if a relationship exists between servant leadership and employee turnover intention. The correlation coefficient between the two variables was $r = -.414$, $p < .001$. As such, the results are statistically significant, and a moderately significant negative relationship exists between servant leadership and employee turnover intention. This hypothesis is supported, and the null hypothesis is rejected.

Research Questions and Hypotheses-Multiple Linear Regression Results

Research questions 4 through 7 deal with whether servant leadership is predictive as it pertains to job satisfaction. Running this analysis gives readers the opportunity to understand whether servant leadership behaviors predict a person's level of job satisfaction and if so, how

much of the variance in job satisfaction is accounted for by servant leadership. Prior to running any type of linear regression analysis, several assumptions involving the collection of the data need to be addressed or the results may be invalid. Below are the results of each test along with their corresponding table or figures.

Test for Linearity- The normal P-Plot below in Figure 9 illustrates the assumptions of linearity between the observed and predicted scores on the servant leadership scale. There is a linear relationship between the independent variables and the dependent variable. As such, this assumption has been met.

Test for Normality- The Q-Plot of regression below in Figure 10 was used to check for normality. The results revealed that none of the points fall outside of -3 to 3, and hence the dependent variable is normally distributed. As such, this assumption has been met.

Test for Multicollinearity: One of the critical steps needed in the multiple linear regression process is to examine if the possibility of multicollinearity exists among the independent variables. This is an important first step because if it is determined that multicollinearity exists, it would make it challenging to determine which specific independent variable is responsible for the variance. Two analyses were conducted to check for this assumption. Table 2 (Pearson correlation coefficient statistical) demonstrated a range of low to moderate multicollinearity between the predictor variables and the outcome variable. Empowerment (.736), standing back (.750) and stewardship (.768) were above the .7 recommended as the benchmark for collinearity and showed the highest values. However, the results of the tolerance and value inflation factor (VIF) from the collinearity statistics, which is displayed in Table 3, showed that all the independent variables were larger than the .20 tolerance level, and lower than the VIF 10.0. Hair et al. (2006) stated that if the total VIF was under 3, then we can conclude that multicollinearity between the variables does not exist. Therefore, the IVs were considered to be acceptable.

Test for Outliers: Identifying outliers is important as they can distort the data results. The test for checking potential outliers was completed by inspecting Cook's distance on the residuals statistics. Outliers are scores that are three or more standard deviations above or below the mean. In this case, Cook's distance results showed a minimum value of .000 and a maximum value of .163. This suggests that no outliers are present,

Figure 9. Scatterplot indicating Linear Relationship

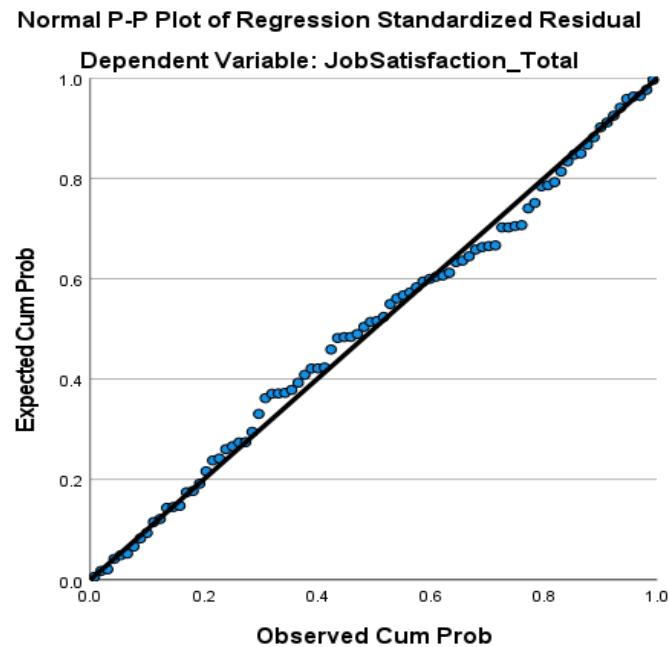


Figure 10. Q-Q Plot Indicating normal distribution

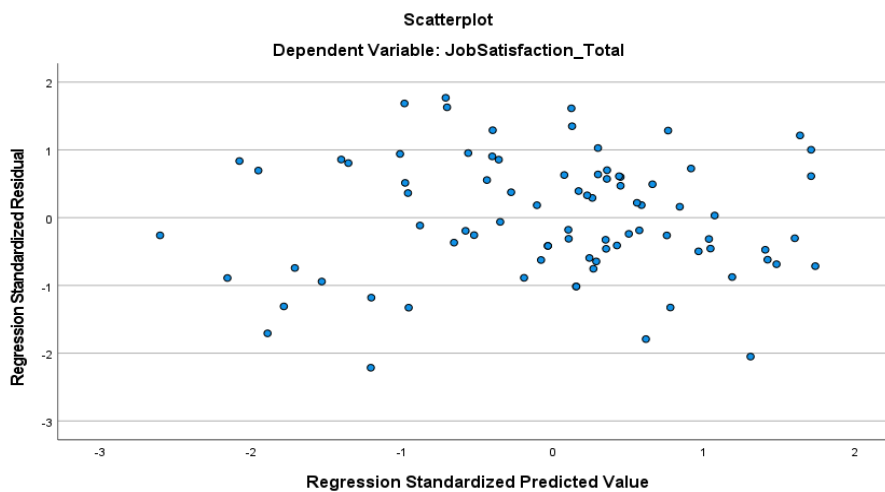


Table 2. Correlation Between Variables

		Correlations					
		JobSatisfaction _Total	Empowerment _TotalScore	Humility_Total Score	StandingBack_ TotalScore	Stewardship_T otalScore	Authenticity_To talScore
Pearson Correlation	JobSatisfaction_Total	1.000	.707	.607	.615	.661	.636
	Empowerment_TotalScore	.707	1.000	.776	.798	.783	.769
	Humility_TotalScore	.607	.776	1.000	.717	.629	.572
	StandingBack_TotalScore	.615	.798	.717	1.000	.754	.763
	Stewardship_TotalScore	.661	.783	.629	.754	1.000	.784
	Authenticity_TotalScore	.636	.769	.572	.763	.784	1.000
Sig. (1-tailed)	JobSatisfaction_Total	.	<.001	<.001	<.001	<.001	<.001
	Empowerment_TotalScore	.000	.	.000	.000	.000	.000
	Humility_TotalScore	.000	.000	.	.000	.000	.000
	StandingBack_TotalScore	.000	.000	.000	.	.000	.000
	Stewardship_TotalScore	.000	.000	.000	.000	.	.000
	Authenticity_TotalScore	.000	.000	.000	.000	.000	.
N	JobSatisfaction_Total	86	86	86	86	86	86
	Empowerment_TotalScore	86	86	86	86	86	86
	Humility_TotalScore	86	86	86	86	86	86
	StandingBack_TotalScore	86	86	86	86	86	86
	Stewardship_TotalScore	86	86	86	86	86	86
	Authenticity_TotalScore	86	86	86	86	86	86

Table 3. Stepwise Regression Collinearity Statistics

Variable	Tolerance	VIF
Humility	.397	2.518
Standing Back	.363	2.753
Stewardship	.387	2.582
Authenticity	.322	3.104
Empowerment	.387	2.582

Pearson correlations amongst the five-servant leadership sub-scales and the job satisfaction scales were calculated, and the results are shown in Table 6. All of the servant leaderships scales were significantly correlated with each other, and with job satisfaction.

Table 4. *Descriptive Statistics for the Independent and Dependent Variables (N = 86)*

Descriptive Statistics								
	N Statistic	Minimum Statistic	Maximum Statistic	Sum Statistic	Mean Statistic Std. Error		Std. Deviation Statistic	Variance Statistic
Empowerment_TotalScore	86	5.00	36.00	2319.00	26.9651	.67300	6.24113	38.952
Humility_TotalScore	86	5.00	18.00	1143.00	13.2907	.33691	3.12435	9.762
StandingBack_TotalScore	86	3.00	18.00	1108.00	12.8837	.36443	3.37959	11.422
Stewardship_TotalScore	86	3.00	18.00	1113.00	12.9419	.32847	3.04613	9.279
Authenticity_TotalScore	86	3.00	18.00	1177.00	13.6860	.35176	3.26212	10.641
JobSatisfaction_Total	86	41	95	6082	70.72	1.260	11.682	136.462
Valid N (listwise)	86							

Stepwise Multiple Linear Regression Analysis

Stepwise multiple linear regression was used to analyze whether the dimensions of Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument (empowerment, standing back, accountability, authenticity, humility, and stewardship) predicted overall job satisfaction (Hypothesis 4).

Research Question 4 (RQ4): What specific dimensions of Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument of servant leadership principles (empowerment, standing back, accountability, authenticity, humility, and stewardship) predict overall employee job satisfaction?

H0 4: There is no statistically significant predictive effect between one or more of the servant leadership characteristics measured by Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument (empowerment, standing back, accountability, authenticity, humility, and stewardship) as rated by employees on overall employee job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada.

HA 4: There is a statistically significant predictive effect between one or more of the servant leadership characteristics measured by Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument (empowerment, standing back, accountability, authenticity,

humility, and stewardship) as rated by employees on overall employee job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada.

The analyses of the stepwise test (see table 5) revealed that there were two steps in the models that were predictive out of the five predictive variables. Empowerment contributed to 49% of the variance in the dependent variable of overall job satisfaction and stewardship contributed to 27.7%. The results for empowerment were significant with a Beta value of .409, $p < .001$. The result for stewardship was also significant, with a Beta value of .277, significant with $p = .024$ (see Table 6).

Research Question 5 (RQ 5): What specific dimensions, if any of Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument of servant leadership principles predict employee job-intrinsic job satisfaction?

H05: There is no statistically significant predictive effect between one or more of the servant leadership characteristics measured by Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument on employee intrinsic job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada.

HA5: There is a statistically significant predictive effect between one or more of the servant leadership characteristics measured by Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument on employee intrinsic job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada.

The analyses of the stepwise test (see table 7) revealed that there was only one step in the model that was predictive out of the five predictive variables. Empowerment contributed to 44.8% of the variance in the dependent variable of intrinsic job satisfaction. The results for empowerment were significant with a Beta value of .767, $p < .001$ (see table 8).

Research Question 6 (RQ 6): What specific dimensions, if any of Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument of servant leadership principles predict employee job-extrinsic job satisfaction?

H06: There is no statistically significant predictive effect between one or more of the servant leadership characteristics measured by Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument on employee extrinsic job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada.

HA6: There is a statistically significant predictive effect between one or more of the servant leadership characteristics measured by Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument on employee extrinsic job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada.

The analyses of the stepwise test (see table 9) revealed that there were two steps in the models that were predictive out of the five predictive variables. Empowerment contributed 48.6% of the variance in the dependent variable of extrinsic job satisfaction and stewardship contributed to 54.4%. The results for empowerment were significant with a Beta value of .396, $p < .001$. The result for stewardship was also significant, with a Beta value of .385, significant with $p = < .005$ (see table 10). This hypothesis is supported, and the null hypothesis is rejected.

Table 5. Model Summary of Overall Job Satisfaction

Model Summary ^c									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.707 ^a	.500	.495	8.305	.500	84.165	1	84	<.001
2	.728 ^b	.530	.519	8.102	.030	5.259	1	83	.024

a. Predictors: (Constant), Empowerment_TotalScore

b. Predictors: (Constant), Empowerment_TotalScore, Stewardship_TotalScore

c. Dependent Variable: JobSatisfaction_Total

Table 6. Results for Regression (Stepwise) with Empowerment and Stewardship Predicting Job Satisfaction Total Scores

Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance VIF
1	(Constant)	35.015	3.994		8.767	<.001				
	Empowerment_TotalScore	1.324	.144	.707	9.174	<.001	.707	.707	.707	1.000 1.000
2	(Constant)	32.208	4.084		7.886	<.001				
	Empowerment_TotalScore	.918	.226	.490	4.058	<.001	.707	.407	.305	.387 2.582
	Stewardship_TotalScore	1.063	.464	.277	2.293	.024	.661	.244	.173	.387 2.582

a. Dependent Variable: JobSatisfaction_Total

Table 7. Model Summary of Intrinsic Job Satisfaction

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.670 ^a	.448	.442	5.34105	.448	68.309	1	84	<.001

a. Predictors: (Constant), ServantLeadership_EmpowerTotal

b. Dependent Variable: IntrinsicJobSatisfaction_Total

Table 8. Results for Regression (Stepwise) with Empowerment Predicting Intrinsic Job Satisfaction Total Scores

Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance VIF
1	(Constant)	22.988	2.568		8.950	<.001				
	ServantLeadership_EmpowerTotal	.767	.093	.670	8.265	<.001	.670	.670	.670	1.000 1.000

a. Dependent Variable: IntrinsicJobSatisfaction_Total

Table 9. Model Summary of Extrinsic Job Satisfaction

Model Summary ^c									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.697 ^a	.486	.480	2.79275	.486	79.448	1	84	<.001
2	.737 ^b	.544	.533	2.64755	.058	10.466	1	83	.002

a. Predictors: (Constant), ServantLeadership_EmpowerTotal

b. Predictors: (Constant), ServantLeadership_EmpowerTotal, ServantLeadership_Stewardship_Total

c. Dependent Variable: ExtrinsicJobSatisfaction_Total

Table 10. Results for Regression (Stepwise) with Empowerment Predicting Extrinsic Job Satisfaction Total Scores

Coefficients ^a											
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	8.114	1.343		6.042	<.001					
	ServantLeadership_EmpowerTotal	.433	.049	.697	8.913	<.001	.697	.697	.697	1.000	1.000
2	(Constant)	6.820	1.334		5.110	<.001					
	ServantLeadership_EmpowerTotal	.245	.074	.396	3.320	.001	.697	.342	.246	.387	2.582
	ServantLeadership_Stewardship_Total	.490	.151	.385	3.235	.002	.695	.335	.240	.387	2.582

a. Dependent Variable: ExtrinsicJobSatisfaction_Total

Table 11. Results for Linear Regression with Predicting Overall Job Satisfaction Total Scores

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.731 ^a	.534	.528	11.733	.534	96.159	1	84	<.001

a. Predictors: (Constant), JobSatisfaction_Total

b. Dependent Variable: ServantLeader_Total

Table 12. Results for Linear Regression with Predicting Overall Turnover Intention Total Scores

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.414 ^a	.171	.162	15.641	.171	17.379	1	84	<.001

a. Predictors: (Constant), EmployeeTurnOver_Total

b. Dependent Variable: ServantLeader_Total

Summary

In this chapter, a detailed description of the analyses completed and the findings that were attained in the study were presented. The results of the Pearson's coefficient revealed that servant leadership was strongly and statistically significantly related to job satisfaction and turnover intention but not to employee job performance. In an effort to better understand the relationship between servant leadership and job satisfaction, additional tests were computed to

determine if there are dimensions of servant leadership that are predictive. Specifically, the second part of this analysis tested whether there is a statistically significant predictive effect between one or more of the servant leadership characteristics measured by Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument on employee intrinsic, extrinsic, and overall job satisfaction in an outsourcing pharmaceutical manufacturing company in Canada. When examining for the effect, it was determined that levels of empowerment and stewardship predicted overall job satisfaction, levels of empowerment predicted intrinsic job satisfaction and levels of empowerment and stewardship predicted extrinsic job satisfaction. Levels of standing back, authenticity, and humility were not predictive of intrinsic, extrinsic, or overall job satisfaction. It is important to note that while the results are encouraging, the power analysis for a multiple regression indicates that a sample size of 99 is required to represent the population. After cleaning the data, this researcher was only able to obtain 86 respondents. This limitation will be discussed in the limitations section of this paper. Chapter five will further summarize the findings and provide additional interpretation of the results, report on the limitations and implications, as well as the future research recommendations.

CHAPTER 5: DISCUSSION

Overview

Employee job dissatisfaction, job performance and turnover intention are all problems that exist within the pharmaceuticals manufacturing industry (Boulaksil & Fransoo, 2010; Pawar & Chakravarthy, 2014; Scott, 2021). The application of servant leadership behaviors has gained attention in academic and business spaces as a positive influence on job satisfaction, job performance and turnover intention (Al-Asadi et al., 2019; Azam et al., 2019; Babakus et al. 2010; Fleming, 2019; Jang & Kandampully, 2018; Kaya & Karatepe, 2020; Thacker et al. 2019; Mitterer, 2017). The extent to which servant leadership correlates with employee job satisfaction, job performance and turnover intention in industries like education, healthcare, and travel has been measured and reported (Bennett & Hylton, 2020; Fleming, 2019; Hammond, 2018; Harris et al., 2016). Authors have asserted that investigation into servant leadership principles in other industries may provide a clearer understanding of its value (Eva et al., 2019; Hunter et al., 2013; Van Dierendonck & Nuijten, 2011). Hence, this research focused on addressing some of these gaps in literature. This chapter provides a detailed overview of the results of the study, along with further interpretation of the results, reports on the limitations and implications, and well as the future research recommendations that can expand this research.

Summary of Findings

The problem being investigated in this research is to examine if, and to what extent does a relationship exist between employees' perceptions about servant leadership characteristics as measured by Van Dierendonck and Nuijten (2017) and job satisfaction, job performance and turnover intention in an outsourcing pharmaceutical manufacturing company. All employees who met the inclusion criteria were invited to participate in an on-line survey, resulting in 194 respondents. The SPSS output results are presented in Chapter four. The following section interprets the results of the findings from the research questions.

Frequency analysis was used to compute descriptive statistics. The demographic outcomes of this study revealed that the majority of respondents were female and that most participants in the study were between 30 and 50 years of age. It also revealed that the largest number of the participants had been employed at the study organization for 11 to 17 years and self-identified as employees. A Bivariate correlation analysis was computed to test the relationship between the variables and a multiple linear and step wise multiple linear regression analysis was conducted to investigate the predictive relationship between servant leadership principles and employee intrinsic, extrinsic, and overall job satisfaction. Six proposed hypotheses were developed based on the gap in research. Several conclusions can be drawn from the research findings.

The main research question which was to study the relationship between servant leadership, job satisfaction, job performance and turnover intention was partially supported. The Bivariate Correlation analyses showed a significant correlation between servant leadership and job satisfaction ($r = .731, p < .001$). This hypothesis is supported, and the null hypothesis rejected. The study reported a coefficient of determination (R^2) value of .534 indicating over 53% of job satisfaction is explained by servant leadership. The results of the second hypothesis which is to determine if a relationship exists between servant leadership and job performance, showed that servant leadership and employee job performance did not have a significant relationship ($r = .166, p = .128$). This hypothesis was not supported, and the null hypothesis was accepted. This finding is not aligned with previous research in this area. The third hypothesis tested whether there was a relationship between servant leadership and turnover intention. The results were adequate and showed that there was a moderate negative relationship between servant leadership and turnover intention ($r = -.414, p < .001$). The results also revealed that low turnover intention was attributed to servant leadership by 17% (see Table 13). This hypothesis is supported, and the null hypothesis is rejected.

The intent of the second set of analyses was to further explore how servant leadership constructs predict various components of job satisfaction. This was done by computing stepwise linear multiple regression (see Tables 5 through 10). The first regression showed that servant leadership behaviors of empowerment and stewardship compared with the other servant leadership principles significantly predict an employee's level of overall job satisfaction. The findings also showed that a significant predictive relationship exists between the component of empowerment when compared to the other variables when predicting intrinsic employee job satisfaction. The r-squared value for empowerment explained 44.8% of the variability found in intrinsic employees was due to job satisfaction. Analysis of the third stepwise regression test (see table 10) revealed that both empowerment and stewardship significantly contributed to the variability in extrinsic job satisfaction. The value for R-squared was .486 (empowerment) and .544 (stewardship). The results for empowerment were significant with a Beta value of .396, $p < .001$. The result for stewardship was also significant, with a Beta value of .385, significant with $p = <.005$ (see table 11). This hypothesis is supported, and the null hypothesis rejected.

Discussion of Findings

The main conclusion drawn from this research is a deeper understanding of the relationship that exists between servant leadership, job satisfaction, job performance and turnover intention in an outsourcing pharmaceutical manufacturing company. Prior to this research, this researcher found no empirical research in the literature examining these variables within the outsourcing pharmaceutical manufacturing industry.

In comparison to other scholars who have studied servant leadership and job satisfaction, the findings achieved from this research were consistent. Al-Asadi et al. (2019) found that servant leadership strongly and positively correlated to job satisfaction, where extrinsic job satisfaction showed the strongest results. A more recent study, conducted in 2022 by Sipple discovered that servant leadership was positively related to job satisfaction. Beyond the concept

that servant leadership positively impacts job satisfaction, our research also conducted analyses on the predictability of servant leadership against intrinsic, extrinsic, and overall job satisfaction. The researcher found that servant leadership increased levels of job satisfaction, where both stewardship and empowerment were significant predictors of overall job satisfaction. The work of Von Fischer (2017) investigated what specific dimensions of servant leadership were involved in contributing to the increase in job satisfaction. The results of his research were in line with current findings. Von Fischer's (2017) results indicated that both stewardship and empowerment significantly predicted overall job satisfaction. This does not suggest that the other dimensions are not predictive of overall job satisfaction, only that they are not directly involved in predicting overall job satisfaction. This study also recognized the role of empowerment as an important dimension of servant leadership in predicting overall job satisfaction, intrinsic job satisfaction and extrinsic job satisfaction. Flemming (2019) conducted a study investigating the association between servant leadership and job satisfaction among public school principals. The results from the research showed that servant leadership was strongly associated with job satisfaction. Like the current study, his study used the Servant Leadership Survey (SLS) developed by Van Dierendonck and Nuijten (2011), to collect data on superintendent's servant leadership characteristics and the Minnesota Satisfaction Survey – Short Form (MSQ), to collect data on intrinsic, extrinsic, and overall job satisfaction. Of interest, the results also showed of the five servant leadership characteristics, the characteristic of empowerment is considered to be the strongest predictor of all three variables. The research by White (2022), whose research also included a similar servant leadership instrument as the current study, was in line with the findings of this research. White (2022) showed that a significant relationship exists between servant leadership and all levels of job satisfaction. Like the results found in this current study, his study also explained that the subscale of empowerment predicted intrinsic, extrinsic, and overall job satisfaction for his population. These results were also confirmed by other scholars

like Al-Asadi et al. (2019) and Jordan (2015) who found that those employees who reported to servant leaders showed higher levels of intrinsic, extrinsic, and overall job satisfaction.

Hunter et al. (2013) stated that additional investigation into servant leadership principles in other business sectors may offer a better understanding of the advantages achieved when servant leadership is applied as it pertains to employee job satisfaction. This study extended further than previous research as it empirically tested servant leadership principles in a different industry type than what has previously been tested and documented in this research paper. Furthermore, the findings from this study also broadened the results of servant leadership as it went beyond testing the relationship between servant leadership and job satisfaction to also empirically testing and demonstrating the predictability of certain dimensions of servant leadership (i.e, empowerment and stewardship) and its impact on intrinsic, extrinsic and overall job satisfaction.

Our results found empirical evidence for a moderate significant relationship between servant leadership and turnover intention. The results from this research were consistent with other literature synthesized in this research paper (see literature review). For example, research conducted by Mitterer (2017) reported for 283 participants that there was a moderate inverse relationship between servant leadership and turnover intention ($r = .44, p < .01$). Further analysis showed that servant; leadership predicted low employee turnover, $F(4, 278) = 25.43, p < .01$ R-squared = .13. The R-squared (.13) value points to roughly 13% of the variance in employee turnover intention being distinctively accounted for by servant leadership. Another study by Huning et al. (2020) involving 150 participants revealed that there was a significant negatively correlated relationship between servant leadership and turnover intentions ($r = 0.39, p < 0.01$). This finding is also in alignment with other studies from Westbrook (2022) and Buh-Mbi (2021).

Surprisingly, our findings did not indicate that servant leadership correlated with job performance. This suggests that servant leadership behavior has little effect on an individual's self-rated performance in this study. This finding contrasts with reported findings in this research paper that showed support for servant leadership and employee performance (Bande et al., 2016; Elizondo, 2011; Gašková, 2020; Kaya & Karatepe, 2020; Kim & Kim, 2017; Lee et al., 2019). One possible explanation for this might be the way performance was measured in this study. This researcher measured job performance using the individual work performance (IWP) assessment. The IWP integrates several items into its definition: a) task performance, b) contextual performance, and b) counterproductive behavior. A different standard of measuring performance, such as supervisors' ratings may yield a different outcome as the respondents in the current study rated their performance from their own perspective. Additionally, while the IWP was an appropriate framework to test the hypothesis in this research, upon reflection, the results suggest that a framework which is more aligned with a culture that utilizes more task-oriented performance might affect their responses differently. Moreover, as this was the first study to directly assess servant leadership as it relates to job performance in an outsourcing manufacturing pharmaceuticals industry, these findings should be interpreted with caution, and further research may be needed to determine if servant leadership maintains the same results. Lastly, in comparison with the other studies cited in this research on servant leadership and job performance, larger sample sizes were used. Having a small sample size, as was the case in this research, may have contributed to the insignificant findings. Hence it is reasonable to assume that having a larger sample size may increase the probability of discovering significance.

Understanding of the relationship between servant leadership, job satisfaction, job performance and turnover intention has useful insight from a Biblical perspective. The Bible presents a message that each follower of Jesus Christ is to go into the world and make disciples

of others” (English Standard Version, 2001, Matthew 28:19-20). When considering this mandate, it is reasonable to assume that this must include the workplace in which the believer occupies. The results from this research help the Believer to bridge the gap between their faith and their work. In other words, the findings of this research add assurance for the Believer that there is strong support for specific servant leadership behaviors in the workplace which the Bible also highlights. While the findings do not need to be restated here, the overall results from this research provide evidence for servant leadership as a viable leadership style in the academic and organizational space. Moreover, the research revealed that the servant leadership principles which were exemplified by Jesus Christ over 2000 years ago, and pre-exist servant leadership literature, are still relevant today.

Knowledge that servant leadership positively influences job satisfaction and negatively impacts turnover intention is also important from a Biblical perspective. These findings affirm what the Bible has demonstrated about servant leadership and reinforce the concept that good leaders are those that serve first. It also demonstrates that servant leaders may aid in retaining people for the Kingdom. Further, the findings suggest that traditional styles of leadership may have served a fundamental purpose in the past but that a new leadership model is required to lead people in these complex times. Beyond revealing that a significant relationship exists between servant leadership, job satisfaction and turnover intention, the research showed that out of the five dimensions of leadership (empowerment, humility, standing back, stewardship, and authenticity) detailed in this research, the dimension of empowerment, stewardship and humility played the largest roles in intrinsic, extrinsic, and overall job satisfaction. While the language of empowerment and its associated definition is shared between academic, business, and Christian spaces, and to a lesser extent so is stewardship, the language of humility has not been widely embraced within leadership business contexts. Research outcomes such as those detailed in this

research paper are a first step in integrating what has been historically seen as Biblical language into a business leadership context.

A final area to be discussed is this paper from a Biblical perspective as it relates to the findings, is the results achieved regarding the relationship between servant leadership and performance. This study found that servant leadership did not correlate to job performance. This study was limited to employees who are part of an outsourcing manufacturing pharmaceutical industry where performance may be measured differently than what the Bible requires. The Bible invites us to look at performance slightly but significantly different than a business context. The Bible sees performance as a person's ability to rely fully on the Holy Spirit in achieving Kingdom related outcomes. While we are all called to a purpose and to occupy until Jesus Christ returns, the Bible makes a distinction between how much we can truly rely on our own strength to achieve this. Hence the type of leader one has may only account for part of the reason why we perform better. The implications, limitations and future recommendations are included in the next section of the study.

Implications

While leadership literature has identified that servant leadership principles improve many organizational outcomes like job satisfaction, job performance and turnover intention, no available literature was found that examined servant leadership in the outsourcing pharmaceutical manufacturing industry. Additionally, only a small amount of literature was found that focused on understanding the underlying dimensions of servant leadership and how it might impact job satisfaction. This current study, where servant leadership was examined against job satisfaction, job performance, and turnover intention within an outsourcing pharmaceutical manufacturing industry, responds to the call for more investigation in this area and is considered the first of its kind to do so.

The main question developed to close the gap in the literature and guide this research was whether or not there was a relationship between servant leadership, job satisfaction, job performance, and turnover intention in an outsourcing pharmaceutical manufacturing company. The findings of this research found that servant leadership can improve employee intrinsic, extrinsic, and overall job satisfaction and decrease turnover intention. The results suggest that this is primarily done through the dimensions of empowerment and stewardship. Surprisingly, this study did not recognize servant leadership as a style to promote job performance. Although all the findings from this research were not supported, there are several theoretical and practical implications that can be applied.

Theoretical Implications

A primary theoretical implication derived from this research is that it adds to the general body of knowledge on leadership. This study demonstrates that leadership is an important factor in improving intrinsic, extrinsic, and overall job satisfaction as well as reducing turnover intention. Of particular importance is that this study also contributes to the literature that currently exists on servant leadership, job satisfaction, job performance and turnover intention. This study provides empirical evidence that a relationship does exist between servant leadership, job satisfaction and turnover intention in a sample of 194 employees working in an outsourcing pharmaceutical manufacturing company with a medium to large effect size. Moreover, this study provides significant answers to reasons why servant leadership works in improving intrinsic, extrinsic, and overall job satisfaction. Our findings showed that empowerment and stewardship are the underlying mechanism by which intrinsic, extrinsic, and overall job satisfaction is maintained.

The key findings from this research also have theoretical implications for the use of Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument. The results from the study suggest the applicability of the instrument in the outsourcing pharmaceutical

manufacturing industry. It should be noted that this study did not find empirical evidence of a relationship between servant leadership and job performance. The argument that servant leadership positively impacts job performance has been established by previous studies. Hence, more empirical support is necessary to determine the extent to which servant leadership impacts job performance in a similar setting.

Practical Implications

Leaders in the outsourcing pharmaceutical manufacturing industry are faced with problems as it relates to job satisfaction, job performance, and turnover intention (Lim, 2020; Scott, 2021). All of these variables are very well-studied constructs within leadership literature, and previous studies have shown how servant leadership can influence these variables within certain business sectors. While this is the case, it is important to extend the research beyond the industries where this has been analyzed because, without empirical evidence in other industries, organizations are left to rely on results that may not be applicable to them. Additionally, while empirical knowledge has its benefits, transitioning these concepts into the pharmaceutical environment, specifically outsourcing pharmaceutical manufacturing organizations, has extensive advantages for leaders and organizations. Currently, servant leadership is not fully embraced as a valid form of leadership among business entities. This research offers insight into various factors that may benefit leaders and employees within this sector and provides an opportunity for leaders to adopt strategies outside of the traditionally held views. Below are some practical implications for businesses that have emerged from this research.

Possibly, the most significant contribution of this study in a practical business sense is that it is the first time such research has been done within this industry setting. The outsourcing pharmaceutical manufacturing industry should be aware of the correlation that exists between servant leadership, job satisfaction and turnover intention and use this insight to support them in many facets of the business. The results of this research showed that servant leadership impacts

job satisfaction and employees' intention to stay. This finding may allow leaders in this industry or similar industries, especially those who are grappling with job satisfaction and high turnover, to find insight into this type of leadership style and train its leaders on its principles.

Additionally, leaders, decision makers and human resources professionals may take into consideration this type of leadership style and include assessments in their hiring process that allow them to hire leaders that support a servant leadership mindset.

Results from this research also showed that certain dimensions of servant leadership were primarily responsible for intrinsic, extrinsic, and overall job satisfaction. Drawing from the work of Maslow, intrinsic motivation involves a drive toward satisfying individual needs, and extrinsic motivation is a result of factors that are external to the job itself. The results of this study showed that the dimension of empowerment within the servant leadership model was responsible for intrinsic, extrinsic, and overall job satisfaction. This information provides insight into what motivates the employees who responded to the survey and illustrates that apart from the traditionally held models that support external motivators like bonuses, an organization who is considering additional factors to motivate their employees might consider adopting servant leadership practices. An additional implication that has been found by this research is related to the use of Van Dierendonck and Nuijten's (2017) 18-item servant leadership instrument. This instrument measured servant leadership in five areas: a) empowerment, b) humility, c) standing back, d) stewardship, and e) authenticity. Leaders could focus on these five areas in building an organization where servant leadership principles are applied throughout the organization and not only top down.

Limitations

The primary research question investigated in this study is whether a relationship exists between servant leadership, job satisfaction, job performance and turnover intention among employees that work for an outsourcing manufacturing pharmaceutical company. Since this

researcher wanted to take this analysis further, a secondary research question was whether dimensions of servant leadership predicted intrinsic, extrinsic, and overall job satisfaction. Although several precautions were taken throughout the collection and analysis of the data, limitations, which were out of the control of the researcher, still may have negatively impacted the results of the study, need to be mentioned. Below are the limitations of the study.

A primary limitation that arose from this study is in the nature of the study design. While a correlational design was an appropriate design for this study, the results from a correlational design may be limited because a correlational design cannot determine cause and effect. Moreover, since this is a correlation study, it is possible that a relationship may have been discovered between the variables when in fact another variable that is not included in the analysis contributed to the result. In this case, we tested the relationship between servant leadership, job satisfaction, job performance, and turnover intention. Survey responses showed that there was a negative correlation between servant leadership and turnover intention and a positive correlation between servant leadership and job satisfaction. While it is possible that job satisfaction and the intention to stay with the company might be related to the style of the leader, there may be other factors that are also at play. As such, a mixed-method approach may have been more appropriate for this study, but due to time and resources, this was not possible.

Closely related to the study design, another possible limitation might be the sampling method. This study used a convenience sample for the research. With this type of sampling method, the results from this research may not be generalized outside of the study organization to other populations. Additionally, since there was a relatively low response rate from managers and directors compared to employees, the results may not reflect the opinions of managers and directors in the organization. Further, although this study yielded an acceptable response rate for the correlational design, a higher return rate for the multiple regression analysis was recommended (92) through the G*power analysis. Replicating this study with a higher sample size would

increase the accuracy of the results as it relates to the predictability of servant leadership against intrinsic, extrinsic and overall job satisfaction.

In this study there was an assumption that participants understood the concepts of servant leadership. However, a limitation of the study is that the participants in the study self-identified their leaders as a person who demonstrates servant leader principles as described by the SL index (see Appendix F) but perhaps were not fully familiar with the terminology. Additionally, since the measure chosen in this study to identify servant leadership only had five dimensions, it could be possible that other dimensions of servant leadership, which are also important, were excluded and skewed the results. In line with this limitation is the use of self-reported measures. While self-reported methods are generally accepted in quantitative research, participants may skew the results because of response bias. This type of bias occurs when the answers selected by the participants do not accurately reflect how they truly feel. A final limitation in this study might be associated with the length of the survey. The survey comprised 66 questions and took approximately 10 minutes to complete. Some may have thought that the survey was too long and opted out of taking it.

Recommendations for Future Research

Researchers who decide to investigate the relationship between servant leadership, job satisfaction, job performance, and turnover intention have several opportunities to advance the current knowledge found in this paper either by further confirming these findings or refuting them. Future research could be conducted within the same industry sector or a similar industry using other types of research methods. It would be interesting to see the results of this study duplicated with a mixed methodology which would provide themes and additional insight into different perceptions around servant leadership, job satisfaction, job performance, and turnover intention. Replicating this research with a qualitative method alone may also provide deeper understanding

into the behaviors that encompass a servant leader, especially if we also consider the cultural understanding of servant leadership.

A natural development from the current research would be for future researchers to further explore the relationship between servant leadership and job performance. It would be interesting to find out if a different relationship exists between servant leadership and job performance if a different measure for job performance is used. While the focus of this research was on servant leadership, it could be advantageous to see how servant leadership compared to other leadership styles promotes job satisfaction, job performance, and turnover intention. An interesting finding from this study is that the servant leadership dimension of empowerment was responsible for a large variance in intrinsic, extrinsic, and overall job satisfaction but that the results were not adequately representative of the sample population because of low power. Therefore, a final recommendation for future researchers is to replicate the study with a larger sample size and explore which, if any, servant leadership principles predict intrinsic, extrinsic, and overall job satisfaction

Summary

Job satisfaction, performance and turnover intention are three areas that need to be a focus of attention for academic research and businesses. The aim of this study was to demonstrate the benefits, if any, of servant leadership on employee job satisfaction job performance, and turnover intention, and to identify the predictability of servant leadership dimensions on employee's job satisfaction, in an outsourcing manufacturing pharmaceutical company. The questions that arose from the current study were whether a relationship exists between job satisfaction, job performance and turnover intentions, and if so, to what extent do dimensions of servant leadership predict intrinsic,

extrinsic, and overall job satisfaction? A correlational design and a stepwise multiple regression design were used to analyze the data.

There were several relevant findings that were consistent with previous research in this area. The results from this study found that servant leadership has a medium to strong relationship with job satisfaction and turnover intention, and that the dimension of empowerment significantly predicted intrinsic, extrinsic, and overall job satisfaction. Despite its name, servant leadership is a leadership style that is relevant, and through the dimension of empowerment, others will ultimately feel better about their job and may decide to stay longer with an organization. The current study did not find that there was a relationship between servant leadership and job performance. It is worth noting that this finding is in contradiction to other findings in servant leadership literature. Perhaps using a different instrument to measure servant leadership would yield different results. Based on the outcomes presented in this research, servant leadership can be the answer that many organizations are looking for to improve job satisfaction and turnover intention within their company.

REFERENCES

- Alafeshat, R., & Tanova, C. (2019). Servant Leadership Style and High-Performance Work System Practices: Pathway to a Sustainable Jordanian Airline Industry. *Sustainability*, 11(22), 6191. <https://doi.org/10.3390/su11226191>
- Alahbabi A M F M, Anidah, R., & Al-shami, S. A. (2021). A framework of servant leadership impact on job performance: The mediation role of employee happiness in uae healthcare sector. *Academy of Strategic Management Journal*, 20, 1-14.
- Al-Asadi, R., Muhammed, S., Abidi, O., & Dzenopoljac, V. (2019). Impact of servant leadership on intrinsic and extrinsic job satisfaction. *Leadership & Organization Development Journal*, 40(4), 472-484. <https://doi.org/10.1108/LODJ-09-2018-0337>
- Alemayehu, E. (2021). the relationship between servant leadership and staff satisfaction in ethiopian higher education: The case of kotebe metropolitan university. *Academy of Educational Leadership Journal*, 25, 1-13.
- Alexander, P. M. (2020). *Strategies to Reduce Voluntary Employee Turnover* (Production No. 27830796). [Doctoral dissertation, Walden University]. ProQuest Dissertations and Theses Global.
- Ali, S. H. (2021). A Study On The Impact Of Leader Behaviors on Employee Turnover Intention. *Kuwait Chapter of the Arabian Journal of Business and Management Review*, 10(3), 99-114.
- Antonakis, J., & Day, D. V. (2018). Leadership: Past, present, and future. In J. Antonakis & D. V. Day (Eds.), *The nature of leadership* (pp. 3–26). Sage Publications, Inc.
- Akdol, B., & Arikboga, F. S. (2017). Leader member exchange as a mediator of the relationship between servant leadership and job satisfaction: A research on Turkish ICT companies. *International Journal of Organizational Leadership*, 6(4), 525-535. <https://doi.org/10.19236/IJOL.2017.04.09>
- Azam, O., Hafiz Ghufuran, A. K., Khan, A., & Abdul, Z. K. (2019). Impact of Passive Leadership on Organizational Citizenship Behavior and Turnover Intentions; Mediating Effect of Organizational Interpersonal Trust. *Review of Economics and Development Studies*, 5(4), 663-674.

- Babakus, E., Yavas, U., & Ashill, N. J. 2010. Service worker burnout and turnover intentions: Roles of person-job fit, servant leadership, and customer orientation. *Services Marketing Quarterly*, 32(1): 17–31
- Bailey, C., Madden, A., Alfes, K., & Fletcher, L. (2017). The meaning, antecedents and outcomes of employee engagement: A narrative synthesis. *International Journal of Management Reviews*, 19(1), 31-53. doi:10.1111/ijmr.12077
- Bande, B., Fernández-Ferrín, P., Varela-Neira, C., & Otero-Neira, C. (2016). Exploring the relationship among servant leadership, intrinsic motivation and performance in an industrial sales setting. *The Journal of Business & Industrial Marketing*, 31(2), 219-231. <https://doi.org/10.1108/JBIM-03-2014-0046>
- Bass, B. M. (1985). Leadership: Good, better, best. *organizational dynamics*, 13(3), 26-40.
- Bayoh, A.V. (2020). Christian Leaders as Managers: Facilitating Extraordinary Outcomes Through Stewardship. In: Henson, J. (eds) *Modern Metaphors of Christian Leadership*. Christian Faith Perspectives in Leadership and Business. Palgrave Macmillan, Cham. https://doi-org.ezproxy.liberty.edu/10.1007/978-3-030-36580-6_5
- Bennett, D., & Hylton, R. (2020). Servant leadership: Is this the type of leadership for job satisfaction among healthcare employees? *Indian Journal of Positive Psychology*, 11(3), 210-212.
- Bothma, C., & Roodt, G. (2013). The validation of the turnover intention scale. *SA Journal of Human Resource Management*, 11(1). doi:<https://doi.org/10.4102/sajhrm.v11i1.507>.
- Boulaksil, Y., & Fransoo, J. C. (2010). Implications of outsourcing on operations planning: Findings from the pharmaceutical industry. *International Journal of Operations & Production Management*, 30(10), 1059-1079. <https://doi.org/10.1108/01443571011082526>
- Buh-Mbi, J. (2021). *A Correlational Analysis of Teachers' Perceptions of Their Principals' Leadership Attributes and Reported Dimensions of Job Satisfaction and Intention to Stay* (Production No.

28770557). [Doctoral dissertation, Northcentral University]. ProQuest Dissertations and Theses Global.

Caffey, R. D. (2012). *The relationship between servant leadership of principals and beginning teacher job satisfaction and intent to stay* (Production No. 3530849). [Doctoral dissertation, University of Missouri - Columbia]. ProQuest Dissertations and Theses Global.

Ceridian. (2022). Winning Top Talent in Canada Takes More Than Pay. Retrieved from <https://www.ceridian.com/ca/resources/2022-pulse-of-talent-spotlight>

Chen, C., Chen, C. V., & Li, C. (2013). The Influence of Leader's Spiritual Values of Servant Leadership on Employee Motivational Autonomy and Eudaemonic Well-Being. *Journal of Religion and Health*, 52(2), 418-38. <https://doi.org/10.1007/s10943-011-9479-3>

Cherizard, C. D. (2022). *Ethical Leadership Effects on Medical Laboratory Personnel Accountability Behaviors* (Production No. 29213836). [Doctoral dissertation, Walden University]. ProQuest Dissertations and Theses Global.

Chiniara, M., & Bentein, K. (2018). The servant leadership advantage: When perceiving low differentiation in leader-member relationship quality influences team cohesion, team task performance and service OCB. *The Leadership Quarterly*, 29(2), 333-345. <https://doi.org/10.1016/j.leaqua.2017.05.002>

Chiniara, M., & Bentein, K. (2016). Linking servant leadership to individual performance: Differentiating the mediating role of autonomy, competence and relatedness need satisfaction. *The Leadership Quarterly*, 27(1), 124-141
<https://doi.org/10.1016/j.leaqua.2015.08.004>

Coetzer, M. F., Bussin, M., & Geldenhuys, M. (2017). The Functions of a Servant Leader. *Administrative Sciences*, 7(1), 5. <https://doi.org/10.3390/admsci7010005>

Creative Research Systems. (2021). *Sample Size Calculator*. www.surveysystem.com/sscalc.htm

Creswell, J. W. (2012). Educational research: Planning, conducting, and evaluating, quantitative and qualitative research (4th ed.). Pearson.

- Crossley, R. (2004). The quiet revolution: Outsourcing in pharma. *Drug Discovery Today*, 9(16), 694-694.
[https://doi.org/10.1016/S1359-6446\(04\)03142-3](https://doi.org/10.1016/S1359-6446(04)03142-3)
- Crowther, S. (2018). *Biblical servant leadership: An exploration of leadership for the contemporary context*. Palgrave Macmillan
- Daly, S. F. (2020). *Perceived Servant Leadership Behaviors in National Collegiate Athletic Association Division III Athletics: The Moderating Role of Trust-In-Leader and Organizational Tenure* (Production No. 28264229). [Doctoral dissertation, University of Northern Colorado]. ProQuest Dissertations and Theses Global.
- Ehrhart, M. G. (2004). Leadership and procedural justice climate as antecedents of the unit-level organizational citizenship behavior. *Personnel Psychology*, 57(1) 61-94. <https://doi.org/10.1111/j.1744-6570.2004.tb02484.x>
- Elizondo, D. W. (2011). *Servant leadership: An effective leadership model for achieving optimal financial performance and quality assurance excellence* (Production No. 1496053). [Doctoral dissertation, California State University]. ProQuest Dissertations and Theses Global.
- English Standard Version Bible*. (2001). ESV Online. <https://esv.literalword.com/>
- Eva, N., Robin, M., Sendjaya, S., van Dierendonck, D., & Liden, R. C. (2019). Servant leadership: A systematic review and call for future research. *The Leadership Quarterly*, 30(1), 111-132.
- Farrington, S. M., & Lillah, R. (2019). Servant leadership and job satisfaction within private healthcare practices. *International Journal of Health Care Quality Assurance Incorporating Leadership in Health Services*, 32(1), 148-168. <https://doi.org/10.1108/LHS-09-2017-0056>
- Fleming, B. (2019). *The Relationship between Superintendent Servant Leadership Behavior and Principal Job Satisfaction in Iowa* (Order No. 13811262). Available from Education Database; ProQuest Central. (2270141891).

- Gašková, J. (2020). Servant Leadership and Its Relation to Work Performance. *Central European Business Review*, 9(3), 24-37. <https://doi.org/10.18267/j.cebr.236>
- Gallup. (2015). State of the American manager: Analytics and advice for leaders. Washington, DC: Author. Retrieved from <http://www.gallup.com/services/182216/state-american-manager-report.aspx>
- Ghasempour Ganji, S. F., Johnson, L. W., Sorkhan, V. B., & Banejad, B. (2021). The Effect of Employee Empowerment, Organizational Support, and Ethical Climate on Turnover Intention: The Mediating Role of Job Satisfaction. *Iranian Journal of Management Studies*, 14(2), 311-329.
- Global News Wire. (2022). Employee Turnover and Expensive Problem for Canadian Companies. Retrieved from: <https://www.globenewswire.com/News-release/2021/12/08/2348400/0/en/Employee-Turnover-an-Expensive-Problem-for-Canadian-Companies.html>
- Green, B. T. (2018). *An Examination of the Relationship between the Five Dimensions of Courageous Followership and Servant Leadership within the U.S. Air Force* (Order No. 10751035). Available from ProQuest Central; ProQuest Dissertations & Theses Global. (2029088901).
- Hair, J. Black, W. Babin, B. Anderson, R. & Tatham, R. (2006). *Multivariate Data Analysis* (6th ed.). Pearson Prentice Hall. <https://pdfs.semanticscholar.org/6885/bb9a29e8a5804a71bf5b6e813f2f966269bc.pdf>
- Harris, K., Hinds, L., Manansingh, S., Rubino, M., & Morote, E. S. (2016). What type of leadership in higher education promotes job satisfaction and increases retention? *Journal for Leadership and Instruction*, 15(1), 27-32
- Huning, T. M., Hurt, K. J., & Frieder, R. E. (2020). The effect of servant leadership, perceived organizational support, job satisfaction and job embeddedness on turnover intentions: An empirical investigation. *Evidence - Based HRM*, 8(2), 177-194. <https://doi.org/10.1108/EBHRM-06-2019-0049>

- Hunter, E. M., Neubert, M. J., Perry, S. J., Witt, L. A., Penney, L. M., & Weinberger, E. (2013). Servant leaders inspire servant followers: Antecedents and outcomes for employees and the organization. *Leadership Quarterly*, 24(2), 316–331. Doi: 10.1016/j.leaqua.2012.12.001
- Hur, Y. (2018). Testing Herzberg's Two-Factor Theory of Motivation in the Public Sector: Is it Applicable to Public Managers? *Public Organization Review*, 18(3), 329-343. <https://doi.org/10.1007/s11115-017-0379-1>
- Johnston, S. M. (2021). *The Great Resignation in Teaching: Servant Leadership Impact on Teacher Retention, Job Satisfaction, and Principal Efficacy during the COVID-19 Pandemic* (Order No. 29064113).
- Jordan, M. K. (2015). *Determining the Relationship between Servant Leadership and Job Satisfaction among U.S. Navy Personnel* (Order No. 3684590).
- Kamal, M. (2019). *Effect of Outsourcing on the Performance of Pharmaceutical Companies in Kwara State* (Order No. 27663436).
- Kim, J. H, & Kim, M. K. (2017). The influence of captains' servant leadership on leader trust, job satisfaction, and job performance in a marine industry. *International Journal of Economic Perspectives*, 11(2), 490–499.
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., de Vet Henrica, C. W., & van der Beek, A. J. (2011). Conceptual frameworks of individual work performance: a systematic review. *Journal of Occupational and Environmental Medicine*, 53(8), 856– 866. doi: 10.1097/JOM.0b013e318226a763
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., De Vet, H. C., & Van der Beek, A. J.(2014). Construct validity of the individual work performance questionnaire. *Journal of Occupational and Environmental Medicine*, 56(3), 331-337. doi: 10.1097/JOM.0000000000000113

- Korkmaz, O. (2020). The Mediating Role of the Leader-Member Exchange in the Relationship between the Pelz Effect and Job Satisfaction. *International Journal of Business*, 25(3), 291-312.
- Laub, J. A. (1999). Assessing the servant organization: Development of the organizational leadership assessment (OLA) instrument (Doctoral thesis). Florida Atlantic University, Fort Lauderdale, FL. Retrieved from [http://www.olagroup.com/images/mmdocument/laub dissertation brief.pdf](http://www.olagroup.com/images/mmdocument/laub%20dissertation%20brief.pdf)
- Lee, A., Lyubovnikova, J., Tian, A.W. and Knight, C. (2019), Servant leadership: A meta analytic examination of incremental contribution, moderation, and mediation. *Journal of Occupational and Organizational Psychology*, 93(1), 1-44. <https://doi.org/10.1111/joop.12265>
- Lim, C. V. L. (2020). Principles of servant leadership and it's application to the pharmaceutical industry. *Asian Journal of Management*, 11(4), 517-523. <https://doi.org/10.5958/2321-5763.2020.00076.1>
- Lockhart, D. R. (2021). *How Followers Engage the Organizational Vision of Servant Leaders: An Exploratory Study* (Order No. 28321085). Available from ProQuest Central; ProQuest Dissertations & Theses Global
- Madpak, A. (2009). *Pharmaceutical industry contract sales organization impact and effectiveness* (Order No. 3388996)
- Ma, Y., Naveed, A. F., Ahmed, F., & Raza, A. (2020). How Does Servant Leadership Foster Employees' Voluntary Green Behavior? A Sequential Mediation Model. *International Journal of Environmental Research and Public Health*, 17(5), 1792. <https://doi.org/10.3390/ijerph17051792>.
- McDonald, J. R. (2022). *Developing a Servant Leader Approach to Supervision as an Associate Cluster Leader for a Select IMB Assignment* (Order No. 29168196)
- Mitterer, D. M. (2017). *Servant leadership and its effect on employee job satisfaction and turnover intent* (Production No. 10620225). [Doctoral dissertation, Walden University]. ProQuest Dissertations and Theses Global.

Musgrove, J. (2018). Servant Leadership, Stewardship, and Job Satisfaction: A Review of Literature.

Retrieved from <https://www.linkedin.com/pulse/servant-leadership-stewardship-job-satisfaction-jj-musgrove-ma-ms>.

Olushola, A. A., & Adewumi, S. A. (2021). The Impact Of Intrinsic and Extrinsic Motivation On Teachers' Performance: Evidence From Selected Tvet Colleges in Lagos, Nigeria. *Eurasian Journal of Social Sciences*, 9(3), 176-188. <https://doi.org/10.15604/ejss.2021.09.03.004>

Pawar, I. A., & Chakravarthy, V. (2014). factors influencing employee turnover in fusion healthcare organization. *International Journal of Management Research and Reviews*, 4(9), 834.

Piachaud, B. S. (2002). Outsourcing in the pharmaceutical manufacturing process: An examination of the CRO experience. *Technovation*, 22(2), 81-90. [https://doi.org/10.1016/S0166-4972\(01\)00081-5](https://doi.org/10.1016/S0166-4972(01)00081-5)

Platt, D. (2013). *Exalting Jesus in Matthew*. B & H Academic.

Poissonnier, H. (2017). How to become the preferred client of your supplier. *Strategic Direction*, 33(2), 21-23. doi:10.1108/SD-11-2016-0159.

Robinson, J. R. (2016). *Role of Outsourcing in Stress and Job Satisfaction of Information Technology Professionals* (Production No. 10118938). [Doctoral dissertation, Walden University]. ProQuest Dissertations and Theses Global.

Russell, R. (2003). A practical theology of servant leadership. In *Proceedings of the Servant Leadership Research Roundtable* (pp. 1-9).

Sarkis, M., Bernardi, A., Shah, N., & Papathanasiou, M. M. (2021). Emerging Challenges and Opportunities in Pharmaceutical Manufacturing and Distribution. *Processes*, 9(3), 457. MDPI AG. Retrieved from <http://dx.doi.org/10.3390/pr9030457>

Setia, M. (2016). Methodology series module 5: Sampling strategies. *Indian Journal of Dermatology*, 61(5), 505. doi:10.4103/0019-5154.19011

- Scott, J. A. (2021). *Characteristics Displayed by Pharmaceutical Frontline Leaders* (Publication No. 28720675). [Doctoral dissertation, University of La Verne]. ProQuest Dissertations and Theses Global.
- Sendjaya, S., & Pekerti, A. (2010). Servant leadership as antecedent of trust in organizations. *Leadership & Organization Development Journal*, 31(7), 643-663. <https://doi.org/10.1108/01437731011079673>
- Sendjaya, S., Sarros, J. C., & Santora, J. C. (2008). Defining and Measuring Servant Leadership Behaviour in Organizations. *The Journal of Management Studies*, 45(2), 402.
- Shafique, I., Kalyar, M. N., & Bashir, A. (2018). The Nexus of Ethical Leadership, Job Performance, and Turnover Intention: The Mediating Role of Job Satisfaction. *Interdisciplinary Description of Complex Systems*, 16(1), 71-87. <http://dx.doi.org/10.7906/indcs.16.1.5>
- Sipple, J. J. (2022). *The Relationship between Servant Leadership and Job Satisfaction within the Vaccines Sales Division of a Large U.S.-Based Pharmaceutical Organization* (Publication No. 29133711). [Doctoral dissertation, Franklin University]. ProQuest Dissertations and Theses Global.
- Stewart, C., Nodoushani, O., & Stumpf, J. (2018). Cultivating Employees Using Maslow's Hierarchy of Needs. *Competition Forum*, 16(2), 67–75. Retrieved from <https://search-ebscohost-com.proxy1.ncu.edu/login.aspx?direct=true&db=s3h&AN=132606000&site=ehost-live>
- Stone, A. G., Russell, R. F., & Patterson, K. A. (2004). Transformational versus servant leadership: A difference in leader focus. *Leadership & Organization Development Journal*, 25(4), 349-361. <https://doi.org/10.1108/01437730410538671>
- Su, W., Lyu, B., Chen, H., & Zhang, Y. (2020). How does servant leadership influence employees' service innovative behavior? The roles of intrinsic motivation and identification with the leader. *Baltic Journal of Management*, 15(4), 571-586. <https://doi.org/10.1108/BJM-09-2019-0335>

- Thacker, C., Sullivan, G., & Self, S. (2019). How Servant Leadership Principles Affect Employee Turnover at a Solid Waste Management Firm. *Journal of Leadership, Accountability and Ethics*, 16(2), 64-79.
- Thiagaraj, D., & Thangaswamy, A. (2017). The theoretical concept of job satisfaction – a study. *International Journal of Research – GRANTHAALAYAH*, 5(6), 464–470.
<https://doi.org/10.5281/zenodo.822315>
- Uçar, R., & Ugur, S. (2020). Teachers' views on school principals' servant leadership behaviors: A mixed method study. *Educational Administration: Theory & Practice*, 26(3), 565-611.
- Van Dierendonck, D., Sousa, M., Gunnarsdóttir, S., Bobbio, A., Hakanen, J., Armin, P. V., Emin, C. D., & Rodriguez-Carvajal, R. (2017). The Cross-Cultural Invariance of the Servant Leadership Survey: A Comparative Study across Eight Countries. *Administrative Sciences*, 7(2), 8.
<https://doi.org/10.3390/admsci7020008>
- von Fischer, P. E. (2017). *The Relationship Between Teacher Perceptions of Principal Servant Leadership Behavior and Teacher Job Satisfaction in South Dakota* (Production No. 10598871). [Doctoral dissertation, University of South Dakota]. ProQuest Dissertations and Theses Global.
- Westbrook, K. W., & Peterson, R. M. (2022). Servant Leadership Effects on Salesperson Self-Efficacy, Performance, Job Satisfaction, and Turnover Intentions. *Journal of Business to Business Marketing*, 29(2), 153-175. <https://doi.org/10.1080/1051712X.2022.2068820>
- Whelchel, H. (2016). The Biblical Meaning of Success, by Faith: The Online Magazine of the Presbyterian Church in America. Retrieved from <http://byfaithonline.com/the-biblical-meaning-of-success>
- White, R. J. (2022). *Exploring the Relationship between Servant Leadership and Job Satisfaction for Veterans Who Have Left the Military and Joined For-profit or Non-profit Organizations* (Production No. 29065698). [Doctoral dissertation, Lake University]. ProQuest Dissertations and Theses Global.

- White, S., & Rezania, D. (2019). The impact of coaches' ethical leadership behaviour on athletes' voice and performance: The role of accountability. *Sport, Business and Management*, 9(5), 460-476.
<https://doi.org/10.1108/SBM-11-2017-0079>
- Wilkinson, A. D., & Wagner, R. M. (1993). Supervisory leadership styles and state vocational rehabilitation counselor job satisfaction and productivity. *Rehabilitation Counseling Bulletin*, 37(1), 15.
- Work Institute. (2022). Work Institute 2018 Retention Report. Retrieved from:
<https://workinstitute.com/retention-report/>
- Yang, J., Gu, J., & Liu, H. (2019). Servant leadership and employee creativity: The roles of psychological empowerment and work–family conflict: Research and Reviews. *Current Psychology*, 38(6), 1417-1427. <https://doi.org/10.1007/s12144-019-0161-3>
- Yu-Chia, C., Te-Feng, Y., I-Ju, L., & Cheng-Chia, Y. (2021). Job Competency and Intention to Stay among Nursing Assistants: The Mediating Effects of Intrinsic and Extrinsic Job Satisfaction. *International Journal of Environmental Research and Public Health*, 18(12), 6436.
<https://doi.org/10.3390/ijerph18126436>
- Zaheer S, Ginsburg L, Wong HJ, Thomson K, Bain L, Wulffhart Z. (2019) Turnover intention of hospital staff in Ontario, Canada: Exploring the role of frontline supervisors, teamwork, and mindful organizing. *Hum Resour3 Health*. 14;17(1):66.

APPENDIX A: Letter of Permission to Conduct Research

Dear XXX CEO,

As you know, I am currently working on my Ph.D in Psychology, Concentration in Industrial Psychology at Liberty University. This research is being supervised by Dr. Robin Rippeth. Dissertation Committee Chair. The purpose for this letter is to invite your staff to participate in a research study towards better understanding how servant leadership behaviors may influence organizational outcomes like employee job satisfaction, employee job performance and employee's intention to leave the organization. The decision to participate in the research is voluntary and there may or may not be a direct benefit to you or the organization. However, we hope to learn more about organizational leadership, how servant leadership may influence organizational behaviors, fill the gap in leadership literature around servant leadership, and provide organizations, specifically those within the outsourcing pharmaceutical manufacturing industry, with a framework that could improve job satisfaction, job performance, and reduce turnover.

The participation of your employees will be voluntary and intended to be anonymous and confidential. Should your employees agree to assist me in completing this research, a commitment of about 20-minute to complete an on-line survey, which has 4 demographic questions, 18 questions about servant leadership, 20 questions about job satisfaction, 18 questions about performance and 6 questions about turnover intention will be required. The survey will be opened for several weeks.

While all the respondents will be assigned a number for analysis purposes, so no identifier will be associated with the employee and so the survey will only be accessible by Jennifer Anthony and kept in a password protected file, it is important to note, there is a potential risk for loss of confidentiality associated with your employee's participation in the study. If you have questions about, please feel free to contact me at [REDACTED].

APPENDIX B: Letter Granting Permission to Conduct Research

August 9, 2022

PRIVATE & CONFIDENTIAL

Re: Permission to Conduct Study

Hi Jennifer,

After careful review of your research proposal entitled: Investigating the Relationship Between Employee Perceptions of Servant Leadership on Employee Job Satisfaction, Employee Job Performance and Employee Turnover Intention in An Outsourcing Pharmaceuticals Manufacturing Company, Contract Pharmaceuticals Limited, [CPL] has decided to grant you permission to conduct your study at Contract Pharmaceuticals Limited.

This permission is granted based on the following assumptions:

☐ [CPL] will provide our membership list to Jennifer Anthony, and Jennifer Anthony may use the list to contact our members to invite them to participate in her research study.

☐ [CPL] grant permission for Jennifer Anthony, to contact all employees to invite them to participate in her research study.

☐ [CPL] will not provide potential participant information to Jennifer Anthony, but we agree to provide her study information to employees on her behalf.

☐ [CPL] is requesting a copy of the results upon study completion and/or publication.

Sincerely,

Signed by: Jan Sahai
CEO
Date & Time: August 09, 2022 11:16:01 EDT

**Jan Sahai I CEO
Contract Pharmaceuticals Limited Canada
7600 Danbro Crescent
Mississauga, ON L5N 6L6
(905)821-7600 x265**

jsahai@cplltd.com

APPENDIX C: INFORMED CONSENT

Dear XXX,

My name is Jennifer Anthony, and I am a doctoral candidate working on my Ph.D. in Psychology, Concentration in Industrial Psychology at Liberty University, under the supervision of Dr. Robin Rippeth. Dissertation Committee Chair. I am requesting your voluntary participation in a survey. The goal of this research is to better understand how servant leadership behaviors may influence organizational outcomes like employee job satisfaction, employee job performance and employee's intention to leave at Contract Pharmaceuticals Limited (CPL). Servant leaders are defined in this study as any person who holds the title of supervisor, manager, director, senior director or vice president within the organization who places focus on the personal interest of the follower through the art of serving.

Your decision to participate in this research is strictly voluntary. While there may or may not be any direct benefit to you, your participation will help me complete my dissertation. Additionally, while several studies have been conducted on the relationship between servant leadership, employee satisfaction, employee job performance and employee turnover individually, there is limited research available exploring this relationship collectively and no research available within the context of outsourcing pharmaceutical manufacturing. I hope that the results will help me gain a better understanding of the leadership behaviors and close the current gap that exists in the academic literature about servant leadership.

This survey is being sent to all CPL employees who have met the following criteria: The participants in the study will need to meet the following criteria: (a) between 18 and 74 years of age, (b) have been employed at the study organization for at least 12 months, (c) have basic knowledge of servant leadership principles, (e) allocated to a single leader for 90 or more days, (f) competent in English, (h) resided in Canada.

If you decide to participate in the study, your participation in this research will involve:

1. The completion of four validated web-based questionnaires via Survey Monkey. The amount of time that it will take to complete the questionnaires may vary for each employee; but it is estimated that it should take about 20 minutes.
2. Your name or the name of the organization will not be disclosed in any report or publication resulting from this study. The informed consent will be presented before any demographic information, survey and participation can begin. To prevent unauthorized access to the survey, you would be provided with a password sent through an encrypted email message to enable access to the survey. You will remain anonymous, and only the researcher would be able to identify your specific responses.

APPENDIX D: TURNOVER INTENTION SCALE (TIS-6)

The following section aims to ascertain the extent to which you intend to stay at the organization.

Please read each question and indicate your response using the scale provided for each question:

DURING THE PAST 9 MONTHS.....

1	How often have you considered leaving your job?	Never	1 ----2-----3-----4 ----5	Always
2	To what extent is your current job satisfying your personal needs?	Never	1 ----2-----3-----4 ----5	All the time
3	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	Never	1 ----2-----3-----4 ----5	Always
4	How often do you dream about getting another job that will better suit your personal needs?	Never	1 ----2-----3-----4 ----5	Always
5	How likely are you to accept another job at the same compensation level should it be offered to you?	Highly unlikely	1 ----2-----3-----4 ----5	Highly likely

6	How often do you look forward to another day at work?	Always	1-----2-----3-----4-----5	Never
---	---	--------	---------------------------	-------

APPENDIX E: THE INDIVIDUAL WORK PERFORMANCE QUESTIONNAIRE (IWPQ)

(Koopmans, Bernaards, Hildebrandt, De Vet, & Van der Beek, 2014)

Instructions:

The following questions relate to how you carried out your work during the past 3 months. In order to get an accurate picture of your conduct at work, it is important that you complete the questionnaire as carefully and honestly as possible. If you are uncertain about how to answer a particular question, please give the best possible answer. The questionnaire will take about 5 minutes to complete. The questionnaire is completely anonymous: your supervisor or colleagues will not see your answers.

Scale 1: Task performance (5 items)					
In the past 3 months...	Seldom	Sometimes	Regularly	Often	Always
1. I was able to plan my work so that I finished it on time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I kept in mind the work result I needed to achieve.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I was able to set priorities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. I was able to carry out my work efficiently.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. I managed my time well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scale 2: Contextual performance (8 items)					
In the past 3 months...	Seldom	Sometimes	Regularly	Often	Always

6. On my own initiative, I started new tasks when my old tasks were completed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I took on challenging tasks when they were available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. I worked on keeping my job- related knowledge up-to-date	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. I worked on keeping my work skills up-to-date	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. I came up with creative solutions for new problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I took on extra responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. I continually sought new challenges in my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. I actively participated in meetings and/or consultations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scale 3: Counterproductive work behavior (5 items)					
In the past 3 months...	Seldom	Sometimes	Regularly	Often	Always
14. I complained about minor work- related issues at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. I made problems at work bigger that they were	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16. I focused on the negative

aspects of situation at

work instead of the

positive aspect



17. I talked to colleagues

about the negative

aspects of my work



18. I talked to people outside the

organization about the

negative aspect of my

work



APPENDIX F: SERVANT LEADERSHIP SURVEY (SLS-SHORT VERSION)

Read each of the following statements carefully. For each of the following statements, decide how you feel about your superintendent. You are to select a number that corresponds with how you feel on a one to six scale. If you strongly disagree you would mark a one; if you strongly agree you would mark a six.

1 Fully Disagree	2 Disagree	3 Slightly Disagree	4 Slightly Agree	5 Agree	6 Fully Agree
------------------------	-------------------	---------------------------	------------------------	----------------	---------------------

Examples

My manager gives me the information to do my work well.

123456

If you circle 1, that means your manager does NOT give you the information to do your work well

My manager has a long-term vision.

123456

If you circle 6, that means your manager has a long-term vision.

Important:

- There are neither right nor wrong answers.
- Give your OWN opinion, not that of others.
- Do not miss out any question, even though it is difficult to select an answer category.
- Do not reflect on a question for too long. Your first inspiration is often the best.

1. My manager gives me the information to do my work well.
2. My manager encourages me to use my talents
3. My manager helps me to further develop myself
4. My manager encourages his/her staff to come up with new ideas
5. My manager gives me the authority to take decisions which make work easier for me
6. My manager offers me abundant opportunities to learn new skills.
7. My manager keeps himself/herself in the background and gives credits to others
8. My manager is not chasing recognition or rewards for the things he/she does for others

9. My manager appears to enjoy his/her colleagues' success more than his/her own.
10. My manager is open about his/her limitations and weaknesses
11. My manager is often touched by the things he/she sees happening around him/her
12. My manager shows his/her true feelings to his/her staff.
13. My manager learns from criticism.
14. My manager learns from the different views and opinions of others.
15. If people express criticism, my manager tries to learn from it.
16. My manager emphasizes the importance of focusing on the good of the whole.
17. My manager has a long-term vision.
18. My manager emphasizes the societal responsibility of our work.

APPENDIX G: MINNESOTA JOB SATISFACTION (SHORT- VERSION)

Instructions:

This part of the questionnaire should take about 5 minutes to complete. The questionnaire is completely anonymous: your supervisor or colleagues will not see your answers. Please indicate the degree of how much or agree disagree with each statement by checking a number from 1 to 5 using the scale below:

	1 very dissatisfied	2 satisfied	3 neutral	4 satisfied	5 very satisfied
1. Being able to keep busy all the time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The change to work alone on the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The change to do different things from time to time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The chance to be 'somebody' in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The way my boss handles his or her workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	1 very dissatisfied	2 satisfied	3 neutral	4 satisfied	5 very satisfied
7. Being able to do things that go against my conscience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The way my job provides for steady employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. The chance to do things for other people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10 The chance to tell people what I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11 The chance to do something that makes use of my abilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1 very dissatisfied	2 satisfied	3 neutral	4 satisfied	5 very satisfied
12 The way company policies are put into practice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13 My pay and the amount of work I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14 The chances for advancement on this job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15 The freedom to use my own judgement					
16 The chance to try my own methods of doing the job					
	1 very dissatisfied	2 satisfied	3 neutral	4 satisfied	5 very satisfied
17 The way working conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18 The way my co-workers get along with each other	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
19 The praise I get for doing a good job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20 The feeling of accomplishment I get from the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

APPENDIX H: Request to use the Turnover Intention Scale (TIS-6)

To: Gerhard Roodt

Subject: Permission to use your Turnover Intention Scale (TIS-6)

Dear Professor, Roodt

My name is Jennifer Anthony. I am a doctoral candidate working on my Ph.D. in Psychology, with a concentration in Industrial Psychology at Liberty University, under the supervision of Dr. Robin Rippeth. Dissertation Committee Chair. My dissertation investigates the relationship between servant leadership, job satisfaction, job performance, and employee turnover intentions. I am reaching out to you to get your permission to use the Turnover Intention Scale (TIS-6) in my research. The questionnaire will be administered using Survey Monkey to measure employee turnover intention.

The purpose of this research is for academic purposes only and to fulfill the requirements for a doctorate degree. I would appreciate your approval to use the Turnover Intention Scale (TIS-6) for my research. To that end, thank you in advance for considering this request.

Sincerely,

Jennifer Anthony

APPENDIX I: Permission to use Turnover Intention Scale (TIS-6)

From: Roodt, Gerhard

Sent: Tue 8/5/2022, 3:38 AM

To: Jennifer Anthony

Subject: Permission to use your Turnover Intention Scale (TIS-6)

Dear Jennifer

You are welcome to use the TIS for your research (please accept this e-mail as the formal permission letter). For this purpose, please find the TIS-15 attached for your convenience. This TIS-6 (version 4) consists of the first six items high-lighted in yellow. You may use any one of these two versions. The TIS is based on the Theory of Planned Behaviour.

The only two conditions for using the TIS are that it may not be used for commercial purposes (other than for post graduate research) and second that it should be properly referenced as (Roodt, 2004) as in the article by Bothma & Roodt (2013) in the SA Journal of Human Resource Management (open access).

It is easy to score the TIS-6. Merely add the item scores to get a total score. The midpoint of the scale is 18 (3 x 6). If the total score is below 18 then it indicates a desire to stay. If the scores are above 18 it indicates a desire to leave the organisation. The minimum a person can get is 6 (6 x 1) and the maximum is 30 (5 x 6). No item scores need to be reflected (reverse scored).

It is recommended that you conduct a CFA on the item scores to assess the dimensionality of the scale. We found that respondents with a matric (grade12) tertiary school qualification tend to understand the items better and consequently a uni-dimensional factor structure is obtained.

If you wish to translate the TIS in a local language, you are welcome to do so. It is recommended that a language expert is used in the translate - back translate method. I wish you all the best with your research!

Best regards

Prof Gert Roodt

APPENDIX J: Request to use the IWPQ

To: Linda Koopmans

Subject: Permission to use the Individual Work Performance Questionnaire (IWPQ)

Dear Dr. Koopmans

I am a doctoral candidate working on my Ph.D. in Psychology, with a concentration in Industrial Psychology at Liberty University, under the supervision of Dr. Robin Rippeth. Dissertation Committee Chair. My dissertation investigates the relationship between servant leadership, job satisfaction, job performance, and employee turnover intentions. I am reaching out to you to get your permission to use the Individual Work Performance Questionnaire (IWPQ) in my research. The questionnaire will be administered using Survey Monkey to measure employee self-reported job performance.

The purpose of this research is for academic purposes only and to fulfill the requirements for a doctorate degree. I would appreciate your approval to use the Individual Work Performance Questionnaire (IWPQ) for my research. To that end, thank you in advance for considering this request.

Sincerely yours

Jennifer Anthony

APPENDIX K: Permission Granted to use the IWPQ

From: Koopmans, L. (Linda)

Sent: Monday, August 15, 2022 9:55 AM

To: Jennifer Anthony

Subject: RE: Subject: Permission to use the Individual Work Performance
Questionnaire (IWPQ)

Hello Jennifer,

Thank you for your e-mail. You have my permission to use the IWPQ in your research.

Please find the manual of the IWPQ attached, which includes the 18-item questionnaire
and scoring instructions.

Dr. Linda Koopmans

APPENDIX L: Request to use the Servant Leadership Survey

To: Professor van Dierendonck

Subject: Permission to use the Servant Leadership Survey

Dear Professor van Dierendonck

I am a doctoral candidate working on my Ph.D. in Psychology, with a concentration in Industrial Psychology at Liberty University, under the supervision of Dr. Robin Rippeth. Dissertation Committee Chair. My dissertation investigates the relationship between servant leadership, job satisfaction, job performance, and employee turnover intentions. I am reaching out to you to get your permission to use the Servant Leadership Survey (18-Item) in my research. The questionnaire will be administered using Survey Monkey to measure employee's perception of servant leadership in their leader.

The purpose of this research is for academic purposes only and to fulfill the requirements for a doctorate degree. I would appreciate your approval to use the Servant Leadership Survey (18-Item) for my research. To that end, thank you in advance for considering this request.

Sincerely yours

Jennifer Anthony

APPENDIX M: Permission Granted to use the Servant Leadership Survey

From: Professor van Dierendonck

Sent: Monday, August 15, 2022, 1:57 AM

To: Jennifer Anthony

Hello Jennifer,

Yes, you have permission to use the survey for your dissertation study.

Thank you for your e-mail. You have my permission to use the IWPQ in your research.

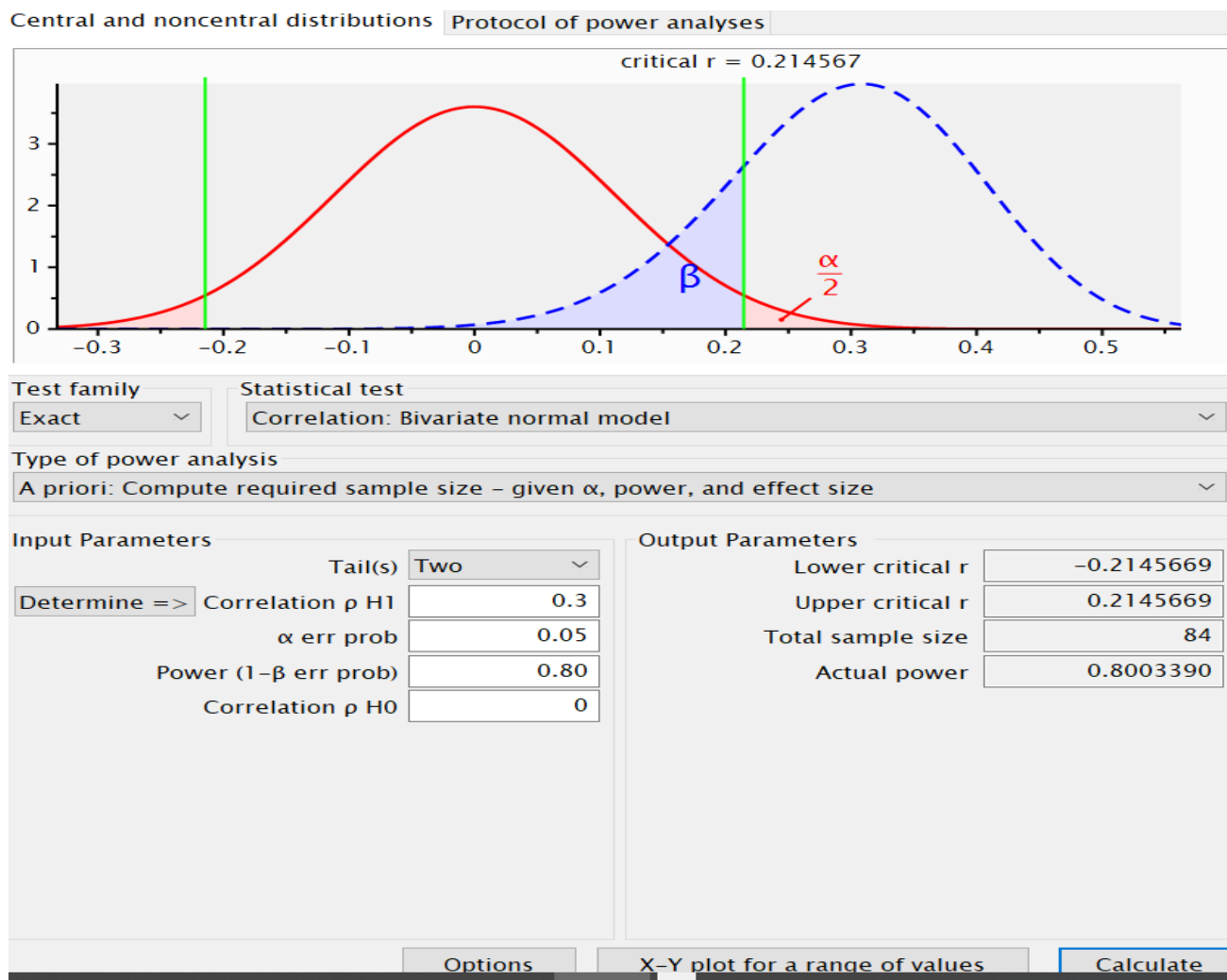
Good Luck with your research

Dirk van Dierendonck

Appendix N: Sample Size Calculator for Bivariate Correlation

Figure 3

Screen Shot of Sample Size Calculator for Bivariate Correlation from G-Power



Appendix O: Sample Size Calculator for Linear Multiple Regression

Figure 4.

Screen Shot of Sample Size Calculator for Linear multiple Regression from G-Power

