

APPLYING STEWARDSHIP LEADERSHIP THAT IMPACTS
EMPLOYEE WORK ATTITUDES TO REDUCE VOLUNTARY TURNOVER

by

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ABSTRACT

At a time when leadership corruption threatens a hazard to sustainable organization development, a new brand of leadership governance is in demand. Therefore, the importance of this quantitative study was to examine a unique, newly proposed theory—stewardship leadership (SSL). SSL theory, based on a biblical worldview, was hypothesized to influence subordinates perceived organizational support (POS), subordinate affective commitment (AC), and subordinate organizational identification (OI) that, in turn, reinforces job embeddedness (JE) and reduces voluntary turnover intentions (TI) in comparison to servant (SL), transformational (TL), and leader-member exchange (LMX) leadership styles on work attitudes. SSL also appeared to be a composite of SL, TL, and LMX leadership styles from the literature reviews of each. Drawing on the stewardship theory, stewardship leadership, with its intrinsic commitment quality, was expected to develop the organization's stakeholders into an inimitable force that garners a sustained competitive advantage. A Likert-style online fillable subordinate questionnaire provided data to test this theory through the collected data. Due to the abnormality of distribution, a non-parametric Kruskal-Wallis H test and a Spearman's *Rho* analyzed data to evaluate subordinate RI and assess the relationships between stewardship leadership and its impact on POS, AC, OI, JE, and TI compared to SL, TL, and LMX leadership styles. Tests revealed that LMX was positively related to subordinates' POS, AC, OI, JE, and TI.

Keywords: stewardship, work attitudes, turnover intentions, stewardship leadership, servant leadership, transformational leadership, LMX leadership

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Dedication

First and foremost, I dedicate this dissertation to my “great God and Savior, Christ Jesus” for Whom it was written (Titus 2:13). May He be glorified and honored! He guided me, provided for me, inspired me, and through His priceless gift of a heavenly eternity, gave me spiritual insight throughout this endeavor. Without Him, this dissertation would not have been impossible.

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CHAPTER 1: INTRODUCTION TO THE STUDY

Introduction

The Bible unveiled the practice of stewardship when the LORD God created the first man, Adam, “and placed him in the Garden of Eden to cultivate it and tend it” (*New American Standard Version Bible*, 1971/1995, Genesis 2:15). In Merriam-Webster’s dictionary, the word *tend* [emphasis added] is defined as a caretaker or overseer. God entrusted Adam with the responsibility of being a steward over the Garden of Eden as a responsible manager. Stewardship is also discernible in other scripture verses, e.g., Genesis 39:4, when Potiphar entrusted all he owned to Joseph’s care, making Joseph the household’s overseer. Therefore, stewardship leadership (SSL) leaders are overseers who acknowledge that “The earth is the LORD’s, and all it contains, The world, and those who live in it” enacted by their behavior (Psalm 24:1). From this verse, it is indisputable that humans are to practice environmental stewardship, a popular notion in the 21st century, but more importantly, they are to care for those who inhabit the world. Humans belong to God, and He commands them to not only look to their “own personal *interest*, but also for the *interests* of others” (Philippians 2:4). Practicing stewardship in an organizational setting, where workers spend one-third or more of their daily time allotment, leadership has an indispensable obligation to care for subordinates’ well-being and psychological needs through training and development; organizational support while maintaining vigilance over the financial soundness of the organization for longevity and job security; the organization’s internal and external processes, and contribution for the betterment of the community.

The steward leader formulates a framework for the organization’s health (Davis et al., 1997). Simpkins and Lemyre (2018) remark that stewardship shares the moral, captivating, and affinity tenets of servant leadership (SL) and transformational leadership (TL); nevertheless,

considering that SL, TL, and leader-member exchange (LMX) leadership focus is primarily subordinate-centered, although contributing to overall organizational goals, yet they, in part, predominantly contribute to only one dimension of organizational governance—the human asset. According to Simpkins and Lemyre, stewardship is distinguishable from leadership in that stewardship oversees the amalgamation of the organization. In contrast, leadership confines its sole practice to one or more organizational tasks, not total consolidation. As mentioned, SL, TL, and LMX’s primary focus is on social relationships and subordinates’ competencies and skills. It is a microsystem feature of the socio-ecological model.

In contrast, stewardship is represented by the mesosystem, closely scrutinizing the totality of the organization—its diversity, the well-being of its stakeholders, benefits for the community, and political parties and their policies (Simpkins & Lemyre, 2018) (See Appendix B1). In other words, an organizational SSL theory is a composite form of SL, TL, and LMX leadership, but each has distinctive leadership characteristics (See Appendix B2). As mentioned, SSL benefits the totality of the organization with specific SL, TL, and LMX attributes, managing it fiscally, its internal and external processes, promoting training and development, inspiring subordinate innovation, safeguarding the customer base, and benefiting the outside community. Conversely, SL, TL, and LMX leaders are more concerned with subordinates’ needs and development (Lehrer & Segal, 2020).

Background

In the aftermath of ethical scandals involving Enron, Tyco, WorldCom, Bernie Madoff and others that generated a multitude of financial losses for investors and organizational stakeholders, scholars have taken a renewed interest in the tenets of Davis et al.’s stewardship theory and are calling for a new leadership style and leadership competencies (CFI Team, 2022;

Domínguez-Escrig et al., 2018; Ngayo Fotso, 2021; Van Akkeren & Buckby, 2015). Davis et al.'s (1997) stewardship theory postulates that the steward leader's behavior is visionary, pro-organizational, and collectivistic. It places a higher value on the organization and others' needs than on oneself, similar to the nature of SL, but differs, according to Davis, in that the steward is committed to the entire organization. It is a theory in contrast to the agency theory that suggests leaders are devoted to the shareholders or principal owner(s) and are characteristically self-serving (Davis et al., 1987). It also contrasts SL, TL, and LMX strategies in that, although their leadership contributes toward the organization's goal, it is a minimized focus on only one aspect of its governance—the human asset. Conversely, SSL is concerned with the totality of organizational management, making a holistic contribution that effectuates subordinate work attitudes and well-being and improves other various aspects such as external and internal processes; fiscal responsibility, and community benefits that contribute toward the organization's long-term success (Davis et al., 1997; Domínguez-Escrig et al. (2018); Drov Dahl & Jones (2020; Ndalamba et al., 2018).

Added to the fraud dimension, organizations in the third millennium of the 21st century face several challenges not previously dealt with, such as employee generational differences, globalism that calls for a culturally competent workforce, ethnic diversity, and the ability to manage the speed of technological advances (Becker et al., 2020). Additionally, Becker et al. (2020) report that five distinct generations are all attempting to work together with conflicting values, attitudes, work ethics, communication styles, technological competency, and leadership expectations. Nevertheless, the most significant challenge organizations face is turnover, especially among millennials (20 to 38 years old), which costs U.S. businesses \$30 billion annually (Becker et al., 2020).

To ease voluntary turnover intentions (TI) on the grounds it impedes productivity and is costly in terms of losing highly skilled talent, loss of intellectual property, and actualizing low morale by handicapping remaining employees with extra workloads that give rise to disgruntled customers, and TI, for lack of commitment, additionally frustrates the qualified talent recruitment process and person-organizational fit (PO) examination (Lee et al., 2018). The purpose of leaders, going beyond profit maximization, must become visionary and strategic regarding organizational practices that motivate all stakeholders to work together for a common goal and provide a social benefit for the community (Memon et al., 2019; Qin et al., 2022).

Qin et al. (2022) averred that leadership's purpose is to compile organizational strategies, policies, capabilities, and activities related to positive subordinate retention (Memon et al., 2019). Organizations, therefore, cannot limit themselves to exclusively focusing only on employee-centered strategies as practiced by SL, TL, and LMX leaders (Simpkins & Lemyre, 2018), but must consider the totality of the organization that produces a satisfied workforce of impassioned fans that trust in the decision-making of its leadership by way of their governance through communication, purpose, and fairness (Kazmi & Javaid, 2022; Memon et al., 2019; Qin et al., 2022). Qin et al. suggest that trust leads to subordinate performance and innovation and induces cooperation, communication, and productivity. Memon et al. (2019) posit that organizational purpose focuses on the positive contribution it brings to its stakeholders and the community through its activities. All said, stewardship-driven organizations are committed to organizational strategies that ensure harmony between the distinct moving parts of the whole organization. Memon et al. also mention that stewardship humbly and purposively manages assets, customer bases, self and subordinate development, and fulfills subordinate psychological needs of perceived organizational support (POS), employee affective commitment (AC),

employee organizational identification (OI), and job embeddedness (JE), which result in favorable retention intentions (RI). POS, AC, and OI, which presumably lead to JE and result in positive RI and advances subordinate participation and builds one all-inclusive organizational team (Foldøy et al., 2021; Kim & Leach, 2020).

While other positive styles of leadership theories—SL, TL, and LMX—play an essential role in advancing subordinate satisfaction and stimulating a subordinate’s sense of POS and AC (that may or may not lead to OI, JE, and RI), organizational governance managed by an ethical [steward] leader influences POS, AC, OI, and JE and is negatively associated with voluntary TI (Al-Asadi et al., 2019; Decuyper et al., 2022; Khattak et al., 2022; Siswanto & Yuliana, 2022). Khattak et al. (2022) assert that an ethical leader prioritizes the rights of others with a sense of justice, therefore, Khattak et al. strategize that POS, AC, and OI are organizational responsibilities of the top echelon, including organizational leadership commitment, and should be a matter of organizational culture and climate (Kuenzi et al., 2019).

Stewardship that relies on scripture is visionary and focuses on long-term generational goals, animal husbandry, the environment for planet sustainability, and exerts themselves for God’s glory (Blanchard & Bowles, 1998; Drov Dahl & Jones, 2020; Psalm 86:12; Romans 8:18, 12:2). Ndalamba et al. (2018) and Lysova et al. (2019) describe leadership as a covenantal relationship suggesting it is a leader’s moral and ethical duty to be visionary. They contend that a visionary leader can conceptualize opportunities, recognize the motivations that draw people together, and share a concise organizational vision with others. Alvesson and Blom (2019) also suggest that a leader’s purpose should contribute to a better world while successfully guiding the organization by providing support, coordination, and feedback. Ndalamba et al. propose that a shared vision encourages followers to extend themselves, cooperate with policies and

procedures, risk failure, and commit to the organization. They additionally posit that leaders must have a deep knowledge of themselves, be committed to others' growth, and treat subordinates (and other stakeholders) as valued partners. Elevated ethical behavior and moral standards set an example that others can emulate (1 Peter 5:2-3; Al Halbusi et al., 2021). An amalgamated overview of SSL reveals these characteristics. Although SSL is related to SL, TL, and LMX characteristics, SSL is overarching due to the leader's vast array of constituencies that affect organizational activities (Foldøy et al., 2021). Further, Bussmann and Niemeczek (2019) and Kuenzi et al. (2019) note that the leader sets the cultural tone and climate for the organization, and Foldøy et al. (2021) suggest that the responsible leader creates value for the organization and stakeholders.

Problem Statement

Research has shown high turnover rates impede organizational productivity (Becker et al., 2020; Lee et al., 2018). Millennials in the workforce will hold 75% of jobs in the next ten years, therefore, executive leaders in the U.S., most over the age of 58 in 2023, must make it their priority to understand Millennial characteristics and mindsets to reduce voluntary turnover, especially among Millennials 27 to 42 years old in 2023. Millennials are the largest group who practice voluntary turnover, costing organizations 30 billion dollars a year (Becker et al., 2021; Glazer et al., 2019; Kim, 2018; Mekhaimer et al., 2022). Millennials, also known as Generation Y, being successors of Generation X, introduced hiring and retention challenges in the 21st century accordingly due to their work values, upbringing, and workplace expectations (Brailovskaia & Bierhoff, 2018; Glazer et al., 2019; Kim, 2018; Majer, 2020). Therefore, a call for ethical SSL will close the gap in leadership style governance and set the tone for the workplace environment that will improve voluntary retention (Qabool et al., 2021).

Qabool et al. (2021) claim that ethical leadership is directly associated with the workplace environment, which affects subordinates' intrinsic, extrinsic, and social needs and enhances their productivity and performance, thus reducing absenteeism. Ethical SSL also provides an adaptable environment as leaders model evolution and meet generational personnel challenges in a manner that can boost employee morale, causing them to be enthusiastic about their contribution to the organization. They posit that empirical evidence has revealed that ethical leadership is associated with subordinate performance and self-efficacy and sets the tone for the workplace environment, improving performance efficiency. Therefore, a call for an ethical, biblical worldview leadership style, namely SSL, was assumed to prompt holistic organizational thinking that changes the organizational fabric into an inimitable force that will garner a sustained competitive advantage on account of reduced voluntary TI (Domínguez-Escrig et al., 2018; Ngayo Fotso, 2021; Van Akkeren & Buckby, 2015).

Although numerous articles propose that positive work attitudes deter turnover, e.g., Memon et al. (2019), Qin et al. (2022), Lee et al. (2018) shared that the Gallup Report claims that Millennials, nonetheless, can voluntarily terminate even while enhancing skills for career progress due to their lack of commitment. Nevertheless, empirical evidence has found that communicating *purpose* [emphasis added] is an antecedent of trust that induces job satisfaction (JS), motivation, innovation, and performance. Qin et al. add that trust in leadership is elevated when ethical organizational values align with subordinates.

Although not a currently used leadership theory, SSL theory deserves consideration for its potential to impact the holistic well-being of subordinates, organizational health, and governance, resulting in employee JE leading to positive RI. In other words, SSL promotes organizational sustainability. Therefore, based on Davis et al.'s stewardship theory, SSL closes

the gap in the holistic organizational governance of the upper echelon relinquished by SL, TL, and LMX leadership theories due to their primary focus on subordinates. Nevertheless, these leadership theories—SL, TL, and LMX—maintain alignment to support the organization’s goals (Davis et al., 1997; Simpkins & Lemyre, 2018; Sweet, 2020).

Despite the sparsity of research articles caused by the belief that stewardship is compartmentalized—only applied to unique situations such as antimicrobial, environmental, and climate stewardship—Lehrer and Segal (2020) assert that empirical studies of stewardship organizations are assumed to be distinctive but are often recognized as an oddity that infrequently exists. Nevertheless, multi-billion-dollar SSL-driven enterprises exist, e.g., Chick-fil-A, Mary Kay Cosmetics, Cardone Industries, and Hobby Lobby. The leaders of these organizations are intrinsically motivated to realize high-performance goals through biblically based SSL (Carradus et al., 2020; Lehrer & Segal, 2020). Thus, this study proposed SSL as a practical, effective, and efficient organizational management resource. Further, stewardship organizational governance strategies are consistent with developing subordinates’ POS, AC, OI, JE, and positive RI (Khattak et al., 2022). Therefore, this study regarding the novelty of an SSL theory compared to SL, TL, and LMX theories is warranted. SSL stimulates subordinate attitudes because, as a composite form of SL, TL, and LMX, SSL is a situational leader style that enhances POS, AC, and OI, which leads to JE and reduces voluntary TI (Chia-Huei et al., 2021; Diefendorff et al., 2021; Jehanzeb, 2020; Teresi et al., 2019).

Purpose of the Study

The primary purpose of this three-fold quantitative research study was to introduce SSL as a new theory that was assumed to be an advanced and unique form of leadership governance in comparison to SL, TL, and LMX leadership styles; evaluate if SSL is the composite of SL;

TL; and LMX leadership attributes, and test how leadership style affects employee POS, AC, OI, JE, and RI. However, SSL is committed to ethical boundaries and biblical principles. It oversees the organization's holistic activities and examines leadership styles moderated by ethical leadership behavior and organizational leadership commitment of proposed SSL, SL, TL, and LMX that impact POS, AC, OI, JE, and RI.

Research Question(s) and Hypotheses

Research Questions

RQ1: Is there a relationship between leadership styles—SSL, SL, TL, and LMX—and employee work attitudes of POS, AC, OI, JE, and RI?

H₀1: There is a relationship between leadership styles—SSL, SL, TL, and LMX—and employee work attitudes of POS, AC, OI, JE, and RI.

H_a1: There is no relationship between leadership styles—SSL, SL, TL, and LMX—and employee work attitudes of POS, AC, OI, JE, and RI.

RQ 2: Is there a significant difference between SSL's governance impact on POS, AC, and OI that increases JE and reduces voluntary TI compared to SL, TL, and LMX leadership styles moderated by leadership ethical behavior and leadership organizational commitment?

H₀2: There is a significant difference between SSL's governance impact on POS, AC, and OI that increases JE and reduces voluntary TI compared to SL, TL, and LMX leadership styles moderated by leadership ethical behavior and leadership organizational commitment.

H_a2: There is not a significant difference between SSL's governance impact on POS, AC, and OI that increases JE and reduces voluntary TI compared to SL, TL, and LMX

leadership styles moderated by leadership ethical behavior and leadership organizational commitment.

RQ3: Does leadership style—stewardship—compared to SL, TL, and LMX predict more positive employee work attitudes of POS, AC, OI, and JE and reduce voluntary RI?

H₀₃: Stewardship, compared to SL, TL, and LMX, predicts more positive employee work attitudes of POS, AC, OI, and JE and reduces voluntary RI.

H_{a3}: Stewardship compared to SL, TL, and LMX. LMX does not predict more positive employee work attitudes of POS, AC, OI, or JE and reduces voluntary RI.

Assumptions and Limitations of the Study

Assumptions

Assumptions from the survey questionnaires provoked prior unexamined beliefs, likely because of the unfamiliarity with the topic of various leadership styles and employee attitude impacts. These assumptions are critical because they are significant to the internal validity and generalizability of the study's findings. Information that defines SSL, SL, TL, LMX, POS, AC, OI, JE, and RI, explained in simple and concise English, provided the participants to answer the questionnaire truthfully and honestly. Further, the guarantee of anonymity when submitting their completed survey yielded candidness.

Other assumptions are the correlational trends of POS, AC, OI, JE, and TI between SSL and SL, TL, and LMX leadership styles. Paradigmatic assumptions reveal worldview beliefs and how subordinates relate to the world or how they see themselves (Brentnall & Higgins, 2022).

Limitations

Causation between leadership styles and attitudes is an empirical limitation. Based on correlational factors between SSL compared to SL, TL, and LMX leadership styles and their

impact on subordinate POS, AC, OI, and JE, this study predicted the outcome of reduced voluntary TI led by SSL. A limitation in obtaining too small of a sample size and the interference of latent situational variables could pose a problem, such as impartial favoritism for a leader, a narcissistic leader, and limited access to prior peer-reviewed articles regarding SSL. Additionally, this study is maximally limited to U.S. citizens and is biblically based. Therefore, it is general to only the U.S., not the global population.

Theoretical Foundations of the Study

The theoretical foundations for this study are the stewardship theory developed by Davis et al. (1997) and the social exchange theory (SET) developed by Homans in 1958 (Ahmad et al., 2023). SET is a significant factor in reinforcing social schemes (Sungu et al., 2019). However, and more importantly, the biblical philosophy of ethical stewardship builds the foundation for stewardship and cannot be uncoupled from Christianity. According to Carradus et al. (2018) and Davis et al. (1997), stewardship in business fosters pro-organizational values. Carradus et al. add that leaders of ethical persuasion practice decision-making that shapes organizational practices through leadership commitment and holds to a faith-led behavior through their relationship with God. Qabool et al. (2021) contend that an ethical person has high moral standards. They add that decision-making through faith with high moral standards influences family and non-family members to remain committed to the organization.

Typically found in family business more so than non-family business, researchers claim that religion and stewardship are inseparable, enhancing moral behavior (Carradus et al., 2018). In this regard, the business owner/manager is not self-serving but aligns with the whole organization to benefit the firm. Carradus et al. (2018) add that believers recognize God the Son as the authoritative guide for behavior. Additionally, they claim that vital stakeholder leaders

must account for their organizational actions to return a service or product to the outside community while protecting God's creation. Carradus et al. also note that when leaders integrate stewardship into the organization, they elicit reciprocal stewardship from others. They also assert that intrinsic motivation, OI, low power distance, collectivism, and moral behavior are developed and found in a stewardship climate, stating that religion encourages cultivating honesty and trust. The practice of stewardship in business enriches the theoretical conversation and the steward leadership theory developed by Davis et al. (1997).

As mentioned, the stewardship theory opposes the agency theory, which postulates that leaders of the organization are self-serving (Davis et al., 1997). Ndalamba et al. (2018) and Neubaum et al. (2016) believe leadership has moral and ethical duties. A leader's ethical stewardship is considered a sacred obligation to stakeholders' well-being, growth, and wholeness by creating a learning culture and empowering others to contribute (Drovdahl & Jones, 2020; Ndalamba et al., 2018). The steward leader recognizes this as their moral duty. Ndalamba et al. add that organizations and society require great leaders with vision, honoring the duty they owe to others with wisdom and insight that can influence the relationships of emerging leaders.

Simpkins and Lemyre (2018) also describe SSL as a sense of obligation through relationship nurturing for the common good. They posit that a mesosystem rooted in the macro, meso, and micro socio-ecological analysis accurately stands representative of stewardship. Through organizational strategies, stewardship maintains the alignment of workgroups (Sweet, 2020). Further, Simpkins and Lemyre endorse subordinate autonomy and social support that add to the framework of subordinate well-being. They contend that stewardship is an organizational-level resource, as does Khattak et al. (2022).

Definition of Terms

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

Abbreviations

CSR – Corporate social responsibility

JE – Job-embeddedness

JS – Job satisfaction

LMX – Leader-member exchange

OCB – Organizational citizenship behavior

OI – Organizational identification

POS – Perceived organizational support

PO – Person-organizational fit

RI – Retention intentions

SET – Social Exchange Theory

SL – Servant leadership

SSL – Stewardship leadership

TI – Turnover intentions

TL – Transformational leadership

Affective commitment – According to Clarence et al. (2020), AC derives from an employee's sense of belonging that stimulates a behavior of civility toward colleagues and customers that creates a positive environment. Additionally, Lages et al. (2018) remark that AC consistently and positively relates to POS and satisfies socio-emotional needs. Kim and Leach (2020) assert that AC is born from the employee's organizational attachment, identification, and involvement, enhancing psychological well-being by feeling comfortable and competent. Kim and Leach also add that AC is alternatively associated with giving voice to subordinates, which promotes

freedom of speech without retribution, and is positively associated with OI, organizational commitment, and innovative behavior (ul Haq et al., 2018). ul Haq et al. (2018) posit that subordinate initiative is verified by the subordinate's extra-role behaviors, such as organizational citizenship behavior (OCB), and helping co-workers make the organization run more effectively and efficiently (Wahda et al., 2020). Clarence et al. (2020) submit that a subordinate's quality of life and work is subdued without AC.

Agency Capitalism – According to Klettner (2021), agency capitalism is a process whereby investors of capital-market-driven institutions purchase the dominance of voting stock in publicly traded organizations. Publicly traded voting stock includes pension funds, mutual funds, and bank holding companies and investors act as stewards of such holdings (Gilson & Gordon, 2019).

Job embeddedness – JE is a theory that proposes perceptual and contextual influences that subordinates sacrifice to remain in their job or location (Li et al., 2022). Li et al. (2022) posit JE is associated social interactionism. Elsaied (2020) expands the definition with fit and links (subordinate connections within the organization and the community), voluntary and involuntary influences on on-the-job performance and satisfaction, and off-the-job (fit and links in the community) that reduce voluntary TI through too costly a self-sacrifice. They posit that embedded subordinates work harder, are more invested in their job, and perform better. Elsaied also claims that subordinates are more apt to involve themselves in OCB, do not have a propensity toward absenteeism, and are associated with OI. Huning et al. (2020) found a positive relationship between an SL and JE because SL concentrates on subordinate development that is negatively related to voluntary TI. Meirun et al. (2022) took a different approach, claiming that a subordinate's perception of organizational corporate social responsibility impacts JE, resulting in

a negative relationship to quitting. JE answers why an employee chooses to stay with an organization. It is derived from the field theory that postulates the totality of one's connections impinge on one's personal life space (Li et al., 2022). However, Li et al. posit that JE can result from a state of inertia or feeling stuck in a job based on good wages, health care benefits, and other benefits or inability to find another job.

Leader-member exchange – The LMX style of leadership can influence POS, yet it is dependent on the quality of the dyadic relationship. It can affect positive voluntary TI and job engagement and, over time, can lead to JE based on a mutually shared liking, respect, and trust between the subordinate and leader (Huang et al., 2021; Maley & Kiessling, 2021). Liang et al. (2021) assert that an excellent, dependable relationship between the subordinate and the LMX leader is related to subordinate well-being and prevents subordinate stress through sharing task information by giving access to valuable resources such as social support. However, according to Bauwens et al. (2018), the LMX leadership style can violate the principle of “consider one another as more important than yourselves” because of having qualitatively different relationships with individual subordinates (Philippians 2:3). Huang et al. (2020) note that LMX can be counter-productive, harming subordinate attitudes and negatively affects voluntary TI. The LMX leader's practice of assigning subordinates to group membership aptly named in-groups and out-groups differs significantly (Estel et al., 2019). Estel et al. (2019) assert that members in the in-group are favored and treated to a high-quality relationship with the leader, experiencing the leader's proactive behavior in team meetings, being given added responsibilities, and sharing mutual respect and trust. Those in the out-group have a low-quality relationship with the leader regarding knowledge sharing, support, and responsibility, have less influence on others, and receive less respect and trust from the LMX leader, thus inducing

voluntary TI (Estel et al., 2019).

Organizational Governance – Organizational governance, or corporate management, pertains to organizational rules, practices, and policies (Davis et al., 1997).

Organizational identification – Employee OI occurs when subordinates adopt the organization's identity, aligning themselves with its values and goals (Weisman et al., 2022). Kazmi and Javaid (2022) define OI as the psychological feeling of belongingness. Aitken and von Treuer (2020) agree, defining OI as a sense of connection and having values compatible with the organization. Neubaum et al. (2016) suggest that a stewardship climate elicits OI to the extent that stakeholders internalize feelings that are inseparable from the emotions of satisfaction when the organization succeeds and melancholy when it fails. Kazmi and Javaid also project that OI carries such a substantial weight that the subordinate personally identifies with the organization's achievements and failures as their own. Further, they comment that OI, their label for organizational identification, mediated AC. However, workplace incivility is negatively associated with OI, causing employees to lose their identity and organizational affection.

Since Davis et al. introduced the stewardship theory, few studies have incorporated CEO OI, especially when OI reciprocally links with employee cognition, affect, and work behaviors. Weisman et al. (2022) claim that POS is the antecedent of OI, and OI culminates in JE. Although POS and AC are antecedents of OI, the leader promotes employee OI due to their connectivity with the employee (Marstand et al., 2020). Activities such as subordinate training and development impact POS, AC, OI, and job embeddedness (JE), which all have a positive effect on employee RI (Bharadwaj et al., 2021; Jehanzeb, 2020; Qi (2019; Yogalakshmi & Suganthi, 2018).

Perceived Organization Support – POS is the employee's perception that the organization

values their contribution, which benefits both the organization and the employee (Haar, 2020). Sungu et al. (2019) note that POS enhances employee AC. Haar claims that employee reciprocity occurs when the organization cares about its employees' well-being, causing them to work more seriously toward organizational goals. Haar further reports that POS reduces emotional exhaustion and stress and, thus, fills a socioemotional need. Conversely, job insecurity erodes POS. Wattoo et al. (2018) found that POS enhances employee performance and well-being, heightens AC, and gives value to the employee, giving value to the organization (Sungu et al., 2019). Sungu et al. suggest that the positive attitude of being organizationally supported spills over into the family enriching family life and the community.

Person-organizational fit – P-O Fit encompasses the compatible relationship between an employee and the workplace that aligns the individual's values, personality, and career goals with the organization (Jehanzeb, 2020). Employees with P-O fit exhibit organizational commitment, OCB, and cognitive functioning linked to an individual's psychological needs (Jehanzeb, 2020).

Retention Intentions – Rezwan and Takahashi (2021) submit that RI predicts employee performance, behavior, and intention to stay with the organization depending on a proactive personality. A proactive personality, a desired trait by organizations because employees actively pursue goals, is a can-do attitude that is self-governing, engaged in their work, and seizes available opportunities. Therefore, Rezwan and Takahashi posit that engaged employees are motivated to stay with the organization.

Self-efficacy – Self-efficacy is an antecedent of organizational performance and an employee's regulatory process that influences the employee's response to external consequences. Employee efficacy emerges as they follow the leader's guidance that influences interactive employee

relationships through one-way communication that impacts the employee's improved job performance (Qabool et al., 2021). Qabool et al. (2021) suggest that efficacy is related to a professional work environment and a conducive environment generates intrinsic, extrinsic, and social needs that reduce voluntary TI and absenteeism and enhance productivity.

Servant Leadership – Afsar et al. (2018) defined SL as one who leads with honesty, humility, and genuineness, places their followers above self, and emphasizes the cultivation of those led (S. N. Khan et al. (2021). Zada et al. (2022) add that SL appreciates their followers, encourages them, values them, empowers them, strengthens them, and provides performance opportunities. However, according to Gao and Liu (2023), the dark side of SL reveals that not all followers reciprocate to SL, especially if the SL gives negative feedback that causes a loss of self-efficacy and doubt. Yet, SLs have been revealed as being purposively benevolent, having sympathy, and having a stewardship attitude, SL can directly affect employee POS, JS, AC, OI, psychological ownership, and JE, which determines TI (Afsar et al., 2018; Dahleez et al., 2020; Huning et al., 2020). Following in the footsteps of Jesus Christ, the author and model of SL, Bordere and Mixon, Jr. (2020), assert that the SL's goal is to develop and serve their followers through listening, empathy, service, altruism, love, humility, and trust to build a community. Dahleez et al. (2020) assert that the SL helps employees achieve positive outcomes by creating a positive work environment. In their 2020 article, Dahleez et al. projected that the SL satisfies the employee's need to belong by impressing a sense of identity using the SET. SL specifically improves the human experience by improving the quality of organizational life. They posit that this, in turn, causes employee reciprocation that reveals commitment and support for the organization. They define commitment as being associated with SL and comprises three components —affective, normative, and continuance. The affective component predicts an

attitude of emotional attachment and behavior such as retention. Normative commitment is a sense of retention obligation, and continuance is the employee's perceived cost should they leave the organization.

Social Exchange Theory – Sungu et al. (2019) contend that the SET is an exchange between employer and employee in that the employer extends support to the employee through POS that amplifies AC with the expectation that the employee will reciprocate with high performance and JS. Research has revealed that the SET creates a strong link between POS and AC. Sungu et al. maintain that employer support of employee well-being is the basis of the SET. Employer support is appreciating the employee's value to the employer. When employer support is achieved, for example, through training and development, paying a competitive wage, fairness and justice, organizational rewards, and helping followers perform their work, it creates a viable job environment (Gervasi et al., 2022).

Stakeholder Theory – Valentinov and Chia (2022) explain that organizations have groups of humans involved in the organization's success or failure. Thus, the stakeholder theory postulates that it is an essential key in strategic governance and considers the interests of the community the organization serves.

Steward Leadership – Davis et al. (1997) and Lehrer and Segal (2020) mention that steward leaders align themselves to benefit the whole organization through the organization's vision and mission, and governance and policies that guide several specific strategies for sustainability. Further, Ngayo Fotso (2021) comments that behavioral leadership theories presume that a leader should be able to apply several leadership styles revealed in SSL's attributes, composed of SL, TL, and LMX characteristics dimensions (See Appendix B3). Ngayo Fotso also shares nine traditional leadership competencies:

- 1) Adaptability is adapting leadership style to fit the situation.
- 2) Values refer to a leader's plumb for decision-making and working toward a greater good.
- 3) Cognitive skills are the leader's intellect, their ability to think abstractly, and their visionary imagination.
- 4) Transformational ability is a leader's skill in inspiring others, which achieves social change.
- 5) Self-awareness is knowing the thoughts and feelings one has about one's needs, wants, expectations, and drive. The leader shows self-confidence, is stress-tolerant, and focuses on the purpose.
- 6) Social skills are the leader's expertise in quickly connecting with others while actively listening with emotional intelligence and empathy.
- 7) Communication skills are the leader's capability in excellent written and oral communication, active listening, having positive body language, and setting the tone for the environment where everyone feels heard.
- 8) Human orientation refers to how the leader regards others and focuses on their development through coaching and feedback.
- 9) Organizational skill is the leader's ability to organize the work roles, planning, and structure (governance), and set objectives and direction through concisely articulating their vision. Therefore, the behavioral leadership theories described by Ngayo Fotso (2021) are idyllic.

Transformational leadership – TL changes employees' attitudes, beliefs, and values by motivating them to perform beyond their expectations (Ribeiro et al., 2018). Altered attitudes,

beliefs, and values enhance POS, resulting in knowledge sharing that promotes product and process innovation (Le & Lei, 2019). Further, TL enhances employee AC, OI, and JE through the leader's inspiring admiration, loyalty, respect, and involvement with the employee through their articulation of the shared vision that develops a team attitude and spirit (Khalid et al., 2021; H. Liu et al., 2020; Peng et al., 2019). Extensive research on TL has found that this style focuses on achieving the organizational vision; therefore, to drive employees to this shared vision, they inspire employees through individualized attention and stimulation (Afsar & Umrani, 2019; Ng, 2017). Ng (2017) adds that TL possesses the gift of persuasion, convincing followers to perform tasks at a higher level to achieve organizational goals through collective team efforts of innovation (Jiang et al., 2016). However, according to Nassif et al. (2020), ethical indications of TL behavior were not claimed in its original abstraction.

Universal Ownership – Klettner (2021) asserts that universal ownership is a coop of co-ownership institutional investors who hold large and diverse portfolios that affect the wider community.

Workplace attitudes – Workplace attitudes, called psychological needs, are POS, AC, OI, JE, and RI.

Significance of the Study

The study's significant findings were to establish a theory that applies a biblical mindset in organizations to develop policies that inspire employees' attitudes toward positive RI and contribute to the SSL's attributes. Policies that encourage employees' attitudes foster the psychological state of employees in the hopes they will perceive that the organization values them and their contribution (POS), develop AC, identify with the organization (OI), become embedded in their work (JE) that reduce voluntary TI, and creates positive links, fit, and sacrifice

within and outside of the workplace (Sungu et al., 2019). Sungu et al. (2019) add that an organizationally supported, satisfied employee spills over into the family, thus enriching family life.

This study intended to encourage leaders and practitioners to provide employee training and development—the resources required for the job—and encourage decision-making participation for employees to improve internal and external processes such as safety procedures, assist in resolving work-family conflict, and help employees perform better inside and outside the workplace. Creating a sustainable competitive edge through the devotion of long-term employees who have increased job and life satisfaction impacts their psychological needs of POS, instilling AC, OI, and JE, thus reducing voluntary TI (Sungu et al., 2019). Additionally, the hope is that leaders and employees will be encouraged to become viable members of their communities.

Further, and more importantly, the SSL theory espouses a biblical worldview. A key anticipated outcome was that secular leaders would become stewardship leaders in all facets of the organization by adopting the composite characteristics of SL, TL, and LMX leadership styles. Even more significant is for the secular leader, in their pursuit of stewardship leadership, will personally meet and accept Jesus Christ as their Savior to insure their heavenly eternal salvation and enhance the guidance of their organization and decision-making through Christ, Who is one's "wisdom from God, and righteousness and sanctification, and redemption" (1 Corinthians 1:30).

Summary

To achieve a sustained competitive advantage in today's complex world, leadership must envision organizational activities beyond profit maximization (Qin et al., 2022). Commencing

with the organization's governance, vision, and strategies, leaders must be mindful of establishing four aspects of organizational life: the financial health of the organization, its internal processes, employee learning and growth, and customer satisfaction (Kaplan & Norton, 1996). With that said, a particular style of leadership is mandatory. Ideally, the SSL theory, with the composite characteristics of the SL, TL, and LMX, and driven by an ethical biblical worldview, was assumed to impact the organization's employees to adopt the leader's identification (Kang et al., 2022).

Consequently, SSL is a viable and valuable theory in today's organizations. A competent and ethical stewardship leader focuses on long-term goals in the short term. Being consistently mindful of the organization's financial health, the steward leader committed to a biblical worldview with the composite form of SL, TL, and LMX leadership evidenced through an integrative review, meets employees' psychological needs of POS and AC, which induces OI and JE per Caesens et al. (2014). Given that leadership plays a significant role in the well-being of employees and organizational health, an examination of SSL was warranted. The CEO stewardship leader cares for employees and the stability of the organization by shaping policies and procedures that impact POS and AC, leading to OI, with OI as a primary factor for JE, which has the ultimate capability to reduce voluntary TI (Caesens et al., 2014; Huning et al., 2020; Lam & Liu, 2014; Y. Liu et al., 2020; Meirun et al., 2022; Ribeiro et al., 2018). Prior empirical peer-reviewed research literature provided insight and historical data on the various methods used to institute organizational stability through the enhancement of subordinate POS, AC, OI, JE, and the theory of SSL with the composite attributes of SL, TL, and LMX.

CHAPTER 2: LITERATURE REVIEW

Overview

The concept of stewardship originated in the Holy Scriptures when “the LORD God took the man [Adam], and put him in the Garden of Eden to cultivate and tend it” (Genesis 2:15). Stewardship, therefore, remains relevant in the 21st century and is applicable in the business world considering “Forever, LORD, Your word stands in heaven” (Psalm 119:89). Therefore, a leader who is a steward—one employed to manage the affairs of another—has the potential to affect the overall organization differently than, for example, an SL, TL, or an LMX leader by reason that their primary focus is employee-centered, whereas the stewardship leader focuses on all aspects of the organization, understanding they are an overseer of what belongs to God (Afsar & Umrani, 2019; Bordere & Mixon Jr., 2020; Huang et al., 2021; Maley & Kiessling, 2021; Merriam-Webster, (n.d.); Ribeiro et al., 2018).

According to Zodhiates (1994), a synonym of stewardship is an overseer. Stewardship in the Greek—οικονόμος/oikonomos—which means to manage (Zodhiates, 1994), and overseer—ἐπισκοπέω/episkopēō—to give attention to as in shepherding a flock (Zodhiates, 1994) are sometimes used interchangeably. Titus 1:7 reads, “For the overseer must be above reproach as God’s steward not self-willed, not quick-tempered, not overindulging in wine, not a bully, not greedy for money.” 1 Peter 5:2-3 adds that the shepherd “and one who is also a fellow partaker of the glory that is to be revealed” is to “shepherd the flock of God among you, exercising oversight, not under compulsion but voluntarily, according to the will of God; and not with greed but with eagerness, not yet as domineering over those assigned to your care, but by proving to be examples to the flock.” In other words, an overseer is God’s steward entrusted to manage things belonging to God, such as the earth and humans, “and all it contains” (Psalm 24:1; Titus 1:7). “It

is a trustworthy statement: if any man aspires to the office of overseer, it is a fine work he desires to do. An overseer, then, must be above reproach . . . temperate, prudent, respectable, hospitable, able to teach . . . not pugnacious, but gentle, free from the love of money” (1 Timothy 3:1).

The stewardship leader is ethical and committed to God’s word for self-management and decision-making. Qabool et al. (2021) share that a moral leader is a role model who promotes creditable and honest self-efficacy. Nonetheless, according to Bouilloud et al. (2019), truth-telling in business is a universal principle (with or without God or a god). Therefore, the principles of SSL can be practiced by both biblical and non-biblical leaders.

Description of Search Strategy

A thorough peer-reviewed search strategy of eleven current literature review databases, Jerry Falwell Library, PsycINFO, SocINDEX, Eric EBSCO, Academic Search Complete, scholar.google.com, Academic Search Ultimate, APA Psyc Articles, Business Source Complete, Christian Periodical Index, and Professional Development Collection inquired about stewardship, stewardship behavior, stewardship theory, SSL theory, stewardship management, stewardship governance, stewardship guidance, steward, overseer, benevolent and ethical leadership behavior. Although several articles were rendered, explicitly searching for articles concerning SSL produced a sparsity of articles. Therefore, SSL was interchangeable with ethical, benevolent, paternalistic, and responsible leadership because of the sameness of moral characteristics. Searches for SL, TL, LMX, POS, AC, OI, JE, RI, and TI produced numerous peer-reviewed articles.

A thorough search was conducted using a word study of stewardship, overseer, and manager in Thomas’ (1981) *New American Standard Bible Concordance* and three volumes by

Spiros Zodhiates; *The Complete Word Study New Testament* (1991/1993), *The Complete Word Study Dictionary: New Testament* (1994), and *The Complete Word Study Old Testament* (Zodhiates & Strong, 2002). However, because Zodhiates' material is in the King James Bible version, this study took readings and quoted verses from the *New American Standard Version Bible* (1995) by Thomas Nelson (Original work published in 1971). Included is Green's 2011 *Interlinear bible with Strong's Concordance* numbers.

Review of Literature

Several peer-reviewed journal articles are available concerning stewardship. However, the search rebounds with articles concerning various stewardship classifications, e.g., antimicrobial, environmental and ecological, fiscal, data, civic, antifungal, climate stewardship, et cetera. At the same time, articles addressing the effects of SSL governance in the workplace compared to SL, TL, and LMX still need to be made available. Nonetheless, many peer-reviewed articles indicated that SL, TL, and LMX impact employees' psychological needs (workplace attitudes). Psychological needs are POS, employee AC, employee OI, and JE, which result in favorable RI (Aitken & von Treuer, 2020; Haar & Brougham, 2020; Huning et al., 2019; Kim & Keach, 2020).

Nonetheless, a sparsity of articles defines stewardship attributes. Khattak et al. (2022) posit that a characteristic attributable to stewardship leaders is following ethical guidelines. Domínguez-Escrig et al. (2018) and Tripathi et al. (2020), when referring to the stewardship theory created by Davis et al. (1997), defined stewardship as focusing its impact on society and the environment, and Domínguez-Escrig et al. emphasized ensuring planet sustainability available for future generations. They also noted that other researchers such as Till and Yount (2018) and Kubátová and Kročil (2021) suggested, with urgency, promoting stewardship

behaviors in the private sector is necessary to strengthen the economy and suggested there is a need for a new leadership style, which the proposed SSL theory in this study could emerge as that new leadership theory since it represents an executive position that oversees the totality of the organization's activities in contrast to SL, TL, and LMX leadership styles that are essentially employee-centered. In comparison, SSL appears to be efficacious and, therefore, goes beyond being employee-centered and sets the cultural tone and climate for other management to follow (Bussmann & Niemeczek, 2019; Kuenzi et al., 2019; Lehrer & Segal, 2020).

Davis et al. (1997) introduced the stewardship theory to define an organization's governance in opposition to the agency theory, whereby the behavior of the leader—the psychological, philosophical, and economic perspectives—portrayed an image of the self-serving model of man. They added that the agency theory ignores organizational complexities and is only concerned with the relationship between stockholders and the managers who act to self-aggrandize themselves.

Davis et al. (1997) coined the term *stewardship theory* [emphasis added] and defined it as an organizational principle entrusting another with their assets. The entrusted leader practices pro-organizational and collectivistic stewardship and places a higher value on the needs of the organization and its principal than on self (Davis et al., 1997). Given the steward leader's behavior being pro-organizational, collectivistic, and subjugating a higher value on the organization's needs than on self, Davis et al. remark that the steward's behavior is rational. Rational behavior for the steward leader is to remain consistent with attaining the organization's goals—growth and profitability—that benefit the interests of those associated with the organization, including the community at large (Davis et al., 1997).

Wei et al. (2021) agree that steward leaders set their self-interests aside and instead

oversee tasks that keep the larger common good at the forefront. For example, SSL shares the distinguishing ethical, relational, and self-sacrificing attributes of SL, the TL's diverse methods in inspiring employees through individualized attention, and the LMX's positive effect on JS through the leader's ability to treat employees distinctly in a manifold of situations—however, SSL does not make these secondary to organizational goals as do SL, TL, and LMX leadership (Eva et al., 2019; Masood & Afsar, 2017). As aforementioned, stewardship manages the things of God as an overseer (Psalm 24:1; Titus 1:7).

Leadership

Alvesson and Blom (2019) described leadership as a position of influence and values. Crossan et al. (2021) maintained that leadership excellence is a fusion of values, virtues, and personality traits. They added that leadership differs from management, which is more concerned with employee behavior. This concern would suggest that SL, TL, and LMX are more managers than leaders. Nonetheless, Alvesson and Blom (2019) construe that management and leadership interrelate, and leadership addresses people's feelings and thinking. Drov Dahl and Jones (2020) commented that the leader models behavior through sharing an inspired vision, displaying friendliness, and empowering others to act in ways conducive to changing internal processes. They added that the leader encourages subordinates' feelings through respect and trust. Additionally, Neubaum et al. (2016) contend that the SSL's behavior advances employee involvement through empowerment, open communication, transparency, and consequential responsibility.

Leadership is an influential position that can alter the organization's trajectory, contributing to positive outcomes for followers (Monzani et al., 2021). Monzani et al. (2021) posit that there are eleven expressive characteristics of the leader with 61 elements that influence

employee well-being, e.g., being insightful and pragmatic, accountable and taking responsibility, fair and unbiased, in-excitable, self-controlled, principally consistent, unpretentious, responsive, concerned about others, approachable and collaborative, strives for excellence, and is passionate, appreciative, purposeful, courageous, and unwavering (See Appendix B4). In addition to the leader characteristics listed above, the steward leader is the overseer of the holistic organization through articulating a vision and mission, governance, and policies that guide strategies for sustainability (Davis et al., 1997; Lehrer & Segal, 2020). Duarte (2019) claims that a well-communicated vision causes stakeholders and the organization to prosper.

Stewardship Leadership

SSL attributes were assumed to be a composite of the leadership complexions mentioned above based on the stewardship theory proposed by Davis et al. (1997). Davis et al. claim that steward recipients are intrinsically motivated to work and care for what they oversee. They claimed that the favored model of man—a pro-organizational, collectivistic, rational, altruistic individual with higher decision-making principles for the collective interest of all—organizational stakeholders (investors, employees, customers, and outside community)—is the basis for the stewardship theory (Corbetta & Salvato, 2004; Davis et al., 1997; Menyah, 2013; Wei et al., 2021).

Steward leaders are organizationally centered, posits Davis et al. (1997). They guide their decision-making for the group's best interests, and the successful steward's performance generally satisfies all stakeholders. Davis et al. also suggest that the executive steward directs their pro-organizational actions to facilitate corporate structure (governance). According to Sweet (2020), maintaining alignment between organizational units is the responsibility of the executive manager. Davis et al. add that the executive steward can maximize achieving

organizational-centered governance strategies because the steward closely identifies with the organization. Davis et al. also suggested that the steward leader's focus is an intrinsic value of rewards associated with growth and achievement. The leader—SSL, SL, TL, and LMX- coaches employees, giving them what they need to succeed in their careers (Duarte, 2019). This model of work motivation reinforces subordinates' subconscious to apply more effort to align with the organization's vision and goals, leading to increased performance and JS, resulting in subordinate self-leadership. They suggest that the motivational assumptions of self-efficacy, determination, and meaningfulness are essential and contribute to a shared organizational vision.

Furthermore, given that research has shown that SL, TL, and LMX impact one or more employee work attitudes—POS, AC, OI, and JE with intentions to remain with the organization, it is reasonable to assume that an SSL theory would do likewise considering the SSL theory encompasses the attributes of an SL, TL, and LMX (Jehanzeb, 2020; Murtaza et al., 2021; Wattoo, 2018; Yogalakshmi & Suganthi, 2018). As a side note, Alves et al. (2020) found that family organizations fare better performance-wise when stewardship behavior is encouraged by the leaders' organizational governance practice. Therefore, it was plausible to consider that non-family organizations would perform better too.

Stewardship Composite Attributes

Stewardship is a divine purpose, and as in the appointed position, the administrator is “to enlighten all people as to what the plan of the mystery is which for ages has been hidden in God, who created all things;” (Ephesians 3: 9). Other than acknowledging that stewardship is designed and modeled by the Holy Trinity, there are few attributes concerning SSL in peer-reviewed literature reviews. Thus, it was necessary to compile information in an integrative research review to bring meaningfulness to understanding the composition of characteristics for

the stewardship leader as forementioned.

As mentioned earlier, the original call to stewardship is mandated in Genesis 1:28. Nevertheless, to add to the foundation of stewardship, it was essential to understand the Trinity's activities of stewardship (Colossians 1:25; Genesis 1:1-3, 26). For example, a few verses reveal the Trinity's stewardship (three-in-one concept) to human readers. God is the King of the earth (Psalm 47:7). He gave humans life, and sacrificed His only Son to redeem humans "so that everyone who believes in Him [Jesus] will not perish, but have eternal life" (Job 33:4; John 3:16; Matthew 28:19; Psalm 24:1, 139:13). Christ gave His blood to redeem and cleanse humanity, from sin, especially for those who believe He is "the way, the truth, and the life; no one comes to the Father but through Me" (1 John 1:7; John 14:6). Lastly, the Holy Spirit's stewardship draws humans to Christ and guides and teaches them righteous and acceptable behavior (1 John 4:2-3; John 14:16, 26, 16:8).

In SL, TL, and LMX leader attributes, each possesses credentials revealed in the scriptures that God finds pleasing. However, although positive leadership skill-sets can preserve one's position in the organization, one can cross boundaries and pursue self-interest (Chen et al., 2022; Davis et al., 1996; Hebrews 13:16). Contrary to a world of self-serving norms, where humans want to be first, Jesus Christ, saying to His followers,

"But it is not this way among you; rather, whoever wants to become prominent among you shall be your servant; and whoever wants to be first among you shall be slave of all" (Mark 10:43-44).

For this reason, the leadership style governance gap between stewardship leadership and SL, TL, and LMX is that steward leaders place a high value on the organization to benefit all stakeholders, internalize a high calling of God, and are deeply committed to their work and the

things that belong to God—namely humans and the planet (Lehrer & Segal, 2020). Further, Davis et al. (1997) posited that the steward leader is pro-organizational, collectivistic, has an obligatory sense toward others, and places a higher value on the needs of the organization and its stakeholders than on self. SL, TL, and LMX do not necessarily place a high value on the organization, and except for SL, TL and LMX do not place a higher value on others than on self (Simpkins & Lemyre, 2018). In short, SL, TL, and LMX place individual followers' needs higher than the organization (Afsar et al., 2018).

Servant leadership (SL) attributes

The SL leads with honesty, humility, and genuineness, places their followers above themselves (Afsar et al., 2018), and emphasizes the cultivation of those led (S. N. Khan et al. (2021). They appreciate their followers, encourage and value, empower, strengthen, and provide performance opportunities (Zada et al., 2022). They are purposively benevolent and have sympathy, and the SL directly affects employee POS, JS, AC, OI, psychological ownership, and JE, which determines TI (Afsar et al., 2018; Dahleez et al., 2020; Huning et al., 2020). To build a community, they aim to develop and serve their followers through listening, empathy, service, altruism, love, humility, and trust (Bordere & Mixon, 2020). The SL dedicates him or herself to helping employees achieve positive outcomes by creating a positive work environment (Dahleez et al., 2020). SL satisfies the employee's need to belong by impressing a sense of identity using the SET (Dahleez et al., 2020). They specifically improve the human experience by improving the quality of organizational life and creating employee reciprocation. Employee reciprocation reveals commitment and support for the organization.

However, there can be a dark side to servant leadership if the leader has a misguided view of servant leadership and is deficient in self-evaluation (Gao, 2023). Gao surmises that an

individual's inflated sense of self leads to psychological entitlement, thus inducing deviant behavior in prioritizing their needs and lacking respect for others.

Transformational Leadership (TL)

TL changes subordinates' attitudes, beliefs, and values by motivating them to perform beyond their expectations (Ribeiro et al., 2018). They enhance employee AC, OI, and JE through the leader's inspiring admiration, loyalty, respect, and involvement with the employee and through their articulation of a shared vision that develops a team attitude and spirit (Khalid et al., 2021; H. Liu et al., 2020; Peng et al., 2019). Studies on TL have found that this style focuses on achieving the organizational vision. Therefore, to drive employees to this shared vision, they inspire employees through individualized attention and stimulation (Afsar & Umrani, 2019; Ng, 2017).

Leader-member exchange (LMX)

The LMX can influence POS, which affects positive RI, job engagement, JE, respect, and trust (Huang et al., 2021; Maley & Kiessling, 2021). They have an excellent, dependable relationship between in-group subordinates and themselves. They are devoted to employee well-being, preventing employee stress through sharing task information by giving access to valuable resources such as social support (Liang et al. (2021). However, the LMX leader has qualitatively different relationships with individual subordinates (Bauwens et al., 2018). They can harm employee attitudes and negatively affect voluntary TI by creating in-groups and out-groups (Estel et al., 2019; Huang et al., 2020). As mentioned, members in the in-group are favored and treated to a high-quality relationship with the leader, experiencing the leader's proactive behavior in team meetings, being given added responsibilities, and sharing mutual respect and trust (Estel et al., 2019). Nevertheless, those in the out-group have a low-quality relationship

with the leader in terms of knowledge sharing, support, and responsibility, less influence on others, and receive less respect and trust from the LMX leader, thus inducing TI (Estel et al., 2019).

Organizational Governance

Pisotska et al. (2022) explained that organizational governance emphasizes autonomy, flexibility, and innovation in the functions and processes that guide organizational activities. For example, SSL development activities that impact employees' POS, AC, OI, and JE could likely deter employee TI, saving organizations billions of dollars (Bharadwaj et al., 2021; Jehanzeb, 2020; Qi, 2019; Yogalakshmi & Suganthi, 2018). Employee autonomy (within boundaries) and innovation with organizational flexibility in systems of functions and processes also guide organizational activities and governance. Pisotska et al. added that governance contributes to OI and stimulates innovation, while Gervasi et al. (2022) claimed that organizational commitment practiced by the organization are fairness, rewards, and environment that induces POS. Consequently, SSL, with a mindset of the collective good based on a Christian worldview with the composite of quality characteristics found in the SL, TL, and LMX models characteristics that induce POS, AC, and OI, leading to JE and neutralizes the erosion of trust through the implementation of organizational governance that emphasizes ethical accountability in the system of functions and processes that guide organizational policies and activities (Neubaum et al., 2016; Pisotska et al., 2022). Neubaum et al. (2016) posited that organizational practices are predetermined to intensify employees' intrinsic motivation and aspirations for personal growth and achievement and, thus, will flourish when led by steward leaders.

However, according to Klettner (2021), although the stewardship theory has been a customary governance application, multiple investors purchasing shares in publicly held

corporations have created unadulterated agency-type governance, seeing that individual-owned shares with oversight of the organization, are held by asset managers who act on behalf of institutional investors with the intent to maximize the investment for their gain (Davis et al., 1997). To redesign the relationship between investors and managers that can affect organizational governance with the exercise of the agency theory, in 2010 the U.K. Office for National Statistics, with approximately 20 other countries, introduced the Stewardship Code, claiming it was time to rethink investor roles to avoid the ignorance of organizational governance complexities (Klettner, 2021). According to Klettner (2021), the Stewardship Code is a multidisciplinary scholarly work in stewardship behavior that compares agency theory, agency capitalism, universal ownership, and stakeholder theory in management, law, and finance disciplines. However, although stewardship codes were established initially for the law discipline, Klettner asserts that they offer foundational, organizational bits of help because they standardize practices. Nonetheless, Klettner notes that although industry experts have developed the codes, they are optional for change. Klettner notes there is evidence that the role of investors is being redefined in response to industries and organizational governance, especially considering a focus on the environment and social responsibility rather than investors' wealth.

Davis et al. (1997) contended that a focus on intrinsic motivation is the distinction between agency governance and stewardship governance. They posited that the difference between agency governance is its principles centering on extrinsic rewards—quantifiable market value—whereas stewardship governance fixates on intrinsic rewards for the organization. An example they gave is that subordinates are motivated to work hard for the stewardship organization to obtain intangible rewards such as personal growth, autonomous enactment to realize a goal, working with team members who share the culture, and the fulfillment of

achieving one's desires, adding that this is managed through increasing autonomy, having a task with a visible outcome that impacts others, and feedback that increases development and reliability. Davis et al. contended that this increase in motivation aligns with the stewardship theory.

The SSL characteristic of being organizationally centered guides the leader's decision-making for the group's best interests. It directs them to pro-organizational actions to facilitate a corporate structure based on biblical principles, contributing to a stewardship climate (Neubaum et al., 2016). Research has found that steward leaders embrace the ethical, relational, and self-sacrificing attributes of the SL, the TL's diverse methods of inspiring employees through individualized attention, and the positive effect on JS through the LMX leader's ability to treat employees differently in various situations (Eva et al., 2019; Masood & Afsar, 2017).

Nevertheless, leaders who consider themselves stewards but do not embrace biblical stewardship principles manage organizations to realize high-performance goals (Lehrer & Segal, 2020).

Accordingly, and recognized as highly successful, Chick-fil-A, Hobby Lobby, Patagonia, and Dimagi are a few examples of organizations managed by intrinsically motivated stewardship leaders (Carradus et al., 2020; Lehrer & Segal, 2020). Lehrer and Segal share that Dimagi, an MIT-related benefit corporation, is a for-profit (albeit a small profit) humanitarian organization that supplies mobile information systems to developing countries. Patagonia, an outdoor clothing retailer, owes its success to maintaining its core values based on providing the best product, causing no unjustified harm, and protecting the environment. In contrast to Dimagi and Patagonia, Chick-fil-A and the Hobby Lobby families openly testify about their faith in Jesus Christ. Nevertheless, all of these organizations guide their governing principles with a biblical worldview—the difference being that Dimagi and Patagonia do not consider the source of life,

that is, the living God (Carradus et al., 2020; Drov Dahl & Jones, 2020). These organizations reveal responsible, ethical leadership, considering their motivations and designing their strategies toward being responsible citizens and establishing an ethical culture for the long-term social welfare of stakeholders and the community (Cortes-Mejia et al., 2021; Voegtlin et al., 2019).

Leadership Purpose

Voegtlin et al. (2019) opined that leadership has three purposes—to be responsible for one's actions, to care for the concerns of others, and to be obliged to act. They use the term responsible leader (RL) and propose that the leader is proficient in organizational knowledge, cares for employee well-being, motivates all stakeholders, and benefits the community at large. They add that leaders consider that their actions have consequences. Voegtlin et al. suggest that the RL overlaps with SL. The RL's external focus is related to stewardship, which focuses on social responsibility and justice for the common good (Till & Yount., 2018). They posit that stakeholders value the RL because the RL shows benevolence toward in-groups, such as in the practice of some LMX leaders, but throughout the organization to all team members. The RL is related to effective leadership and the subordinate's engagement, evidenced by their psychological well-being. Because the internally focused leader practices ethical management, Voegtlin et al. used an ethical leadership scale to measure the RL. They found that ethical leadership promoted employee psychological well-being and empowerment.

Employee Psychological Well-Being and Empowerment

According to Dust et al. (2018), to ensure employees' psychological well-being—subjective feelings of life and JS that induce good mental health—they theorized that organizational leaders should remain mindful of the value of an employee's well-being, psychological needs, psychological empowerment, and its impact on growth in the work arena

(Brugha, 2015). Psychological empowerment provides a support system through a perceived connection with others. Zhou and Chen (2021) contend that the more connections employees have, the more embedded they become. Per Zhou and Chen, psychological empowerment prevents emotional exhaustion—the cause of burnout. They contend that burnout is related to a reduced quality of work life and affects an employee's health, which leads to eventual voluntary turnover. They add that leadership style is one of the loss spirals identified in the conservation of resources theory (COR), in addition to the social support of co-workers. An individual's resilience can also affect psychological safety—how one perceives the risks associated with speaking up in the workplace, sharing ideas, asking questions, stating concerns, or making mistakes (Zhou & Chen, 2021). Zhou and Chen add that psychological empowerment is a buffer against negative psychological safety.

Social support is the core premise of the COR theory (Stein et al., 2020). Stein et al. (2020) maintained that social support in the workplace reduces exhaustion and increases well-being, leading to optimal functioning. Therefore, opportunities for the employee to experience heightened well-being are the leader's responsibility and should take precedence over the bottom line. Nevertheless, a caveat exists that executive leaders have time-consuming obligations that leave little time to act in a supportive manner. For example, Wisdom (2023) posited that failing to meet with direct reports reduces employee effectiveness. She suggests leaders meet one-on-one with subordinates once a week. However, as noted by Stein et al., the availability of an executive leader's time from a high workload can inhibit one-on-one meetings, leading to a less than favorable impression of a supportive leader, except for a TL. The TL's diverse methods of inspiring employees are through individualized attention. Alvesson and Blom (2018) noted that executive leadership is time-consuming and demands time with superiors, subordinates,

customers, and suppliers. It takes time to carve out time for one-on-one engagements. However, Stein et al. added that a leader's instrumental support—providing emotional and demonstrative support to help followers perform their work—is as important as emotional support—showing concern, empathy, and caring. A notable remedy by Duarte (2019) suggests the leader set aside an entire workday devoted to various department managers as they each give a 30-minute presentation on recommendations for improving workflow. The SL, TL, and LMX could likely do the same with their team, but a one-hour weekly meeting to discuss the coming workweek would suffice because these leaders are close-up daily.

Nonetheless, sufficient time for a leader to meet with subordinates on one level or another is a prerequisite to prevent an employee's emotional exhaustion and burnout and models Christ's shepherding (Drovdahl & Jones, 2020; Stein et al., 2020; Zhou & Chen, 2021). Further, these researchers posited that psychological empowerment gives meaning to one's work by building confidence and the strength of impact on work outcomes that reflect an employee's competence in their skill level, all initiated by internal motivation. In other words, psychological empowerment aids employees in regulating their work and its context. Alvesson and Blom (2018) posit that employees want autonomy; therefore, they report that flexible and thoughtful leadership is appealing leadership that allows employees to rely more on co-workers' support than the leader.

Vrabcová and Urbancová (2022) added that holistic employee well-being and organizational health is complementary and, when fused, assists in achieving organizational goals and vision. Although a consensus on the definition of organizational health is evasive, Singh (2021) described organizational health as psychologically empowering employees through participative decision-making. Singh posited that psychological empowerment manipulates the

employee's enthusiasm and lends to vigor—a state of mental resilience, dedication, significance, and absorption that secures engrossment in work to the point of finding detachment from work a difficulty. In other words, the combined elements of employees' activities, resources, and psychological empowerment provide stability. Conclusively, psychological empowerment leads to performance that induces organizational health.

Additionally, employees who experience POS, AC, OI, and JE that result in positive RI have fulfilled their psychological needs (Kim & Leach, 2020). A progressive organization must develop a satisfied, enthusiastic workforce by changing employee attitudes (Kazmi & Javaid, 2022). According to Blanchard and Bowles (1998), leaders should understand that they must communicate that the employees' work is essential and worthwhile, which leads to shared goals and values that direct a strategy, procedures, and processes. They claim it is essential that employees understand their work contributes to others. When an organization fulfills employee psychological needs in this manner, employees will work toward a shared goal and help to meet goals by imitating the leader's values. They posit that values are more important than goals, considering goals are about the future, but values impact all stakeholders—the team, customers, suppliers, and the community—in the present.

The leader values and respects employees' abilities, challenging them to go beyond where they believe they can and allowing them autonomy and control to achieve the organization's goals by listening to employees' thoughts, feelings, needs, and dreams (Blanchard & Bowles, 1998). Cheering them on their progress gives rise to positive self-perception. Blanchard and Bowles (1998) added that reorienting the role of middle managers to a coaching role with a habit of sharing information develops employee buy-in in the mission.

Another example of the buy-in in a stewardship philosophically led organization that

meets employees' psychological needs resonated with that of Bob Nielson, head coach of the South Dakota Coyotes at the University of South Dakota (Garry, 2018). Garry (2018) shared that Nielson relates building a winning team to farming—have fun, plant the seeds, expect high possibilities with confidence, and watch the development. Nielson achieves the psychological needs of players in that he voices expectations through the belief in one another (POS) by creating a shared sense of ownership (AC) in that the team belongs to no one individual but to all members (OI). Everyone has the same ownership and plays for everyone else on the team (Garry, 2018). Steward leadership in the organization promotes the idea that everyone plays for all other team members. In the diversity of departments in an organization, Nielson's philosophy is organizational governance in action. To that end—everyone plays for all other team members. However, person-organization fit (P-O fit) is crucial to that end.

Person-organization Fit

Lv and Xu (2018) defined P-O fit as the exchange between the organization and the employee that yields the opportunity for employees to use their God-given talent to achieve goals and expectations (James 1:17). P-O fit begins at the recruiting stage of personnel selection and is foundational to the exchange between the organization and candidate (Lv & Xu, 2018; Jehanzeb, 2020; Sørliet et al., 2022). Kuenzi et al. (2019) contend that highly moral employees can be recruited by discussing values and business ethics. According to Sørliet et al. (2022), P-O fit is determined by how well an individual fits within the whole organization—not just a specific job demand, but their ethical standards and values. Their study found that contextual performance, i.e., work behaviors, is related to P-O fit more than task performance. Work behaviors, for example, such as increased productivity, AC, and OI, are evidence of the positivity of P-O fit (Jehanzeb, 2020). P-O fit rests on the similarity of values between an individual and the

organizational culture and is an essential criterion for job seekers as it is for recruiters (Jehanzeb, 2020; Lysova et al., 2019). The criteria that align with potential employees' values lead to improved JS and RI. Lysova et al. (2019) maintained that when subordinates understand the organization's goals and P-O fit, they experience meaningful work, a cognitive process through which subordinates can make sense of their experience. Lysova et al. penned that meaningful work is engagement's most significant and valuable aspect. They remarked that work meaningfulness prompts subordinate innovation and strengthens retention. However, the organization must supply meaningful work through leadership, job design and significance, societal variables, policies and practices, sufficient wages, training and development, autonomy, and psychological empowerment, which causes work to be eudaemonic—purpose-oriented. They cite that leaders are ethically obligated to pay attention to the all-inclusive, complex organization.

As for the subordinate, P-O fit is the same for leadership. Biermeier-Hanson and Nieminen's (2018) study focused on leader-culture fit. They posited that organizational culture is related to executive leadership, similar to Khattak et al.'s (2022) speculation that POS, AC, and OI are organizational responsibilities of the top leadership and should be a matter of culture. Sweet (2020) suggests that during socialization, leadership must apply requisite skills from prior experiences to internalize the organization's culture, values, and goals. Sweet adds that P-O fit for a leader has two dimensions—complementary, occurring as a long-term mutual benefit, and supplementary, similarity between parties. They suggest that organizational leaders are more concerned with the complementary dimension because knowledge, skills, and abilities (KSAs) are requisite for those demanded by the job, ensuring the leader can meet the group's collective goals.

Koburtay and Haloub (2020) designed a study to measure P-O spirituality fit in light of the demand for ethical leaders. They contend that spirituality fulfills a subordinate's psychological need that makes work meaningful and links with AC, JS, organizational commitment, and P-O fit. P-O spirituality links with leadership's ethical behavior. Koburtay and Haloub suggest that by improving P-O fit, HR can support spirituality through programs, policies, values, a stewardship climate, and leadership's managerial behavior, such as Ngayo Fotso's (2021) traditional leadership competencies (Neubaum et al., 2016). Modeling ethical behavior through communication and provision of resources for employees' needs, the leader has a profound effect on collective employee motivation, according to Afsar and Shahjehan (2018).

Lv and Xu (2018) examined P-O fit, the uniqueness of individual dispositions, and the employee's perceived psychological contract, commenting to consider these. Lv and Xu posited that the perceived psychological contract is the nexus of the exchange between employer and employee and assume that P-O fit is the antecedent of work engagement. This highly positive, employee affective-motivational state exudes a strong focus on work, with enthusiasm, confidence, and dedication, and sometimes for the experienced enjoyment the work brings (Bakker & Albrecht, 2018). Janssens et al. (2019) added that work engagement is vigor—mental energy, resilience, dedication, job commitment, absorption—and engrossment to the point of finding it difficult to detach from the job. Bakker and Albrecht (2018) shared that job resources profoundly affect work engagement. Therefore, Bakker, Albrecht, and Janssens et al. posited that leaders must be strategic in providing resources such as a comfortable environment, autonomy, skill variety, opportunities for growth and development, inclusion in decision-making, social support, and flexibility. These resources fulfill a basic human need because they are intrinsically motivating. However, work engagement can fluctuate among employees, especially among

Millennials. Organizations must express job performance expectations through guidance and feedback, considering Millennials have unrealistic organizational expectations (Bakker & Albrecht, 2018; Garcia et al., 2019; Majer, 2020). Further, Lv and Xu contend that work engagement links with individual and organizational outcomes.

Nevertheless, Lv and Xu (2018) theorized that psychological contract breaches frequently occur with the changing needs in the business environment and affect employee work engagement. They proposed that the employee perceives an infringed psychological contract breach when the mutual expectations of the working engagement become altered. For example, when an employee perceives the organization breaches the psychological contract, they feel they did not receive a proportionable reward and are then prone not to reciprocate through their work behaviors, even to the extent of becoming deviant (Gervasi et al., 2021; Lv & Xu, 2018). Employees limit their contributions to balance the psychological contract (Ali, 2021). To prevent this refers to leadership being well-versed in the social exchange theory (SET).

Social Exchange Theory

Ahmad et al. (2023) surmised the SET is an exchange between parties, not only limited to organizations, but even subtly with family and friends. Regarding organizations, they opined that commitment, OCBs, and organizational support are essential for the exchange between individuals. Sungu et al. (2019) add that POS and affective organizational commitment cause social exchange to be feasible. Thus, the employee feels swayed to reciprocate because reciprocity is a moral and universal duty (Ahmad et al., 2023). Autonomous motivation (AM) excites employees, giving them a positive experience at work (inherent in the self-determination theory). However, controlled motivation (CM) causes guilt in the employee (Hur et al., 2020). Hur et al. (2020) contended that employee guilt affects the desire for their work, and they instead

perform to gain a reward such as a promotion, approval of supervisors and co-workers, or an increase in base pay. Further, this behavior helps them avoid feelings of guilt. SET plays a significant role in the relationship between employer and employee when an employer provides an optimal working environment, competitive wages, and commitment to employees' well-being. Employees reciprocate with solid enthusiasm to help the organization meet its goals (Sungu et al., 2019). Sungu et al. (2019) assumed that the SET satisfies the employee and employer. The employer provides the employee with the resources to perform, and the employee has the expected competence and an inferred sense of obligation due to reciprocity. Lv and Xu state that the psychological contract is embedded in the SET and supports the rule of reciprocity.

Reciprocity

Reciprocity is an exchange between the recipient and receiver based on SET (Gervasi et al., 2021). Reciprocity is a mutual interchange of prosocial behavior that benefits the employee and organization. Ali (2021) surmised that if the organization does not reciprocate its contribution, the employee will limit their investment in the organization. They add that the psychological contract induces the reciprocity of the employee. Hergueux et al. (2021) label the psychological contract as a conditional cooperator, proposing that people are willing to reciprocate as long they feel they will receive in kind.

Similar to stewardship revealed in Genesis 2:15, the law of reciprocity began between God and Jesus. In Jesus' prayer to His Father, He asked, "And now You, Father, glorify Me together with Yourself, with the glory which I had with You before the world existed" (John 17:5). Likewise, the biblical law of reciprocity commands humans to treat each other with mutual respect (Luke 6:31). From previously mentioned characteristics of SSL and SL, reciprocity would be considered the moral norm (Gervasi et al., 2021).

Organizational Reciprocity

Organizational reciprocity links to employee motivation; however, in order to avoid self-defeat, organizational leaders must be diligent in applying reciprocity (Y. Liu et al., 2020). Y. Liu et al. (2020) postulate that there are various types of organizational reciprocity—balanced reciprocity (BR), generalized reciprocity (GR), and negative reciprocity (NR). BR supports with the expectation of receiving support, and GR gives without expecting an outcome. These two forms—BR and GR—of reciprocity are beneficial in inducing employee AC, psychological empowerment, and organizational trust. NR gives minimally to something of more excellent value, which depletes employee AC, psychological empowerment, and organizational trust. BR, GR, and NR all profoundly affect employee motivation; however, they have different effects because of the uniqueness of humans.

Employee Reciprocity

Gervasi et al. (2021) considered that reciprocity is, in organizational studies, a social, universal, and personal norm. Those who practice reciprocity are found to be accommodating and obliging and expect restituted reciprocity (Xiao & Wang, 2021). Granting the fact that reciprocity is a universal principle, nevertheless, not all individuals treat it as such. Those not conscious of their requirements of reciprocation are also not perceptive when their reciprocity needs to be acknowledged. Despite that, Gervasi et al. affirmed that reciprocity enforces social norms and collective actions. The reason is that a recipient of a positive action feels indebted to reciprocate.

Fuchs (2021) claims that when organizations invest in their employees, employees exhibit JE, a consequence of reciprocity. They posit that empirical research has shown that JE and low TI have a robust relationship. Research has also shown that TI is closely related to RI

because sacrifice—the cost of leaving—can contribute to reducing TI. Therefore, Xiao and Wang (2021) submit that the SET, based on reciprocity, builds felt trust. They further note that trust alleviates emotional exhaustion, which promotes positive work attitudes, e.g., POS, AC, OI, JE, and RI. Knowledge sharing impacts POS and AC (Choi et al., 2022) and is a significant determinant in creating a competitive edge (Obrenovic et al., 2020). Obrenovic et al. (2020) reported that knowledge sharing influences group cohesion extends expertise to others to accomplish complex tasks, and influences innovativeness through sharing explicit knowledge. They added that organizational performance is advanced by sharing diverse skills, experiences, and talents.

Consequently, Obrenovic et al. contended that interrelated, cultivated employee relationships foster trust. Nevertheless, despite the benefits of knowledge sharing, employee willingness is a choice. Xiao and Wang (2021) propound that employee trust, because of vulnerability, is a prerequisite before sharing knowledge. Conversely, interpersonal trust of co-workers inhibits hoarding information. According to Bidian et al. (2022), Millennials, albeit eager participants in knowledge sharing, prefer to use email and the internet for knowledge sharing to acquire help with gaining new skills in place of face-to-face conversations.

Turnover

One of the organization's most significant challenges in the 21st century is voluntary turnover (Lee et al., 2018). Lee et al. (2018) claimed that recruiting, hiring, and onboarding new employees can exceed 200% of their annual salary. Reduced turnover improves organizational productivity and minimizes diversity and executive succession of qualified talent. Qin et al. (2022) posited that the role of leadership is to direct organizational strategies, policies, and activities that give rise to positive employee retention. These implemented, interconnected

organizational frameworks initiate trust among all employees and employee relationships with Millennial and Gen Zers colleagues (Obrenovic et al., 2020). Additionally, when a leader models positive behavior, e.g., sharing an inspired vision, being respectful, and empowering subordinates to act conducive to changing internal processes, they develop trust in leadership (Drovdahl & Jones, 2020).

Additionally, the SSL's model of behavior advances employee involvement through empowerment, open communication, transparency, and consequential responsibility (Neubaum et al., 2016). Consequently, as mentioned, SSL, with a mindset of the collective good based on a Christian worldview with the composite characteristics of the SL, TL, and LMX, induces POS, AC, and OI, leading to JE, and can neutralize the erosion of trust through the implementation of organizational governance that emphasizes ethical accountability in the system of functions and processes that guide the organization. Xiao and Wang (2021) note that trust promotes positive work attitudes, e.g., POS, AC, OI, JE, and RI. Choi et al. (2022) added that POS and AC impact knowledge sharing. Obrenovic et al. (2020) reported that knowledge-sharing influences group cohesion and innovativeness and extends expertise to others to accomplish complex tasks. They posited that positive work attitudes can inhibit TI. Conversely, voluntary turnover, layoffs, and terminations affect labor shortages (Ng et al., 2023). The COVID-19 pandemic has added a variant epidemic of a disproportionate size and has increased voluntary turnover and even ghosting and quiet quitting (Kelly, 2021; Moon et al., 2023; Ng & Stanton, 2023).

Following COVID-19, a relatively new phenomenon—quiet quitting, also known as the great resignation—has taken root on both sides of the aisle, employer and employee, and has caused a labor shortage in all industries (Ng & Stanton, 2023). Ng & Stanton (2023) suggest that quiet quitting is voluntary and usually results from cynicism. They contend that cynicism occurs

when employees are disgruntled because of heavier work demands and a lack of independence. Although they posit that economics plays a role in keeping individuals from resigning, that is, they have an available opportunity such as a better-paying job or retirement, Covid ushered in a driving force that altered when employees work and how they perform, coined as the great worker rethinking (Klotz, 2022; Ng & Stanton, 2023). Klotz (2022) disclosed that the U.S. Bureau of Labor Statistics Jolts report issued in June 2022 reported four million quits in the U.S. and was the dominant amount ever recorded since the inception of the Jolts report in 2000, reaching a 20-year high with 47 million workers leaving their jobs (Moon et al., 2023). Ng & Stanton added that employment insurance benefits are a factor, whereas Moon et al. contend that burnout is the leading cause of loneliness and detachment from the workplace. In some cases, employees even abruptly cut off communication with no explanation, labeled ghosting. Merriam-Webster (n.d.) defines ghosting as cutting off all contact abruptly and without explanation.

Increased job ghosting occurs on both ends—potential employee and employer (Kelly, 2021). Kelly (2021) posits that this occurs regularly. He reports that in only one year, ghosting has grown ten percent from 18% in 2019 to 28% in 2020. Sadly, ghosting is becoming a standard practice. Schmidt (2020), a Fox News reporter, shared survey results from Randstad's U.S. 2020 Compensation Insights Survey, which reported that 50% of Millennials and 50% of Gen Zers were the most prominent groups to ghost an organization.

In contrast, only 35% of Gen Xers, 19% of Baby Boomers, and 9% of Traditionalists admitted doing the same. Kelly supposes the increase in job ghosting is due to the rise in toxic incivility. Nonetheless, ghosting is expensive for employers to recruit and hire an employee who does not attend the interview or the first day on the job. Nevertheless, the recruitment process, organizational information sharing, and other strategies previously covered in this study inhibit

ghosting and help a potential employee move from unemployed to employed.

Millennials

Being the last generation born in the twentieth century between 1977 and 1994, Brailovskaia and Bierhoff contend that Millennials experienced a time of profound technological advances. Moreover, world changes, such as the introduction of the Internet in 1991, became part of their everyday lives in the 1990s and early 2000s (Singh & Kumar, 2021). Twenge et al. (2021) posited that the 2009 recession, the election of the first black American president, social media popularity, and income inequality each positively or negatively affected Millennials. Glazer et al. (2019) also claimed that being subjected to social and political events provided by the Internet, such as the dissolution of the Soviet Union and Operation Desert Storm in 1991, the U.S. recession in the 1990s, and the terrorist attack on September 11, 2001, have had an effect on Millennials toward wanting to impact change through autonomous, meaningful work. Despite the perceived challenges, Millennials are optimistic and believe they can rectify world challenges by being change agents for political and economic events (Glazer et al., 2019).

Further, Glazer et al. (2019) conjectured that Millennials are the first generation to be raised by helicopter parents—overly protective parents—that hampered the natural maturation of the child, even into adulthood, which the adult Millennial finds adversarial (Gomes & Deuling, 2019). Gomes and Duelling's 2019 research found that helicopter parenting hurts Millennial work attitudes toward AC, JS, and RI because of family financial support, expectations, values, and parental information support. Further, Gomes and Duelling (2019) found that helicopter parents of Millennials who did not allow them to make decisions or learn from mistakes have hampered Millennials' AC for their employers. They propose that a lack of autonomy and leader micromanagement also affects Millennial AC. Despite that, they posited that the positive side of

helicopter parents helps their children pursue a job they will enjoy, which likely impedes TI. Gomes and Deuling further comment that parental helicopter involvement positively impacts the Millennial's career development. The helicopter parent is devoted to the child's self-esteem, culminating in Millennials feeling entitled, requiring high maintenance, and needy, but on the plus side, digital marvels (Brailovskaia & Bierhoff, 2018). Majer (2020) proposed that attitudes about Millennial lifestyles are not necessarily a generational issue, as much as they result from progressive parenting. Millennials were from the trophy generation, where everyone received a trophy won through a non-competitive, non-discriminatory situation (Majer, 2020).

Because of the Internet, the cohort of Millennials has values that differ from older generations due to living during the technological and social changes in the 21st century. The introduction of Facebook in 2003 quickly became a tool for a Millennial's self-disclosure, self-expression, and gratification of affiliation (Lin & Chu, 2021). Facebook influenced Millennials' psychological, emotional, social, and cognitive development by online expression of emotional feelings—self-love, entitlement, and sensation (Brailovskaia & Bierhoff, 2018; Celebi & Terkan, 2020). Celebi and Terkan (2020) posit that Facebook use is addictive and lowers employee performance; however, García et al. (2019) suggested that the beneficial side of social media is sharing knowledge with co-workers that leads to improved performance. Studies have found that employee JS is increased through social media with co-workers and contend that attenuated Millennial interpersonal skills make email or text preferred to listening or making contributions via phone or face-to-face communications. Consequently, computer use is customary among Millennials (García et al., 2019).

Therefore, executive leaders in the U.S., most over 59 in 2020, should prioritize understanding Millennial characteristics and mindsets (Kornferry, 2020). Managers must learn

how to attract, recruit, manage, and retain them, given that Millennials will hold 75% of jobs in the workforce in the next ten years (Glazer et al., 2019; Kim, 2018; Mekhaimer et al., 2022). Recruiting via the Internet is the most effective means because Millennials experience their world through computers, laptops, smartphones, tablets, and so on (Dalessandro, 2018). They search LinkedIn, Facebook, Craigslist, and various job websites to find employment opportunities. Millennials are devoted to social networking sites such as Facebook, where they find perceptions of everyday life (Brailovskaia & Bierhoff, 2018).

However, their unique characteristics and frequentness on social media cause employers' hesitation in hiring them if a senior applicant is vying for the same job with a similar level of experience (Kim, 2018). Kim (2018) reported that employees spend an average of two hours cyber-loafing out of an eight-hour workday. Therefore, Kim suggested that managers regulate social media usage before it becomes problematic. Accordingly, as a reward, social media relaxation time will satisfy Millennials (Kim, 2018). The immediate availability to check on and exchange messages with family and friends, participate in online forums, and engage in banking and online shopping costs U.S. employers an astronomical \$85 billion annually (Kim, 2018).

Kim (2018) also contended that managers base their selection of Millennials on the belief that they are unreliable, lack industriousness, have a passive work ethic, and lack organizational commitment (Glazer et al., 2019). Brailovskaia and Bierhoff (2018) further argue that research indicates that Millennials are entitled, self-centered, impatient, and narcissistic (Singh & Kumar, 2021). Majer (2020) claims that negative commentaries on Millennial characteristics, not based on empirical evidence, are expansively publicized and accepted as fact, such as Millennials are lazy, have poor work habits, lack initiative, feel entitled, are narcissistic, have unrealistic expectations, and have substandard respect for authority. Twenge et al. (2021) do not agree with

Majer's conclusion that Millennial characteristics, such as narcissism, are not based on empirical evidence. Twenge et al. stated that the data they collected regarding shifts in events revealed that data could identify cohorts by age, and narcissism remained constant for 18 to 22-year-olds (p. 2). Their three research studies of 18 to 22-year-old students in the U.S. during the 1980s and 2000s found that narcissism has a complex relationship with significant events in the U.S. For example, during poor economic cycles or social media popularity, narcissism was reduced but increased between 1982 and 2008, when narcissism rose significantly.

Majer (2020) claims that Millennials usually exit hierarchical organizations with top-down management because top-down management causes them to feel their knowledge sharing is encumbered. Majer proposed this is due to a counter of the Millennial's perceived expectations of working environments. Millennials favor participation in decision-making per Majer (2020). Thus, being heard and expressing themselves is vital for their self-efficacy; however, they feel suppressed by hierarchical organizations (Glazer et al., 2019). Kim (2018) agreeably contended that participation encourages goal proprietorship, and participative management improves employee productivity, considering the relationship that develops between leaders and employees (Paros, 2021). García et al. agree that Millennials want to voice their opinions and have autonomous job empowerment. When employee involvement in job-related decisions is in force, employees experience elevated JS (P. 375). Further, Paros (2021) claims that research revealed that knowledge-sharing through participation is linked with a competitive advantage for the organization.

Glazer et al. (2019) suggest increasing Millennials' JS. Organizations should give guidance and feedback after expressing expectations of job performance and social media use. Research also indicated that JS increased through, e.g., on-the-job training, autonomy, work

flexibility, work relationships, and wage compensation (García et al., 2019). García et al. (2019) suggested to increase Millennials' JS and organizational commitment while reducing voluntary turnover and absenteeism, organizations can actualize, strategize, and build for example, participative work environments that involve employee participation in decision-making.

To induce AC, Gomes, and Dueling (2019) suggested that managers encourage employee participation in decision-making, incite Millennials to take responsibility to fulfill their need for autonomy, and promote JE to avoid voluntary turnover (Fuchs et al., 2021). Fuchs et al. (2021) speculated that JE supersedes organizational commitment, especially when POS for work-life balance is present. Millennials rationalize a work-life balance as a higher priority than senior generations (Glazer et al., 2019). Nevertheless, an organization that shows appreciation through POS cares about employees' well-being, invests in them through training and development, and works to aid work-life balance will create JE in the employee (Fuchs, 2021).

The manager who supports work-family balance benefits the organization because the employee will perform better inside and outside the workplace and become submerged in their job, equated to JE. Fuchs et al. assume that work-family balance signals POS and AC, which leads to JE and creates links, fit, and sacrifice. Fuchs et al. defined links as the connections between the employee and their organization and community; fit represents the employee's conformity with the organization's values, goals, culture, comfort, knowledge, skills, and ability to perform their job. Sacrifice pertains to losing benefits and relationships if the employee voluntarily quits. Consequently, the leader must establish an ethical culture, learn about and actively involve themselves in the Millennial world to improve RI through participation in decision-making and knowledge-sharing information using tools such as organizational scaling utilizing a balanced scorecard, building an ethical culture, and encouraging employee

participation in innovation to help the organization prosper.

Organizational Scaling

Palmié et al. (2022) contend that transitioning to organizational scaling can help businesses improve profitability and efficiency. They added that growth in performance improvements is the purpose of scaling, not the increase of internal focal indicators. In other words, scaling helps revenue to increase without an increase in operating expenses. However, Shepherd and Patzelt (2020) and Binns and Griffin (2023) posited that a long-term plan is necessary to scale a business successfully. Scaling is not a quick fix; instead, it is a slow, methodical process to determine excellence in the business while it grows through innovation. They suggested enacting what the organization desires in two to three years. They defined enactment as designing standardized tasks and ensuring employees adhere to rules and procedures. In a steward-driven organization, as mentioned, the steward leader is the overseer of the holistic organization—through articulating a vision and mission, governance, and policies that guide strategies for sustainability (Davis et al., 1997; Lehrer & Segal, 2020). Duarte (2019) claimed that a well-communicated vision causes stakeholders and the organization to prosper, reconciling tensions between employee behavior and new procedures (Palmié et al., 2022).

Binns and Griffin (2023) contended that failure to scale restricts revenue growth or pioneering new ventures. Through ideation, incubation, and scaling, business organizers can develop new ways of innovation to generate value. They add that customer, employee capabilities, and organizational capacities are three assets that must be examined and explained in the incubation stage when new customers are onboarded for revenue, employee capabilities are necessary to deliver the final product, and capacity is the ability to operate at elevated levels throughout the organization to meet the demand. Scaling must be researched through questions

and hypotheses and validated by data, and the research and development budget can fund ventures or a partnership can be formed (Binns & Griffin, 2023). Again, stewardship leaders are a good fit for scaling since they manage organizational totality and set the tone for an ethical culture (Davis et al., 1997; Lehrer & Segal, 2020). Sharing the concept of scaling and the overall configuration of the organization's health with employees, evidenced through the balanced scoreboard, particularly for Millennials, leads to innovation in an ethical culture (Cortes-Mejia et al., 2021).

Balanced Scorecard

One way the steward leader can help the organization prosper and alter its trajectory is by implementing a balanced scorecard. This configuration intelligibly transcribes the vision and organizational methodology into interconnected performance measures. It was developed in 1996 to motivate and measure financial data, internal processes, learning and growth, and customer perspectives (Kaplan & Norton, 1996) (See Appendix B5). Employing this tool as a guiding factor for the overall well-being of the organization, with a focus on employee and community-centered collective betterment, the steward leader can initiate organizational scaling—a redistribution of assets to expand business revenue and the customer base, commonly through innovation since surveyed leaders listed innovation as a significant concern (Davis et al., 1997; O'Reilly & Binns, 2019).

Ethical Culture

Lastly, an ethical culture is crucial for innovation. Leadership establishes structures and policies that define values (Cortes-Mejia et al., 2021). Kuenzi et al. (2019) also maintained that leadership models an ethical culture through their behavior. They added that ethical leaders promote morality and demonstrate integrity, fairness, and general concern for others by

communicating acceptable ethical behaviors. Additionally, Cortes-Mejia et al. (2021) posited that an ethical culture shapes ethical behavior and reasoning among individuals, evidenced by reduced theft, wastefulness, squandering, and unscrupulous behavior. Although sparse, studies have found that the strength of ethical culture holds precedence over the influence of the national culture because employees' daily decisions are contiguous with ethical behavior (Cortes-Mejia et al., 2021). Riivari and Lämsä (2019) also claimed that an ethical culture promotes organizational innovativeness and is established on seven organizational virtues communicated and modeled by leadership (Kuenzi et al., 2019):

- a) Clarity of behavior is being precise in the expectation of ethical behavior.
- b) Congruency is conformity of beliefs with actions between upper-echelon leaders and supervisors.
- c) Feasibility is the goal of scaling, and it is practicable if the organization has the funds, time, resources, and knowledge to carry out scaling for innovation.
- d) Supportability is that the organization has considered the cost, readiness, and personnel skills to make the proposed system effective, efficient, and sustainable.
- e) Transparency is encouraging employees through feedback, to carry out the shared goal, being open and honest with employees in expectations of ethical behavior, and bringing awareness of members' actions and their significance in obtaining the goal.
- f) Discussable is defined as employees being allowed to discuss ethical topics in the workplace at team meetings, roundtables, and informal settings.
- g) Sanctionable is the reward or punishment for ethical or unethical behavior.

Riivari and Lämsä added that according to previous research, the moderating variables between leadership and sustainable performance is leadership's valuing of every member and their

creative process. Again, this is in line with SSL. SSL characteristics, with the composite characteristics of SL, have found that the leader values others, and stewardship fosters organizational values (Blanchard & Bowles, 1998; Carradus et al., 2018; Zada et al., 2022).

Otaye-Ebede et al. (2019) stated that it is essential to present clear standards that aid the employee in determining ethical or unethical behavior and ensure a positive workplace. Riivari and Lämsä (2019) further contend that employee efficiency and well-being are improved when leadership espouses high ethical standards. Riivari and Lämsä remarked that corporate ethical virtues prompt ethical behavior and innovativeness in employees. Conversely, the absence of corporate virtues will inhibit innovativeness; therefore, an ethical culture must be present (Riivari & Lämsä, 2019). They concluded that in line with previous studies, their findings aligned with an ethical culture that enhances innovativeness. Colaco and Loi (2019) proposed eight virtues—those mentioned above—adding that the supervisor’s ethical behavior is congruent with the upper echelon. They propose that management embeds ethical virtues of moral integrity and commitment modeled through their behavior. As a leader, SSL is beholden to both (Monzani et al., 2021). However, Kuenzi et al. (2019) noted that there is a difference between [ethical] organizational culture and [ethical] organizational climate.

Kuenzi et al. (2019) posited that organizational culture and climate are distinct constructs. Organizational culture focuses on the organization’s social environment, values, beliefs, and philosophy. Organizational climate focuses on how employees experience the environment—their assumptions of implemented policies, practices, and procedures because the climate is more evident to employees than culture. They report that employees can make sense of the workplace environment in an ethical organizational climate; however, Kuenzi et al. posited that Victor and Cullen’s (1987) ethical climate questionnaire (ECQ) development is unreliable because it

primarily focuses on decision-making. Therefore, they employed Schminke et al.'s (2005) ECQ.

Further, Otaye-Ebede et al. (2019) proposed there is a relationship between spirituality and ethicality. Further, they posited that spiritual phenomena influence the ethicality of employees, elevate empathy for others, impact moral judgment, and develop innovative ideas and practices. However, they added that the essential condition of an employee's spirituality—their inner and outer life—is the ingredient that makes life and work meaningful and mindful of community needs. Additionally, Otaye-Ebede et al. contended that spirituality is a tool that relieves employees from stress and promotes affiliation and performance. They claim that an ethical climate's antecedent is spirituality, which influences pro-social behavior. Encouraging workplace spirituality leads to an aggregated ethical climate that supports pro-social behaviors, OCB, positive reciprocation, and shared norms and expectations to improve performance. They also added, however, that public demonstrations of faith in the workplace should not be allowed.

Biblical Foundations of the Study

God, the Author of the stewardship model, characterizes the biblical worldview of stewardship. God's intended purpose for humans is to reflect His image of righteousness in His Son and find an abundant life in Christ that results in their eternal salvation (John 3:16, 17:3). Additionally, they are to steward all things entrusted to their care (Genesis 1:28). Therefore, the concept of stewardship, ordained by God, cannot be isolated from scripture (Ephesians 3:9-10). Carradus et al. (2019) conjecture that stewardship is related to faith; however, as mentioned previously, it is practiced more in family organizations than non-family organizations. This lack of trust may be because organizations led by non-Christian leaders are interested in other stewardship obligations, e.g., antimicrobial, environmental, climate, et cetera, instead of faith concepts, finding them countercultural. Although non-Christian leaders practice stewardship for

Earth's sake, they might unknowingly apply biblical principles learned as social norms, perhaps during childhood.

Most importantly, SSL represents biblically based concepts with the compositing form of SL, TL, and LMX leadership attributes. Steward leaders honor God by acknowledging He has entrusted them with what belongs to Him. Further, according to scripture, they must manage His property with care (Davis et al., 1997); Lehrer & Segal, 2020). Therefore, SSL is relevant and essential to the biblical-mandated commandment,

As each one has received a special gift, employ it in serving one another as good stewards of the multifaceted grace of God. Whoever speaks is to do so as one who is speaking actual words of God; whoever serves is to do so as one who is serving by the strength which God supplies; so that in all things God may be glorified through Jesus Christ, to whom belongs the glory and dominion forever and ever. Amen. (1 Peter 4:10-11).

Being confident of this commandment, specifically Christian leaders who stand on the platform of SSL, should understand and espouse three significant factors of leadership offered by Drovdaahl and Jones (2020): 1) character, 2) competence, and 3) context.

Drovdaahl and Jones (2020) posited that the Holy Spirit permeates the biblical leadership process that influences others. Therefore, they suggested that the responsible practitioner research and develop theories aligning with Christian leadership. Since Christian leaders serve everyone inside and outside the organization, they possess the characteristics of SSL, SL, TL, and LMX. For example, the attitude found in servant leadership (SL) is beholden to and closely aligned with self-sacrificial biblical stewardship (Afsar et al., 2018), is transformational in relationships for growth and development (Ribeiro et al., 2018), and committed to the well-being

of the subordinate in the dyadic relationship efforts of leader-member exchange (LMX), that is however, depending on the quality of the relationship (Liang et al., 2021). The stewardship leader acts as an SL in that they serve others and is transformational by modifying followers' minds to a different and new way of thinking through the one-on-one dyadic relationship of the LMX leader. Jesus taught that "whoever wants to become prominent among you shall be your servant, and whoever desires to be first among you shall be your slave;" (Matthew 20:26-27). Christian leaders are radically avowed to serve Christ by serving others.

Also recognized as kingdom leaders, steward leaders are considered "ambassadors for Christ" who appeal to others "to be reconciled to God" through their words and deeds (2 Corinthians 5:20; Drov Dahl & Jones, 2020). Kingdom leadership, or SSL, is an appointment by God and should be considered a unique privilege. According to Drov Dahl and Jones (2020), the Spirit equips kingdom leaders since God is the One who removes and establishes spiritual and secular leaders for His purposes (Daniel 2:21; Psalm 75:6-8). For example, God's supremacy in upraising rulers is evidenced in Isaiah 44:28. Roughly 125 to 150 years before the birth of Cyrus the Persian in 559 B.C., Isaiah penned the words of God, "It is I who says of Cyrus, 'He is My shepherd and he will carry out all My desire.'" Indeed, he did in 539 B.C. King Cyrus of Persia conquered the Babylonians and exiled God's chosen people, the Israelites, to return to their homeland with the articles of the temple Nebuchadnezzar carried off to Babylon (Ezra 1:7; Isaiah 44:28). Therefore, when a leader recognizes they have been appointed their position, not by fate but by God, Drov Dahl and Jones (2020) postulated to be effective, leaders must first become followers of King Jesus, and model wisdom, knowledge, and behavior. Although Cyrus' story was before the human appearance of Christ, Cyrus praised the LORD by saying, "The LORD, the God of heaven, has given me all the kingdoms of the earth, and He has appointed me to rebuild

for Him a house in Jerusalem, which is in Judah” (Ezra 1:2). Kingdom leaders manage circuitously. In other words, they do not apply one method of leadership over others but consider various situations and apply the collective qualities of SL, TL, and LMX leadership styles in leading organizational processes, taking into regard employee needs (Drovdahl & Jones, 2020; Till & Yount, 2018). Although executive time limitations can stunt being highly relational outside of the relationship with direct reports, Drovdahl and Jones (2020) contended that influential leaders will agree with the context they find themselves in, known as the contingency theory of leadership. Drovdahl and Jones explain two perspectives of leadership, biblical and empirical leadership, that influence practices of character, the competencies needed, and the context in which the leader finds him or herself.

Biblical Perspective

The biblical perspective of leadership is spiritual leadership (Drovdahl & Jones, 2020). Biblical perspective represents the Holy Spirit guiding the leader and empowering the leader and subordinates as they collaborate to execute goals and a mutual vision.

Empirical Perspective

The empirical perspective of leadership has gone through three eras. The early 1900s focused on leader characteristics, and the second era, during the mid-twentieth century, concentrated on leader behavior. The third era, the late twentieth century, observed the settings and circumstances the leader faced.

Character

Leadership character behaviors contribute to followers’ subjective well-being and impact positive psychological outcomes such as commitment, job engagement, and life purpose that contributes to society (Monzani et al., 2021). Further, Monzani et al. (2021) asserted that

leadership character precipitates social betterment and the organization. Although Monzani et al. (2021) claimed entrenched values are enduring moral beliefs of right and wrong, Crossan et al. and Monzani et al. posit that developing leadership character is achievable, however, Drovahl and Jones (2020) assume leaders are born.

Competence

Zhou and Chen (2021) defined competence as confidence in one's ability to successfully perform their responsibilities and believe their efforts will result in positive outcomes. Vergauwe et al. (2018) believe executive leaders must think critically and strategically. Drovahl and Jones (2020) maintained that leadership behavior profits one no matter the situation, however, the leader-follower dyadic relationship does not support this claim.

Context

Context notably applied to leadership is difficult in practice because leadership changes with situational context (Drovahl & Jones, 2020; Vergauwe et al., 2018). Drovahl and Jones (2020) mentioned that divergent contexts necessitate different leadership qualities and practices of leaders. Context is multifaceted. For instance, context is affected by organizational culture; national culture; dyadic relationships; follower characteristics and reliability; and team cohesiveness (Vergauwe et al., 2018).

Biblical Examples

Examples of biblical stewardship re-emerge throughout scripture. Beginning in the book of Genesis, the Creator God assigned Adam and Eve dominion over the earth (Genesis 1:28). Everything God created—the universe; earth and all it contains; flora; water; animals; and humans—is entrusted to human care. Stewardship is a straightforward concept to understand in the Bible. In the story of Genesis, although Potiphar owned Joseph, he put Joseph in charge of

everything in his house (except his wife) (Genesis 39:4, 9b). In essence, Joseph was the house steward—entrusted with the property of another in the same fashion that God entrusts humans to care for all He created.

The parable of the talents in Matthew 25:14-30, where Jesus described two servants caring for and growing their master's money with interest while he was away on a journey, reflects Davis et al.'s stewardship theory. Moses caring for the people of Israel is another example of biblical stewardship. While leading them through the desert to food and water provided by God and praying to God to forgive them for their ungodly worship of the golden calf revealed an attitude of serving others (Exodus 32:5-6, 11-13); David soothing King Saul with his lyre (1 Samuel 16:14-23); and Ruth caring for the well-being of her mother-in-law Naomi in their return to Bethlehem from Moab, and Boaz caring for Ruth and Naomi by arranging for Ruth to glean only in his fields while supplying her with water, bread, and roasted grain evidenced stewardship (Ruth 2:8-9, 11-12). Although Nabal, the husband of Abigail, was an evil and wicked man, Abigail fed King David and his men in exchange for sparing Nabal's life (1 Samuel 25:2-39). 2 Samuel 23:8-17 is another example of stewardship in scripture and reads how three of David's chief men knew he was craving water from the well in Bethlehem. They risked their lives and broke the ranks of the Philistines to draw water for David. Queen Esther, who was willing to sacrifice her life to save her people from the wicked hand of Haman, revealed a degree of stewardship in caring for others' welfare (Esther 4:15, 5:1-4, 7:1-6).

The most outstanding display of stewardship was the sacrifice of "our great God and Savior, Christ Jesus, who gave Himself for us to redeem us from every lawless deed, and to purify for Himself a people for His possession, eager for good deeds" (Titus 2:13-14). God's original stewardship mandate to Adam and Eve remains relevant in the 21st century. Using

stewardship principles strengthens the organization, home front, and community.

Summary

Integrating the scriptural definition of stewardship and the research concerning SL, TL, and LMX being the composite of SSL, this study's aim was three-fold: 1) to test how leadership style affects employee POS, AC, OI, JE, and RI, 2) validate that Davis et al.'s (1997) stewardship theory lends to the credibility of the development of an SSL theory, and 3) that an SSL theory, in contrast to SL, TL, and LMX, can be a more thorough and robust method of developing employee POS, AC, OI, and JE leading to RI and organizational stability.

Being entrusted with God's possessions is the biblical concept of stewardship (Psalm 24:1). It is not limited to the stewardship of the environment or other aspects of stewardship, e.g., data, antimicrobial, ecological, et cetera, that flood 21st-century research literature, but is built on a biblical foundation that all that is in the world belongs to God—every beast in the field; “every animal of the forest. . . the cattle on a thousand hills;” and everything that moves in the field; the day and the night; and moon and the sun; the seas; and dry land; all of the silver and gold; wisdom and power—heaven is His throne, and the earth is His footstool (Daniel 2:20; Haggai 2:8; Isaiah 66:1, Psalm 50:10, 74:16, 95:5). The word of Jesus Christ, “our great God and Savior” and His power sustains all things in the world (Hebrews 1:3; Titus 2:13).

The SSL theory, based on the biblical principle of “consider one another as more important than yourselves,” was the theory's foundation (Philippians 2:3). Non-Christian leaders can practice this biblical mandate as well as Christian leaders. It is valid for managing the whole organization—its fiscal control; internal processes; customers; and, most importantly, building its employees through training and development to better serve the organization (Slavić & Berber, 2019). The advantage of SSL is that it highlights the difference in managing the totality

of the organization through managing:

- 1) organizational governance
- 2) applying a balanced scorecard and scaling the organization for innovation
- 3) having a distinct leadership purpose
- 4) promoting employee psychological well-being and empowerment
- 5) recruiting and hiring qualified, moral individuals
- 6) building an ethical community, and one of reciprocity
- 7) understanding and dealing with the future workforce of Millennials to reduce turnover
- 8) adhere to biblical concepts for leadership guidance

SSL manages the organization with biblical instructions to ensure all stakeholders' well-being.

Additionally, SSL focuses on the organization's sustainability for the benefit of future generations compared to SL, TL, and LMX. Research indicated that SSL is a composite of the positive attributes of SL, TL, and LMX. Davis et al. (1997) posited that the steward leader is pro-organizational; collectivistic; has an obligatory sense toward others; and places a higher value on the needs of the organization and its stakeholders than on self (Simpkins & Lemyre, 2018).

CHAPTER 3: RESEARCH METHOD

Overview

This quantitative study examined the relationship between SSL and its impact on employee work attitudes of POS, AC, OI, JE, and RI, which should reduce voluntary TI compared to SL, TL, and LMX leadership styles and their impact on the same employee work attitudes. The survey questionnaire directed to employed students via Liberty University Online Students Facebook (Liberty University Online Students) provided data for the multiple linear regression analysis. This study aimed to investigate and reveal the characteristic differences between the leadership styles mentioned above and learn if SSL is related to a more significant decrease in voluntary TI mediated by POS, AC, and OI moderated by ethical leadership behavior and organizational leadership commitment. This study also examined the relationships between SSL, SL, TL, and LMX leadership styles, and each leadership style's impact on organizational governance comprised of four constructs of employee work attitudes: POS, AC, OI, and JE, which was assumed to reduce negative voluntary TI. An integrative research review also revealed that SSL is a composite form of SL, TL, and LMX (See B3). To learn if an SSL theory was warranted and if SSL, compared to SL, TL, and LMX leadership styles, produces a more abiding employee experience of POS, AC, OI, and JE and reduces voluntary TI, utilizing Liberty University's Facebook of Liberty University Online Students (Liberty University Online Students) to assess employed students' opinions regarding the relationships between SSL and its impact on their POS, AC, OI, JE, and RI compared to the SL, TL, and LMX leadership styles was necessary. Quantitative data collected from survey questionnaires attempted to be analyzed using multiple linear regression analysis and multivariate analysis of variance (one-way MANOVA) to test the relationships between leadership styles (four independent variables) and

employee attitudes on each dependent variable of POS, AC, OI, JE, and RI. Variables were condensed into frequency distributions to organize data and arrange it more meaningfully to produce histograms for each leadership style and its corresponding measure of POS, AC, OI, and JE constructs. Z-scores revealed the spread between constructs to indicate the degree of spread and distribution with Pearson's r applied separately to each leadership style. A multivariate analysis of variance tested and compared the statistical significance of the effect of each leadership style and its effect on employee attitudes for RI. This study also introduced SSL as the amalgamated composite of SL, TL, and LMX leadership theories that impact all aspects of the organization's interests and as a new theory.

An SSL assessment using an integrative literature review as a research methodology revealed that the composite form of SSL from SL, TL, and LMX leadership characteristics in addition to organizational management principles and applying biblical stewardship (Bharadwaj et al., 2021; Jehanzeb, 2020; Qi, 2019; Snyder, 2019; Yogalakshmi & Suganthi, 2018). The integrative review facilitated new conclusions conceptualized through assessment, evaluation, and integration of the literature, culminating in a robust foundation in addressing research question one (Snyder (2019)). Snyder (2019) contended that the integrative review contributes to knowledge and theoretical development and is relevant as a research method. Although the integrative literature review is often considered a meta-analysis, it is distinct (Cronin & George, 2020). However, Cronin and George (2020) stated that sensemaking differs. Further, they posit that a meta-analysis conducts secondary statistics. In contrast, the integrative review is re-directed to provide interpretation and presentation as in building a bridge of the results supporting the author's position.

The contingency approach of SSL was utilized and applied to this quantitative

study to examine the impact of SSL, comprised of the composite characteristics of the SL, TL, and LMX leadership on employees' POS, their AC to the organization, OI, and JE with reduced turnover intentions.

Research Questions

RQ1: Is there a relationship between leadership styles—SSL, SL, TL, and LMX—and employee work attitudes of POS, AC, OI, JE, and RI?

H₀1: There is a relationship between leadership styles—SSL, SL, TL, and LMX—and employee work attitudes of POS, AC, OI, JE, and RI.

H_a1: There is no relationship between leadership styles—SSL, SL, TL, and LMX—and employee work attitudes of POS, AC, OI, JE, and RI.

RQ 2: Is there a significant difference between SSL's governance impact on POS, AC, and OI that increases JE and reduces voluntary TI compared to SL, TL, and LMX leadership styles moderated by leadership ethical behavior and leadership organizational commitment?

H₀2: There is a significant difference between SSL's governance impact on POS, AC, and OI that increases JE and reduces voluntary TI compared to SL, TL, and LMX leadership styles moderated by leadership ethical behavior and leadership organizational commitment.

H_a2: There is not a significant difference between SSL's governance impact on POS, AC, and OI that increases JE and reduces voluntary TI compared to SL, TL, and LMX leadership styles moderated by leadership ethical behavior and leadership organizational commitment.

RQ3: Does leadership style—stewardship—compared to SL, TL, and LMX predict more

positive employee work attitudes of POS, AC, OI, and JE and reduce voluntary RI?

H₀₃: Stewardship, compared to SL, TL, and LMX, predicts more positive employee work attitudes of POS, AC, OI, and JE and reduces voluntary RI.

H_{a3}: Stewardship compared to SL, TL, and LMX. LMX does not predict more positive employee work attitudes of POS, AC, OI, or JE and reduces voluntary RI.

Research Design

This study examined the relationship between SSL governance and its impact on employee work attitudes toward POS, AC, OI, and JE, assuming that SSL reduces voluntary TI in comparison to SL, TL, and LMX leadership styles and their impact on employee work attitudes to reduce voluntary TI. Data collected from employed Liberty University Online Students' survey questionnaires was analyzed using a quantitative methodology and analyzed by a statistical one-way MANOVA. Secondly, this study aimed to validate that Davis et al.'s (1997) stewardship theory lends to the credibility of the development of an SSL theory and that an SSL theory, in contrast to SL, TL, and LMX, might be a more thorough and robust method of developing employee POS, AC, OI, and JE leading to notable retention intentions and organizational stability. Third, the integrative review revealed that SSL is the composite of SL, TL, and LMX theories.

The data collected eventuated from each participant who completed the survey. The student flyer was available for two weeks, followed by a recruitment letter. Seven days after the recruitment letter, recipients were to complete the survey before the survey was closed. The survey was available for 30 days.

Because all of the participants were 20-year-old and older U.S. Liberty Online students, the sampling was an equiprobability sampling. Liberty University Online students employed for

at least six months and 30 credit hours from an accredited university qualified to participate in the study. A 5-point Likert scale consisted of four demographics and 23 statements regarding the impact of the direct leader with only one selection available. Data was collected anonymously from participant students via Liberty University's Online Student Facebook (Liberty University Online Students) regarding the leadership style of employed subordinate students outside of Liberty University for a minimum of six months and its impact on employed students' perceptions of POS, AC, OI, and JE impact, which amplifies RI.

Control variables were related to age—20-year-old employed subordinates having completed 30 undergraduate credit hours from an accredited university, being employed for at least six months outside of Liberty University, and being a U.S. citizen. Participants selected their gender, age, work position (department), and level of education beginning on page two of ten of the survey. Those not meeting the criterion listed above were not eligible to participate.

This study intended to employ a multiple linear regression analysis to estimate the relationships between the independent predictor variables (four leadership styles) and dependent variables (five employee work attitudes). A one-way MANOVA attempted to test group differences, compute, and evaluate employee voluntary TI in a cross-sectional study, and assess the relationship between SSL and its impact on the variables of POS, AC, OI, JE, and RI in comparison to SL, TL, and LMX leadership. Numerical survey data was analyzed using Pearson's r correlation coefficient. This correlation would establish the direction of the relationships and zero correlations. A priori analyses were used for the subordinate participant sample (See Appendix B6). For work attitudes, an a priori revealed that a one-tailed test would require a minimum of 56 participants with an effect size of 0.409 (pooled from work attitude

correlations) and $\alpha = .05$, rendered a power probability of 0.952 probability and critical t of 1.67 to reject the null hypothesis. A two-tailed a priori with $\alpha = .05$ gives a power probability of 0.951 and critical t of 2.00 for rejecting the null and will require a minimum of 67 participants (See Appendix B6a).

Data to estimate a pooled effect size was collected from the following researchers: Anwer and Rabi (2022), Asif et al. (2023), Bacha and Kosa (2022), Bendoly et al. (2021), Dahleez et al. (2020), Dechawatanapaisal (2018), Elsaied (2020), Fuchs (2021), Grego-Planer (2022), Gyamerah et al. (2022), Khalid et al. (2021), A. N. Khan et al. (2020), Kim and Vandenberghe (2021), Y. Liu et al. (2020), Peng et al. (2019), Sobaih et al. (2020), Yeşiltaş et al. (2020), and Zia et al. (2023).

The rationale for selecting an alpha level of .05 was that an alpha of .01 makes it difficult to reject the null hypothesis. However, an alpha of .05 makes rejecting the null easier and reduces the probability of a Type II error (Khan Academy, 2018; Martin & Bridgmon, 2012).

Pearson's r correlation coefficient measured and analyzed collected data for the strength and direction of a linear relationship between variables. The organization and arrangement of descriptive statistics, frequency distributions, and histograms for each leadership style and its corresponding measure of POS, AC, OI, JE, and RI constructs made the data more meaningful. A multiple linear regression analysis investigates leadership impacts on workplace constructs, and a Pearson's r computed each leadership style separately. A one-way MANOVA was used to test the statistical significance to compare the governance of leadership styles and their effect on employee attitudes (POS, AC, OI, JE) for RI.

Participants

After receiving IRB approval to carry out the proposed study, Cecily Anderson, the Liberty Online Students' Facebook page administrator was emailed and asked for permission to post the study link to the Facebook page (See Appendix B7). A link provided her the opportunity for perusal (https://liberty.co1.qualtrics.com/jfe/form/SV_6xwDkq3wP00kboG). Upon receiving her approval, the researcher recruited interested participants to complete the survey through invitation. All participants were recruited via Liberty University Online Student Facebook (Liberty University Online Student), inviting six-month or longer employed U. S. citizens, at least 20-year-old subordinate students with 30 credit hours from an accredited university to participate in the study and complete a survey consisting of one 5-point Likert style questionnaire ranging from 1 (strongly agree) to 5 (strongly disagree). The survey consisted of four demographic questions (gender, age, job position, level of education) and 23 statements regarding their manager's leadership style (with leadership style descriptions) and its impact on the employed student regarding their POS and AC, OI, JE, and RI. Participants' anonymity was protected when opening and submitting the study without a [waived] consent form. Participants were unknown to the researcher. The informed consent form was not required because this study was anonymous. The survey introduction instructed participants to read five pages of a survey information sheet and click next to proceed to the survey.

Study Procedures

As mentioned, a Facebook post was made on Liberty University's Online Student Facebook page (Liberty University Online Students) to recruit employed subordinate student participants through invitation (See Appendix B8). Therefore, the researcher found no association between the questionnaire and the participants' responses.

Two a priori analyses calculated appropriate sample sizes, effect sizes, statistical power,

power probability, and whether differences exist in pairs of mean ranks. SPSS Version 29 was used to evaluate the collected data.

The leadership styles of SSL, SL, TL, and LMX were entered as a measurement variable (scale item), as were subordinate attitudes of POS, AC, OI, JE, and RI, and analyzed by employing multiple linear relationships, a Pearson's r , and one-way MANOVA to compute and evaluate voluntary TI intentions. The statistical tests assessed the differences between leadership style and their impacts on POS, AC, OI, JE, and RI, as opined by employed subordinate students.

Instrumentation and Measurement

Surveys

The researcher used Liberty University's Online Student Facebook (Liberty University Online Students) was used to post two recruitment letters with a link to a survey questionnaire to student subordinate stakeholders to collect data to determine leadership (SSL, SL, TL, and LMX) practices that actualize subordinate POS, AC, OI, and JE to reduce voluntary TI. The survey questionnaire gathered data on SSL, SL, TL, and LMX impact on subordinate work attitudes of POS, AC, OI, JE, and RI.

Survey Questionnaires

In one 23-statement questionnaire, with definitions for SSL, SL, TL, and LMX and POS, AC, OI, JE, and RI for student subordinates, participants were requested to respond to one selected radio button on a five-point Likert scale (1 = strongly agree to 5 = strongly disagree) (See Appendix B9). This questionnaire was for direct reports only, i.e., subordinates, that best described the leadership style used by the person they report and how that style impacts their work attitude of POS, AC, OI, JE, and proposed RI. Twenty-three items from the POS, AC, OI, and JE measurement scales indicated the impact on RI.

Work Attitudes

The work attitudes of employed student subordinates initiated and affected by leadership style were the perceived feelings employees have toward attributes of the work environment (Khuwaja et al., 2020). These feelings shape the goals and desires that stakeholders want to achieve, for example, JS and the sense of well-being. Work attitudes can be positive or negative; therefore, organizations must strategize to create a favorable environment and develop positive attitudes in individuals. Nevertheless, work attitudes partly depend on individual dispositions and interpretations induced by POS (Srivastava & Agrawal, 2020).

Work Attitudes

Perceived Organizational Support

Perceived organizational support was measured using four items from Eisenberger et al.'s (1986) scale. Sample items read, “The organization values my contribution to its well-being” and “The organization cares about my well-being” (Eisenberger et al., 1986, p. 502).

Affective Commitment

Six items from Meyer and Allen (1984) were adapted to measure affective commitment. One sample read, “This organization has a great deal of meaning to me.”

Organizational Identification

Six items from Cheney’s (1982) scale were adapted to measure OI. A sample statement reads, “When my company achieves a goal, I am proud.”

Job Embeddedness

Four items from Crossley et al.'s (2007) Global Job Embeddedness Scale (GJES) measured JE and TI. Sample items will include, “I feel tied to this organization” and “I am too caught up in this organization to leave” (Crossley et al., 2007).

Retention Intentions

The Utrecht Work Engagement Scale (Schaufeli & Bakker, 2004) and Michaels and Spector's (1982) scales were adapted to measure four items related to RI. Both positive and negative RIs were included such as "I would be happy to spend the rest of my career with this organization," and "I would prefer to be working with another organization."

Tests

Employing a Pearson's r correlation was used to resolve if there is a relationship between the four leadership styles (SSL, SL, TL, and LMX) and their impact on employees' POS, AC, OI, and JE to determine RI moderated by ethical behavior and leadership organization commitment. A multiple regression analysis predicted leadership style on POS, AC, OI, and JE employee attitudes. Following a Pearson's r correlation, a one-way MANOVA concludes if there is a significant difference between SSL's governance impact on POS, AC, and OI that increases JE and reduces TI compared to SL, TL, and LMX leadership styles.

Validity and Internal Consistency

All scales analyzed evidence of criterion validity and internal consistency (reliability) using correlational research and Cronbach's (1951) alpha (Bonett & Wright, 2014). Finding high correlations will indicate that the scales were valid and, thus, also reliable.

Work Attitudes

Perceived Organization Support

Eisenberger et al.'s (1986) scale was used by Choi et al. (2022) to measure POS. Choi et al. confirmed that Cronbach's alpha (1951) reliability coefficient was 0.91. Validity was verified by Choi et al., who confirmed that Cronbach's alpha reliability coefficient was 0.87, and construct validity was validated by Hutchison (1997), remarking that Shore and Tetrick's (1991)

research found that Eisenberger et al.'s scale had good psychometric properties.

Affective Commitment

Meyer and Allen's (1986) scale measured AC. Choi et al. (2022) employed Meyer and Allen's scale and found that Cronbach's alpha (1951) reliability coefficient was 0.87, and AC was positively related to POS and social exchange relationships. Allen and Meyer (1996) verified significant findings of construct validity for affective, continuance, and normative commitment to the organization.

Organizational Identification

Collective OI is a social exchange, decision-making, and member interest that form the communication framework (Johnson et al., 1999). Accordingly, Cheney's (1982) organizational identification questionnaire (OIQ) scale was adapted to measure OI. Cheney based OI on Patchen's 1970 findings of common member characteristics, support and defense of the organization, and membership as a link with the organization, and was used with structured interview data (Cheney, 1983). Although not distinct, Cheney intimated that membership, loyalty, and similarity with the organization were discernible components of OI and content validity.

Other users reported the OIQ's content validity as high as 0.86 (Johnson et al., 1999). Cheney's (1983) OIQ reliability—the reproducible results across time and various researchers reveal consistency—was evaluated by Miller et al. (2000) and found to have reported reliabilities of $\alpha = .92$, $.94$, and $.94$ in three different measures. Miller et al. also shared that Corman's 1990 study revealed a reliability of $\alpha = .88$ for the OIQ, and Scott et al.'s 1999 found the reliability of $\alpha = .76$ to $.87$. Nonetheless, Miller et al. contend that the OIQ does not measure OI as envisioned.

Job Embeddedness

Crossley et al.'s (2007) Global Job Embeddedness Scale (GJES) was used to measure JE and TI in a study by Zhang et al. (2020), and how job crafting is significantly related to JE ($r = 0.37$, $p < 0.01$) and JS ($r = 0.50$, $p < 0.01$) that holds back an individual from voluntary turnover. Cronbach's alpha (1951) reliability coefficient was 0.92. Crossley et al.'s (2007) study "Development of a global measure of job embeddedness and integration into a traditional model of voluntary turnover" measured JE and TI. Moreover, they found evidence of construct validity of the GJES.

Retention (Voluntary Turnover) Intentions

Michaels and Spector (1982) supported Mobley et al.'s (1979) turnover study. Michaels and Spector revealed that consistency reliability (coefficient alpha) in their study for organizational commitment was 0.90, and leadership consideration (consideration of subordinate feelings, problems, and decision-making by subordinate) was 0.87. Turnover intentions related to OC were ($r = 0.61$), and JS were ($r = 0.68$).

Operationalization of Variables

Research revealed that SL, TL, and LMX impact POS, AC, OI, and JE variables, but to what degree? POS indicates to the employee that they are a valued contributor to the organization and that the organization will help them carry out tasks, intervene, and facilitate in stressful situations such as work overload and work-family conflict. Work overload and work-family conflict, in turn, induce negative constructs such as poor health outcomes (Brugha, 2015; Jehanzeb, 2020; Qi et al., 2019; Wattoo, 2018).

AC represents the employee's emotional attachment to the organization because of POS, which enhances positive performance outcomes (Yogalakshmi & Suganthi, 2018). When

employees experience POS and develop AC, they likely identify with their leader's OI and become embedded in the job (JE), and RIs are heightened (Marstand et al., 2021).

Variable One

Work Attitudes: POS, AC, OI, and JE are interval ratios. The quantitative variables of POS, AC, OI, and JE measured from self-rated scores utilized a 5-point Likert scale questionnaire. The employed student subordinates rated their direct supervisor's leadership style and experience in POS, AC, OI, and JE, with RI, on a 5-point Likert scale.

Variable Two

Leadership Styles: Subordinates selected the leadership style that best fits the styles of SSL, SL, TL, and LMX used by their direct supervisor. Leadership styles—SSL, SL, TL, or LMX—moderated by ethical leadership behavior and organizational leadership commitment are categorical variables measured by the researcher-created questionnaires.

Work Attitudes: POS, AC, OI, and JE are interval ratios. The quantitative variables of POS, AC, OI, and JE measured from self-rated scores utilized a 5-point Likert scale questionnaire. The employed student subordinates rated their direct supervisor's leadership style and experience in POS, AC, OI, and JE, with RI, on a 5-point Likert scale.

Variable Three

Stewardship Leadership: The composite components adapted from the SL, TL, and LMX leadership via an integrative review analyzed SSL as the amalgamated composite of SL, TL, and LMX. SSL's impact on POS, AC, OI, and JE indicated that SSL reduced turnover outcomes. The turnover intentions indicated SSL's effect on its relationship with POS, AC, OI, and JE. The leadership style and work attitude variables were on a ratio scale with categorical labels. They were measured by scores collected from the questionnaires for predictor and criterion variables

(See Appendix B10). Eisenberger et al.'s (1986) scale measured POS, Meyer and Allen (1984) measured AC, Crossley et al.'s (2007) Global Job Embeddedness Scale (GJES) measured JE and TI, Cheney (1982) measured employee and leadership OI commitment, and Cheney (1983) measured employee and leadership OI commitment measured employee work attitudes.

Data Analysis

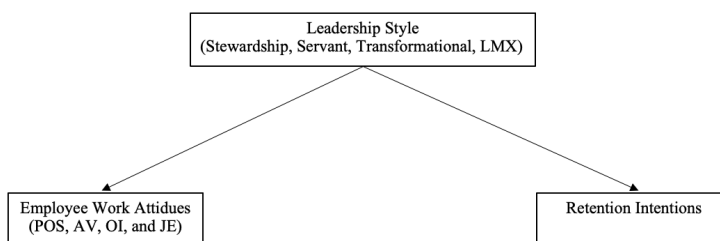
To extract information from the Qualtrics collected data to show if SSL was an advanced form of governance as a holistic style of leadership that affects the totality of the organization, and employee attitudes of POS, AC, OI, JE, on RI, IBM SPSS Version 29 analyzed data aggregation and the impact on retention by SSL, SL, TL, and LMX leadership from employees' experience of POS, AC, and OI. A multiple linear regression analysis revealed if there was a positive or negative correlation between each independent and dependent variable.

Pearson's r correlation was employed to investigate the prediction of leadership style on employee attitude of POS, AC, OI, and JE. For the multiple linear regression, POS, AC, OI, and JE were dependent variables, and independent variables were leadership styles—SSL, SL, TL, and LMX.

A multiple regression analysis investigated the strength of leadership style on subordinate attitudes of POS, AC, OI, and JE, thus producing a scatterplot. Pearson's r for this data analysis strategy investigated the correlation between the relationships between leadership styles and employee attitudes (POS, AC, OI, JE, and RI). Further, a Pearson's r correlation reflected the strength of the relationship between leadership styles and employee attitudes. A one-way MANOVA tested the statistical significance of leadership styles on POS, AC, OI, JE, and RI (See Figure 1).

Figure 1

Hypothesized Relationship Between Leadership Style, Employee Work Attitudes, and Retention Intentions



Delimitations, Assumptions, and Limitations

Delimitations

To analyze if leadership styles significantly impacted employee retention based on employee POS, AC, OI, and JE with TI, the control variables for delimitations were working for an organization outside of Liberty University for six months or longer, participant age was minimally 20 years old, and having 30 hours of undergraduate credit. Working length and age were necessary for the subordinate's awareness of the leadership style and to induce a sense of the leader's impact on their POS, AC, OI, JE, and RI. Thirty hours of credit validated that the participant earned 30 credit hours even if those hours were earned from another accredited university and was currently an enrolled student at Liberty University.

Assumptions

Assumptions from the survey questionnaires likely exposed the unexamined beliefs of respondents primarily because of unfamiliarity with the terms and the subject matter, such as social preferences of leadership. Because participants were guaranteed anonymity when submitting their completed survey, their submitted questionnaire was assumed to be truthful and honest. Other assumptions were the correlational trends of POS, AC, OI, JE, and TI. Paradigmatic assumptions revealed worldview assumptions that revealed how employed student subordinates relate to how they see themselves and the world (Brentnall & Higgins, 2022).

Limitations

Two threats to validity were that the sample needed to be more representative of the population. Only one university, Liberty University, was polled, and only those employed student subordinates' subjective views of POS, AC, OI, JE, and RI.

Summary

This study assumed that SSL would reveal an elevated form of governance as a holistic leadership style that affects the organization's totality and subordinate POS, AC, OI, and JE, thus reducing TI in comparison to SL, TL, and LMX leadership styles. The results intended that SSL is a composite of SL, TL, and LMX and to encourage leaders to apply the composite attributes of SL, TI, and LMX leadership with biblical principles incorporated in SSL that will foster a psychological state for subordinates where they experience POS, develop AC, and identify with the organization that reinforces JE and reduces voluntary turnover.

Liberty University's online student body participants were invited via Liberty University Online Student Facebook (Liberty University Online Students) to complete an online fillable survey questionnaire. All completed forms were submitted to a Liberty Qualtrics exclusive landing site to protect the anonymity of the participants. Subordinate participants identified their direct supervisor's leadership type. Participants answered 23 statement questions to identify their leader's impact on their POS, AC, OI, JE, and RI, four demographic questions, and one question to identify their direct supervisor's leadership style.

For data aggregation, SPSS, version 29 analyzed the impact of retention by SSL, SL, TL, and LMX leadership on subordinates' experience of POS, AC, and OI. Following a Pearson's *r* correlation, a multiple linear regression analysis investigated the prediction of leadership styles on subordinate attitudes of POS, AC, OI, JE, and RI, and a one-way MANOVA was employed.

CHAPTER 4: RESULTS

Overview

The primary purpose of this three-fold quantitative research study is to introduce SSL as a new theory. It was assumed to be an advanced and unique form of leadership governance, examining if SSL is a composite of SL, TL, and LMX leadership attributes and if SSL had a more significant impact on employee POS, AC, OI, J, and RI compared to SL, TL, and LMX leadership styles. The study examined the relationship between SSL and its impact on employee work attitudes of POS, AC, OI, and JE to reduce voluntary RI, compared to SL, TL, and LMX leadership styles, and their impact on the same employee attitudes and voluntary RI. SSL oversees the holistic activities of the organization, which was assumed to set it apart from SL, TL, and LMX leadership styles that primarily focus on employees' needs. It is also committed to ethical boundaries and biblical principles. Lastly, tests of leadership styles moderated by ethical leadership behavior and organizational leadership commitment of proposed SSL, SL, TL, and LMX examined the impact of POS, AC, OI, JE, and RI.

Three research questions guided this study. They were:

RQ1: Is there a relationship between leadership styles—SSL, SL, TL, and LMX—and employee work attitudes of POS, AC, OI, JE, and RI?

H_{01} : There is a relationship between leadership styles—SSL, SL, TL, and LMX—and employee work attitudes of POS, AC, OI, JE, and RI.

H_{a1} : There is no relationship between leadership styles—SSL, SL, TL, and LMX—and employee work attitudes of POS, AC, OI, JE, and RI.

RQ 2: Is there a significant difference between SSL's governance impact on POS, AC, and OI that increases JE and reduces voluntary TI compared to SL, TL, and LMX

leadership styles moderated by leadership ethical behavior and leadership organizational commitment?

H₀₂: There is a significant difference between SSL's governance impact on POS, AC, and OI that increases JE and reduces voluntary TI compared to SL, TL, and LMX leadership styles moderated by leadership ethical behavior and leadership organizational commitment.

H_{a2}: There is not a significant difference between SSL's governance impact on POS, AC, and OI that increases JE and reduces voluntary TI compared to SL, TL, and LMX leadership styles moderated by leadership ethical behavior and leadership organizational commitment.

RQ3: Does leadership style—stewardship—compared to SL, TL, and LMX predict more positive employee work attitudes of POS, AC, OI, and JE and reduce voluntary RI?

H₀₃: Stewardship, compared to SL, TL, and LMX, predicts more positive employee work attitudes of POS, AC, OI, and JE and reduces voluntary RI.

H_{a3}: Stewardship compared to SL, TL, and LMX. LMX does not predict more positive employee work attitudes of POS, AC, OI, or JE and reduces voluntary RI.

Before filing with Liberty University IRB, an anonymous survey was created using Qualtrics survey software. The data collection process began after receiving permission from the Liberty University Institutional Review Board (IRB) to collect a minimum of 56 participant data (one-tailed). Participants—employed U.S. student subordinates, 20 years old and older, employed longer than six months outside of Liberty University, and with at least 30 credit undergraduate credits—were recruited via Liberty University's Online Student Facebook (Liberty University Online Students). A total of seven Facebook posts were issued.

The body of the first recruitment post was an introduction to the doctoral requirements with a requirement letter (See Appendix B11) that contained a study information sheet similar to an informed consent form; however, because the study was anonymous, it did not require a signed consent form. Additionally, an explanation of leadership styles and employee work attitudes to identify one's leader and their effect on the employee's work attitudes were made available in the study (See Appendix B12). Nine surveys were submitted.

Seven days later, a second Facebook post contained more information in the body of the post—the study's title, requirements necessary to participate, a hyperlink to a 23 close-ended 5-point Likert questionnaire survey with four demographic selections, and leadership style and employee work attitudes definitions. One completed survey was collected.

Two more posts were made seven days and six days later, respectively, with the same information made previously available. However, after two surveys were submitted—an S.O.S. post was submitted asking for help to complete the survey. Ninety-seven survey completions were received. The last post was a thank you post with a deadline of six days until close of the availability of the survey and 36 more responses were received. A total of 157 Qualtrics survey responses were collected (See Appendix B13). One-hundred twenty-two participants completed a survey, 34 participants had no data, and one participant answered all 23 questions with the same selection. Therefore, 121 participants' responses were analyzed.

Descriptive Results

One hundred and fifty-seven ($n = 157$) participants opened the survey via ReCAPTCHA selection after reading a brief description of the study and participant requirements. One hundred twenty-two ($n = 122$) participants completed the study; 34 ($n = 34$) surveys were 100% incomplete, and one participant (ID Reference -79.2181), due to the participant answering

"strongly agree" on all 23 questions, was eliminated. Therefore, the responses of 121 participants ($n = 121$) were analyzed. The Qualtrics results of the Subordinate Survey revealed sample demographics of the respondent's gender, age, work role, level of education, and leader's leadership style (See Figure B13).

Demographics

Table 1 depicts the demographics of the sample analyzed using SPSS Version 29. The sample collected comprised 30 males (24.8%) and 91 females (75.2%), with participant ages ranging from 20 to over 50. Sixteen participants were 20 to 30 years old; 13.2%), 36 were 31-40 (29.8%), 53 were 41 to 50 (43.8%), and 16 were over age 50 (13.2%). Twenty-two participants ($n = 22$) worked in the executive suite (18.2%), 46 ($n = 46$) worked for a department manager (38.0%), and 53 ($n = 53$) worked for a supervisor (43.8%). Education levels consisted of 47 ($n = 47$) bachelor students with a minimum of 30 credits (38.8%), 67 ($n = 67$) master's students (55.4%), and seven doctoral students (5.8%). Twenty-five ($n = 26$) participants identified their leader as a stewardship leader (21.5%), 32 ($n = 32$) identified their leader as a servant leader (26.4%), 18 ($n = 18$) worked for a transformational leader (14.9%), and 45 ($n = 45$) identified their leader used a Leader-Member Exchange (LMX) leadership (37.2%).

Table 1

Sample Demographics

Demographic		Frequency	Percentage
Gender	Male	30	24.8
	Female	91	75.2
Age	20 to 30	16	13.2
	31 to 40	26	29.8
	41 to 50	53	43.8
	Over 50	16	13.2

Work Role	Executive Suite	22	18.2
	Department Manager	46	38.0
	Supervisor	53	43.8
Education Level	Bachelor	47	38.8
	Master	67	55.4
	Doctorate	7	5.8
Leader's Leader Style	Stewardship	26	21.5
	Servant	32	26.4
	Transformational	18	14.9
	Leader-member Xchange	45	37.2

Cronbach's Alpha

Twenty-three Likert survey questions used in the Subordinate Student survey were employed to measure a subordinate's impression of their leader's impact on their work attitudes of POS, AC, OI, JE, and RI. The questionnaire revealed a high level of internal consistency as Cronbach's alpha equaled $\alpha = .874$. The questionnaire's Reliability statistics met the required threshold (See Table 2).

Table 2

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.874	.870	23

Test of Normality

To test data distribution normality, a Kolmogorov-Smirnov test of normality for $n \geq 50$ indicated that SL was $p = 0.16$ and TL was $p = .006$. Data revealed a significant lack of fit distribution for the Kolmogorov-Smirnov. However, statistical data for SSL ($p = 0.81$)

and LMX ($p = .200$) were normally distributed (See Table 3 and Figure 2).

Table 3

Test of Normality

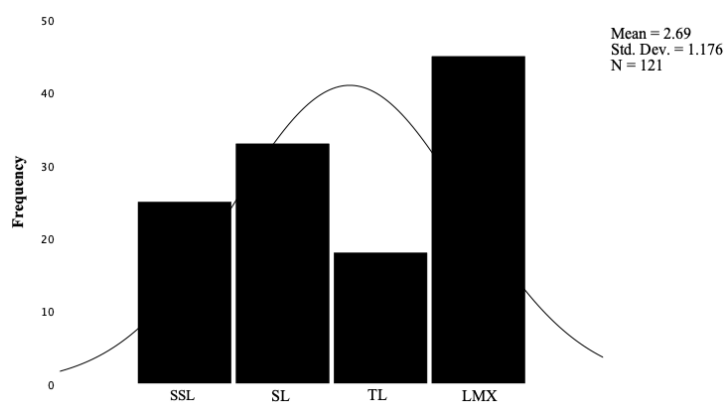
Work Attitudes	Leader's Leadership Style	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
	Stewardship	.164	25	.081	.927	25	.074
	Servant	.171	33	.016	.860	33	<.001
	Transformational	.243	18	.006	.729	18	<.001
	Leader-Member Xchg	.093	45	.200*	.955	45	.081

*. This is a lower bound of the true significance.

^a. Lilliefors Significance Correction

Figure 2

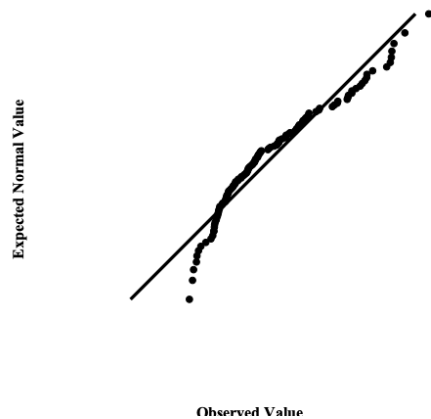
Histogram of Leadership Means Group



Additionally, a work attitude Q-Q plot was computed to reveal data points that are abnormal distribution of work attitudes—POS, AC, OI, JE, and RI— (See Figure 3).

Figure 3

Normal Q-Q Plots of Work Attitudes



MANOVA Assumptions

The intended statistical tests—Pearson's r and MANOVA had to be replaced with Spearman's Rho correlation and Kruskal Wallis H test because of violated assumptions of both Pearson's r and MANOVA.

MANOVA assumption #4, assumption #5, assumption #9, and assumption #10 were violated due to the rule that no multivariate outliers are permissible, there must be multivariate normality, variances and covariances must be similar, and the independent group must have homogeneity of variances. There are ten basic assumptions of a one-way MANOVA, according to Laerd Statistics (2013):

Assumption #1 There must be two or more continuous dependent variables.

Assumption #2 There must be one independent variable with two or more categorical, independent groups.

Assumption #3 A one-way MANOVA must have independence of observations.

Assumption #4 Univariate or multivariate outliers are not permissible.

Assumption #5 There must be a normal distribution (multivariate normality).

Assumption #6 Multicollinearity is not permissible.

Assumption #7 Linear relationships must exist between dependent variables for each

group in the independent variable.

Assumption #8 The sample size must be adequate.

Assumption #9 There must be similar variances and covariance.

Assumption #10 There must be equal variances between the independent group (homogeneity of variances).

Pearson's r Assumptions

Additionally, the proposed Pearson's r -coefficient correlation could not be computed to assess the relationships between leadership styles—SSL, SI, TL, and LMX—and their impact on work attitudes—POS, AC, OI, and JE that impact RI because Pearson's r assumption #4 and assumption #5 were violated due to the three significant outliers mentioned above, and lack of bivariate normality (Laerd Statistics, 2013). Laerd Statistics (2013) also points out that Pearson's r is sensitive to outliers. There are five assumptions of Pearson's r :

Assumption #1 Variables must be interval or ratio

Assumption #2 Variables must be paired

Assumption #3 A linear relationship is required between two variables

Assumption #4 Outliers must be kept to a minimum, but are discouraged.

Assumption #5 Bivariate normality must be satisfied for null hypothesis testing.

Bivariate Normality

According to Laerd Statistics (2013), assumption #5 mentioned above must be satisfied for Pearson's r testing, however, it was violated. To explore two sets of data—in this case pairing a leadership style to each work attitude to reveal the impact of the leadership style on the work attitude, a Bivariate normality analysis was computed on each dependent variable. Each figure visually shows that LMX had the greatest impact on each work attitude (See Figure 4 thru 4d).

Figure 4

Plot of Leadership Impact on POS Work Attitude

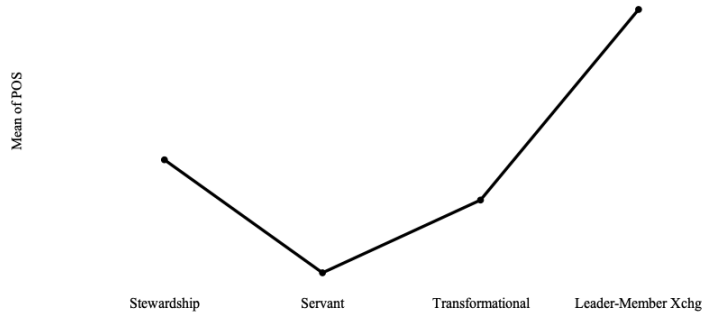


Figure 4a

Plot of Leadership Impact on AC Work Attitude

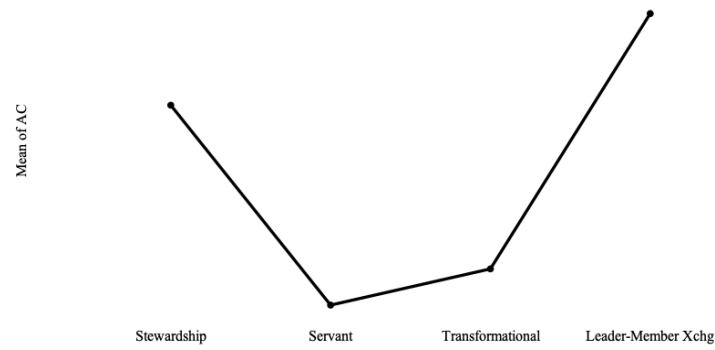


Figure 4b

Plot of Leadership Impact on OI Work Attitude

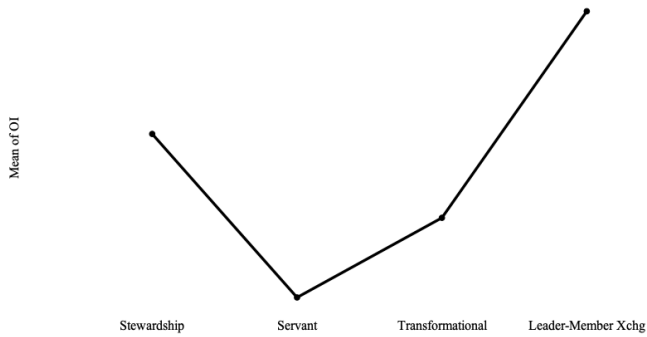


Figure 4c

Plot of Leadership Impact on JE Work Attitude

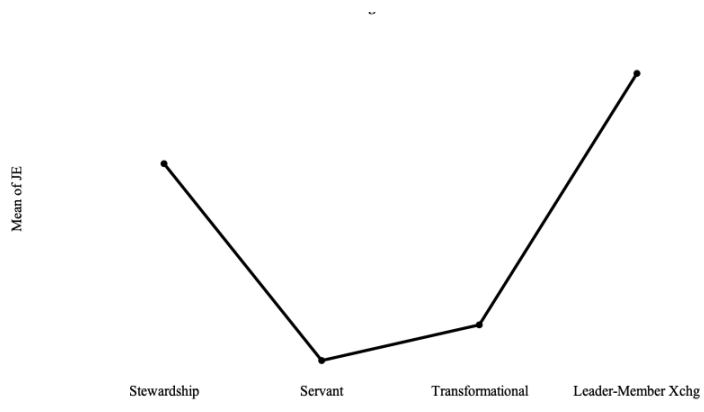
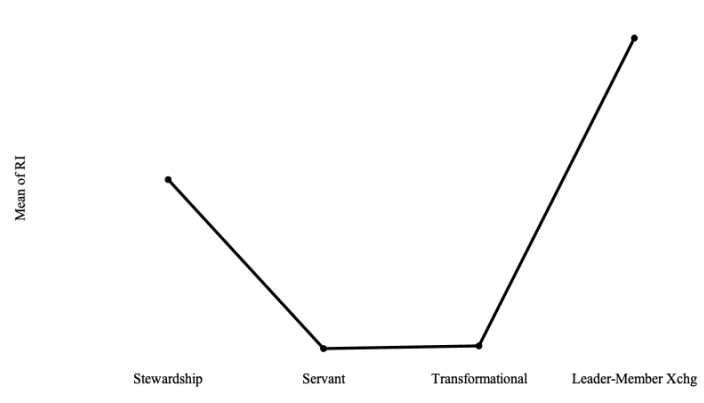


Figure 4d

Plot of Leadership Impact on RI Work Attitude



Outliers

Three outliers were identified in the SPSS Version 29 output received from the imported data Qualtrics survey data, two regarding OI, and one concerning JE. Outliers were discovered on line 20 (participant 2_QWTFzF), line 65 (participant R_1EWDYb), and line 122 (participant R_3hitxX) (See Table 4 and Figure 5).

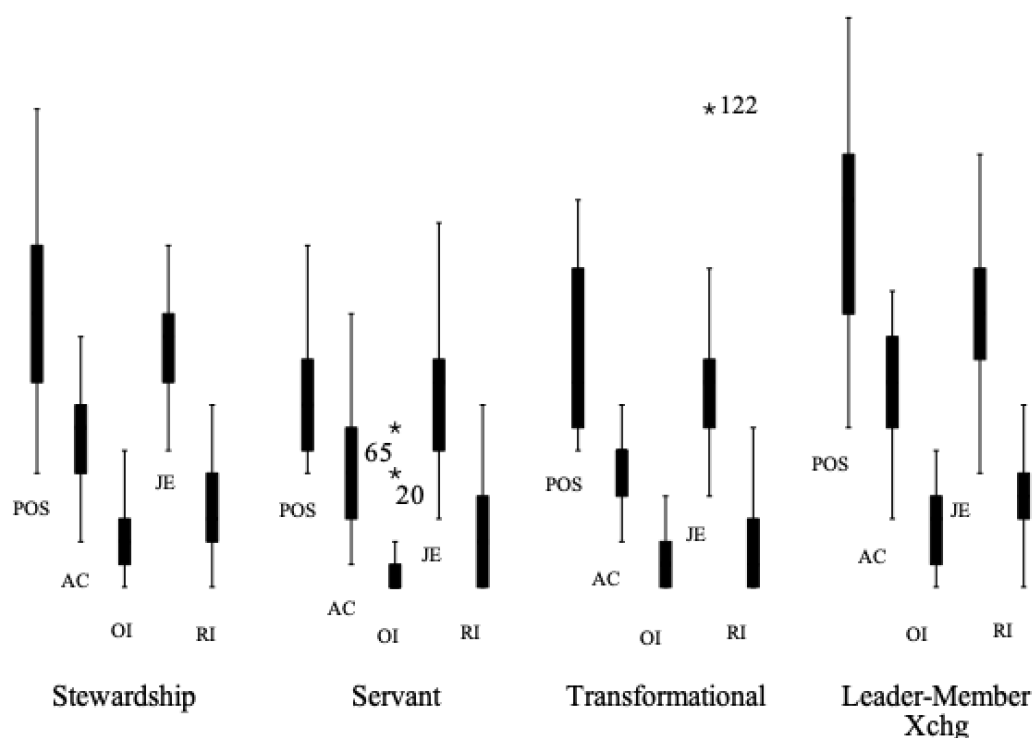
Table 4

Qualtrics Survey Work attitude outliers

Outliers by Qualtrics survey participant line number (See Appendix B13)					
	POS	AC	OI	JE	RI
SSL					
SL			20, 65		
TL				122	
LMX					

Figure 5

Qualtrics output of work attitude outlier



Spearman's *Rho*

Spearman's *Rho* does not require normal distribution, heteroscedasticity, continuous-level variables, or interval or ratio data. Therefore, a non-parametric Spearman's *Rho* correlation coefficient was computed to assess the monotonic relationship between employee work attitudes—POS, AC, OI, JE, RI, and the subordinate's leader's leadership style. Results revealed a moderate to weak positive monotonic relationship—POS $r_s(119) = .425, p < .001$

(moderate), AC $r_s(119) = .320, p < .001$ was positive but weak as were OI $r_s(119) = .310, p < .001$, JE $r_s(119) = .184, p .022$, and RI $r_s(119) = .251, p .003$, therefore, the alternative hypotheses fails to be rejected (See Table 5 and Figure 6).

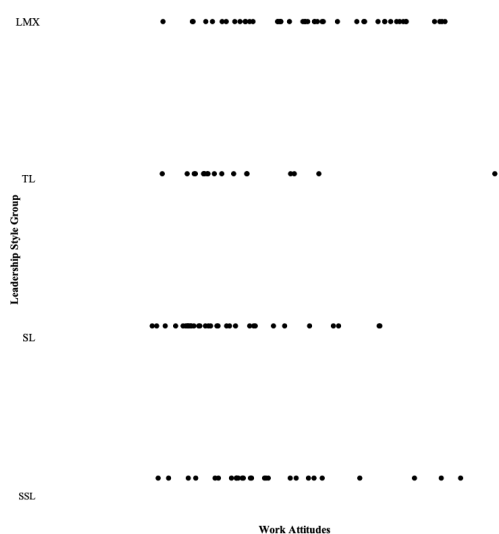
Table 5

Spearman's Rho Correlation Coefficient

		Leader's Leadership Style					
		POS	AC	OI	JE	RI	
Leader's Leadership Style	Correlation Coefficient	1.000	.425	.320	.310	.184	.251
	Sig. (1-tailed)	.	<.001	<.001	<.001	.022	.003
	N	121	121	121	121	121	121
POS	Correlation Coefficient	.425	1.000	.794	.707	.758	.717
	Sig. (1-tailed)	<.001	.	<.001	<.001	<.001	<.001
	N	121	121	121	121	121	121
AC	Correlation Coefficient	.320	.794	1.000	.710	.712	.630
	Sig. (1-tailed)	<.001	<.001	.	<.001	<.001	<.001
	N	121	121	121	121	121	121
OI	Correlation Coefficient	.310	.707	.710	1.000	.666	.669
	Sig. (1-tailed)	<.001	<.001	<.001	.	<.001	<.001
	N	121	121	121	121	121	121
JE	Correlation Coefficient	.184	.758	.712	.666	1.000	.654
	Sig. (1-tailed)	.022	<.001	<.001	<.001	.	<.001
	N	121	121	121	121	121	121
RI	Correlation Coefficient	.251	.717	.630	.669	.654	1.000
	Sig. (1-tailed)	.003	<.001	<.001	<.001	<.001	.
	N	121	121	121	121	121	121

Figure 6

Spearman's Rho Correlation Coefficient Scatterdot



Kruskal-Wallis Non-Parametric Test Assumptions

The Kruskal-Wallis test has four assumptions, none of which were violated:

Assumption #1: There is one ordinal dependent variable from a Likert ranking scale.

Assumption #2: The one independent variable of Leadership Style consists of at least three or four groups (SSL, SL, TL, and LMX).

Assumption #3: There cannot be a relationship (independence of variables) between the independent variables.

Assumption #4: A determination must be made if the distribution is the same or a different shape between the independent variables (SSL, SL, TL, and LMX).

Kruskal-Wallis Non-Parametric Test

A Kruskal-Wallis non-parametric test was selected to determine individual leadership impacts on POS, AC, OI, JE, and RI. The Kruskal-Wallis test compared four independent leadership styles, accepted non-normality of distribution, and was less sensitive to outliers (Laerd Statistics, 2013). It interpreted differences of distribution and means in each group (See Tables 6). It also ranked the four leadership styles in comparison to work attitudes from data collected on the Qualtrics Subordinate survey.

A Kruskal-Wallis test was computed to explore the impact on work attitudes by leadership style. There was a significant difference between the impact of leadership style on work attitudes of POS ($\chi^2(3, N = 21) = 41.0, p = <.001$), AC ($\chi^2(3, N = 121) = 28.16, p = <.001$), OI ($\chi^2(3, N = 121) = 28.12, p = <.001$), JE ($\chi^2(3, N = 121) = 14.87, p = .002$), and RI ($\chi^2(3, N = 121) = 21.171, p = <.001$). Statistical tests found that LMX significantly impacted all 5 work attitudes (See Table 6a).

Table 6

Kruskal-Wallis Test of Leadership Impacts on Work Attitudes

	POS	AC	OI	JE	RI
Kruskal-Wallis H	40.954	28.162	28.122	14.873	21.171
df	3	3	3	3	3
Asymp. Sig.	<.001	<.001	<.001	.002	<.001

^a Kruskal Wallis Test

^b Grouping Variable: Leadership Style Group

Table 6a

Kruskal-Wallis Rank Test

	Leadership Style Group	N	Mean Rank
POS	Stewardship	26	55.10
	Servant	32	37.55
	Transformational	18	48.14
	Leader-Member Xchg	45	86.23
	Total	121	
AC	Stewardship	26	58.29
	Servant	32	41.89
	Transformational	18	47.39
	Leader-Member Xchg	45	81.60
	Total	121	
OI	Stewardship	26	61.56
	Servant	32	40.30
	Transformational	18	48.78
	Leader-Member Xchg	45	80.29
	Total	121	
JE	Stewardship	26	63.94
	Servant	32	48.16
	Transformational	18	45.53
	Leader-Member Xchg	45	74.62
	Total	121	
RI	Stewardship	26	62.46
	Servant	32	45.92
	Transformational	18	43.67
	Leader-Member Xchg	45	77.81
	Total	121	

Kruskal-Wallis Non-Parametric Test Results

SPSS does not test the median in groups; therefore, a comparison of means is required to determine or support the shaped distributions to make a correct interpretation of the results, but first, a null hypothesis test must be computed (Laerd, 2013). The results of the Kuskall-Wallis

null hypothesis test revealed that the value of $p = <.001$ between the distribution of work attitudes was not the same across the leadership style categories which is less than $p = 0.05$. Therefore, statistics show there is a significant difference across $n = 4$ leadership styles on $n = 5$ work attitudes, $X^2 = (3)$, $N = 121$, $p = <.001$. The null hypothesis for RQ2 was rejected since SSL's leadership does not reduce TI compared to LMX leadership (See Table 7 and Figure 7).

Table 7

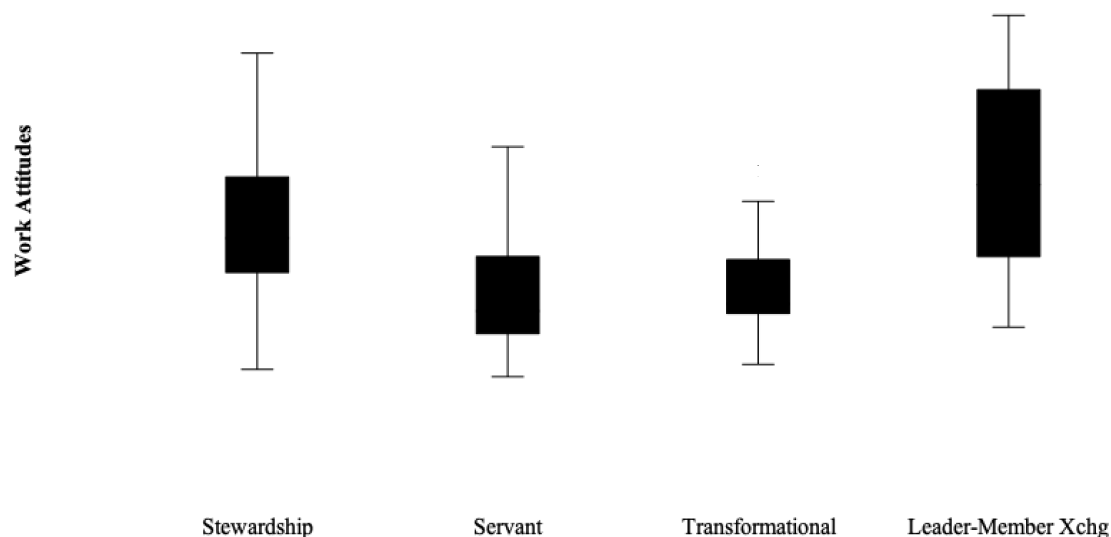
Null Hypothesis Test Summary

Total N	121
Test Statistic	27.514 ^a
Degree Of Freedom	3
Asymptotic Sig.(2-sided test)	<.001

^a The test statistic is adjusted for ties.

Figure 7

Kruskal-Wallis Test for Leadership Styles Group on RI



To analyze hypothesis RQ3, “Does leadership style—SSL—compared to SL, TL, and LMX predict more positive employee work attitudes of POS, AC, OI, JE, and RI,” the researcher

employed a Post Hoc test to assess the impact of leadership styles on each dependent work attitude variable to assess multiple comparisons (See Table 8). Post Hoc test results revealed that SSL, SL, and TL were insignificant regarding AC, OI, JE, and RI compared to LMX, which was significant in POS, $p = <.001$, OI, $p = <.001$, and RI $p = <.001$. LMX was significant in JE, $p = .006$. Therefore, the null hypothesis failed to be rejected.

Comparing Mean Ranks with Pairwise Comparisons

To compare mean ranks, Pairwise Comparisons were computed. Results indicated a significant difference between SL-TL $p = .686$ and SSL-LMX $p = .046$ (See Table 8 and Figure 8).

Table 8

Pairwise Leadership Multiple Comparisons

Sample 1-Sample 2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig. ^a
Servant-Transformational	-4.181	10.334	-.405	.686	1.000
Servant-Stewardship	21.894	9.260	2.364	.018	.108
Servant-LeaderMemberXchg	-39.119	8.110	-4.823	<.001	.000
Transformational-Stewardship	17.714	10.754	1.647	.100	.597
Transformational-LeaderMemberXchg	-34.939	9.782	-3.572	<.001	.002
Stewardship-LeaderMemberXchg	-17.225	8.640	-1.994	.046	.277

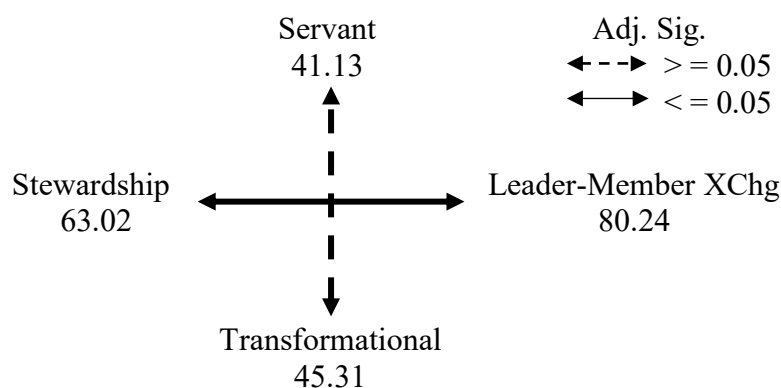
Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same.

Asymptotic significances (2-sided tests) are displayed. The significance level is .050.

^a Significance values have been adjusted by the Bonferroni correction for multiple tests.

Figure 8

Pairwise comparisons of Leadership Styles



Study Findings

Statistical tests reveal that LMX is superior to SSL, SL, and TL in effecting positive employee work attitudes of POS, AC, OI, JE, and RI.

Therefore, RQ1, based on statistical tests, concluded there is not a relationship between leadership styles—SSL, SL, TL, and LMX—and employee work attitudes of POS, AC, OI, JE, and RI. Therefore, RQ1 failed to be rejected.

There was a significant difference between SSL's governance impact on POS, AC, and OI that increases JE and reduces voluntary TI compared to SL, TL, and LMX leadership styles moderated by leadership ethical behavior. RQ2 was rejected.

Additionally, SSL—compared to SL, TL, and LMX—did not predict more positive employee work attitudes of POS, AC, OI, and JE and reduced voluntary RI. RQ3 failed to be rejected.

Summary

Contrary to the hypothesis that SSL, in comparison to SL, TL, and LMX styles since SSL is committed to the employees' needs more so than the holistic organization, SSL was assumed to be a superior form of leadership that favorably impacts POS, AC, OI, JE, resulting in positive voluntary RI. SSL was also considered distinctly different from SL, TL, and LMX governance since the SSL leader is committed to ethical boundaries and biblical principles. Although LMX does not always oversee the holistic activities of the organization, it is similar to SSL, except that LMX is not committed to ethical boundaries and biblical principles. However, statistical tests reveal that LMX is superior to SSL, SL, and TL in effecting positive employee work attitudes of POS, AC, OI, JE, and RI.

Therefore, RQ1, based on statistical tests, it is concluded there is not a relationship between leadership styles—SSL, SL, TL, and LMX—and employee work attitudes of

POS, AC, OI, JE, and RI. Therefore, RQ1 failed to be rejected.

There was a significant difference between SSL's governance impact on POS, AC, and OI that increases JE and reduces voluntary TI compared to SL, TL, and LMX leadership styles moderated by leadership ethical behavior. RQ2 was rejected.

Additionally, SSL—compared to SL, TL, and LMX—did not predict more positive employee work attitudes of POS, AC, OI, and JE and reduced voluntary RI. RQ3 failed to be rejected.

CHAPTER 5: DISCUSSION

Overview

The primary purpose of this three-fold quantitative research study aimed to introduce SSL as a new theory assumed to be an advanced and unique form of leadership governance in comparison to SL, TL, and LMX leadership styles, evaluate if SSL is the composite of SL, TL, and LMX leadership attributes, and test how SSL leadership style significantly affected employee work attitudes of POS, AC, OI, JE, resulting in voluntary RI more so than SL, TL, and LMX. Three research questions were analyzed.

RQ1: Is there a relationship between leadership styles—SSL, SL, TL, and LMX—and employee work attitudes of POS, AC, OI, JE, and RI?

H_{01} : There is a relationship between leadership styles—SSL, SL, TL, and LMX—and employee work attitudes of POS, AC, OI, JE, and RI.

H_{a1} : There is no relationship between leadership styles—SSL, SL, TL, and LMX—and employee work attitudes of POS, AC, OI, JE, and RI.

RQ 2: Is there a significant difference between SSL's governance impact on POS, AC, and OI that increases JE and reduces voluntary TI compared to SL, TL, and LMX leadership styles moderated by leadership ethical behavior and leadership organizational commitment?

H_{02} : There is a significant difference between SSL's governance impact on POS, AC, and OI that increases JE and reduces voluntary TI compared to SL, TL, and LMX leadership styles moderated by leadership ethical behavior and leadership organizational commitment.

H_{a2} : There is not a significant difference between SSL's governance impact on POS, AC,

and OI that increases JE and reduces voluntary TI compared to SL, TL, and LMX leadership styles moderated by leadership ethical behavior and leadership organizational commitment.

RQ3: Does leadership style—stewardship—compared to SL, TL, and LMX predict more positive employee work attitudes of POS, AC, OI, and JE and reduce voluntary RI?

H₀3: Stewardship, compared to SL, TL, and LMX, predicts more positive employee work attitudes of POS, AC, OI, and JE and reduces voluntary RI.

H_a3: Stewardship compared to SL, TL, and LMX. LMX does not predict more positive employee work attitudes of POS, AC, OI, or JE and reduces voluntary RI.

Summary of Findings

The analysis of hypothesis RQ1—"Is there a relationship between leadership styles SSL, SL, TL, and LMX—and employee work attitudes of POS, AC, OI, JE, and RI?" revealed that the null failed to be rejected. Tests did not indicate there is a significant relationship between leadership styles SSL, SL, TL, and LMX—and employee work attitudes of POS, AC, OI, JE, and RI.

The analysis of hypothesis RQ2—"Is there a significant difference between SSL's governance impact on POS, AC, and OI that increases JE and reduces voluntary TI compared to SL, TL, and LMX?" revealed that the null hypothesis was rejected. There is a significant difference between SSL's governance impact on POS, AC, and OI that increases JE and reduces voluntary TI. Tests revealed LMX have a significant impact on POS, AC, OI, and JE that reduces voluntary TI.

The analysis of hypothesis RQ3 compared SSL to SL, TL, and LMX in having a more positive impact on employee work attitudes. Results revealed SSL predicted SSL does not

predict more positive employee work attitudes, therefore the null failed to be rejected.

Leadership style—LMZ—predicted a more positive employee work attitudes of POS, AC, OI, and JE, and reduced voluntary RI.

Discussion of Findings

This study aimed to propose that SSL was a superior form of leadership that positively induced employee work attitudes more so than SL, TL, and LMX leadership styles, thus reducing voluntary turnover. The Qualtrics survey findings suggest that some employees found their managers supportive and expressed their commitment to the organization through reduced absenteeism, irrespective of leadership style, while others vehemently disagreed. The Qualtrics survey also revealed that all leadership styles compared to Chapter 2 research literature were in sync. However, this study did not contribute to an understanding of the SSL construct theory, yet SSL did align with the biblical foundations outlined in Chapter 2 according to collected data.

Although the literature review revealed that SSL develops a positive work climate, statistical tests showed that LMX develops a positive work climate more so than SSL, SL, and TL. LMX induces an increase in employee work attitudes of POS, AC, OI, and JE, leading to increased voluntary RI. Therefore, we can deduce that the in-group of LMX is more committed to the leader and the organization than SSL, SL, and TL, with TL being the least to contribute to employee RI.

Implications

The findings of this study are helpful in practice for leadership in various types of organizations to enhance employee participation and performance to create more innovation that will add an organizational competitive edge in the marketplace. Further, the findings will benefit the scientific community since the principles discovered can be applied to organizations and

varied groups of people, such as families and volunteers to improve work and home life. The findings do promote that numerous individuals working together as one unit will accomplish set organizational goals irrespective of leadership style.

Limitations

Threats to validity were that the sample needs to be representative of the population, meaning that more than one polled university could cause the results to be more realistic of the popular culture.

Only the subjective view, rather than the objective, of employed student subordinates regarding POS, AC, OI, JE, and RI was possibly biased. A reminder to abstain from bias would likely curtail any negativity of the manager.

Other relevant limitations to the study were the probable relationship between the direct manager and the subordinate based on the outlook of the subordinate, i.e., their personality. Are subordinates primarily negative or positive? Are they critical or complimentary? What is their level of self-efficacy concerning their performance? Lastly, what is the respondent's worldview?

Recommendations for Future Research

Future research would benefit by adding personality questions in the survey to determine the subordinate's outlook regarding their bias or affection toward their direct manager's fitness or employment style, the organization's practiced culture, the level of the subordinate's spirituality, and their worldview. The questionnaire failed to address the values held by the participants. Further, other individual organizations with seasoned employees and additional academic institutions with employed U.S. students should be surveyed because they will expand the findings.

Summary

The implications of this study statistically revealed that SSL does not qualify as a standalone leadership style, as assumed, nor is it superior to LMX in organizational governance based on biblical precepts of stewardship. This was indeed a surprise from the literature review. According to Davis et al., stewardship places a higher value on the organization and others' needs than on the self, similar to the nature of SL. Carradus et al. (2018) added that leaders who recognize God the Son as the authoritative guide for their behavior have a mindset of SSL. Additionally, the steward is committed to the entire organization (Davis et. al., 1997). Several other authors agree that SSL is the answer to building and maintaining thriving organizations that induce employee innovation that give the organization a competitive edge in the marketplace (Domínguez-Escrig et al., 2018). Although Davis et al. (1997) introduced the concept of stewardship leadership in organizations opposed to the agency theory that focuses solely on the owner's interests is evident today from the number of large organizations with several investors.

Additionally, several researchers claimed that vital stakeholder leaders must account for their organizational actions to return a service or product to the outside community while protecting God's creation. Although protecting the earth's resources is the trend among several organizations today, this is likely due to the pressure applied by climate and animal preservation promoters.

Carradus et al. also note that when leaders integrate SSL into the organization, they elicit reciprocal stewardship from others. However, the statistics calculated in this study implied that LMX leadership is the most advantageous leadership for reducing negative voluntary RI and inducing positive employee work attitudes, yet it did not address values held by the participant.

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APPENDIX A TABLE

Table 1A*Work Attitudes Answer Key*

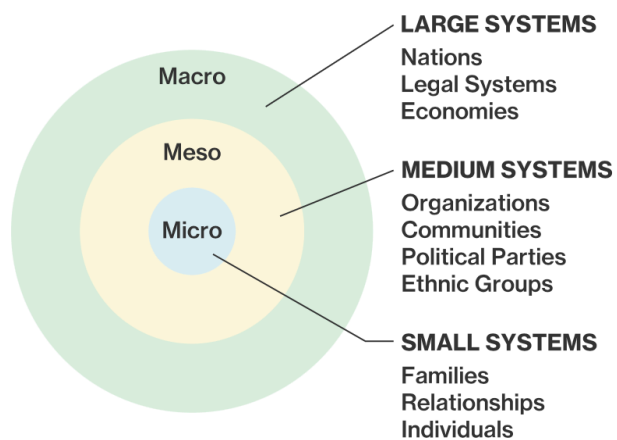
*SQ	*WA		1	2	3	4	5
1	AC	My supervisor causes me to feel very loyal to the organization I am employed for					
2	POS	Because of my direct supervisor I am seldom absent from work					
3	-RI	Because of my direct supervisor, I would prefer to be working for a different organization					
4	JE	Because of my direct supervisor I enjoy my job so much, I do not want to stop working					
5	OI	When my organization achieves a goal, I am proud					
6	POS	My direct supervisor and the organization I work for values my contribution					
7	RI	Because of my direct supervisor I would be happy to spend the rest of my career with my organization					
8	OI	I find that my values and the values of my direct supervisor and organization are very similar					
9	JE	I am motivated to stay in my organization because of the unavailability of jobs at this time					

10	AC	-I would seek help from my direct supervisor if I had a personal problem					
11	- RI	Because of my direct supervisor it would be easy for me to leave this organization					
12	AC	My direct supervisor provides me with opportunity to move up the ranks					
13	JE	My direct supervisor and this organization are genuinely concerned about employee personal development					
14	RI	-I expect to be working for my current employer one year from now					
15	POS	My direct supervisor gives me the opportunity to have work-balance					
16	POS	My direct supervisor inspires me to think differently					
17	POS	My direct supervisor and the organization would forgive an honest mistake on my part					
18	JE	I enjoy working with the people in my organization					
19	- RI	-I would feel very happy about working for another direct supervisor					
20	AC	-I simply could not leave the organization that I work for					
21	- RI	I am actively looking for another job					
22	POS	-My direct supervisor seeks advice from subordinates concerning organizational strategy					
23	JE	I am deeply satisfied in my work role					

*SQ Survey Question

*WA Work Attitude

APPENDIX B: FIGURES

Figure B1*Macro, Meso, Micro Socio-ecological Analysis*

(Simpkins & Lemyre, 2018)

Figure B2

Organizational stewardship's composite of servant, transformational, and LMX characteristics

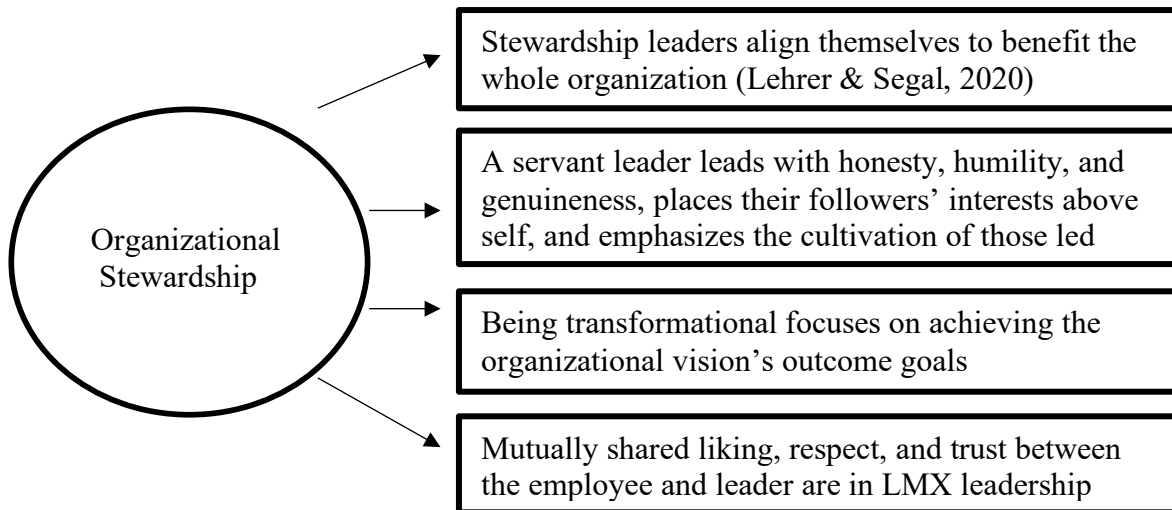


Figure B3

Leadership characteristic dimensions

	Stewardship leadership	Servant	Transformational	Leader-member exchange
Leadership approach	SSL manages team members and resources to honor the organization's owner [God] , and is vision specific, motivating, and sets attainable trackable, goals.	The SL makes sure that members needs are satisfied and that they have an opportunity to pursue self-growth.	The TL inspires greater confidence in their followers through support and recognition.	The LMX concentrates on building dyadic relationships to build relational trust and subordinate confidence.
Strengths	Intrinsic, altruistic, responsible, accountable to God, shows respect, and sacrifices self for the good of others.	Good listener, empathetic, committed to subordinate needs, and put needs of subordinates above self.	Encourages new experiences and development opportunities, mentors subordinates, inspires subordinate motivation	Empowers subordinates through vertical dyadic relationships, shares power and knowledge with subordinates in the ingroup.
Primary goal	The steward leader manages the organization's activities to reach defined goals.	The SL focuses on subordinates and prioritizes their needs above themselves.	Changes subordinate way of thinking through motivation, so they are able to accomplish more than they can imagine.	The LMX's goal is to build dyadic relationships that help subordinates to become valued employees.

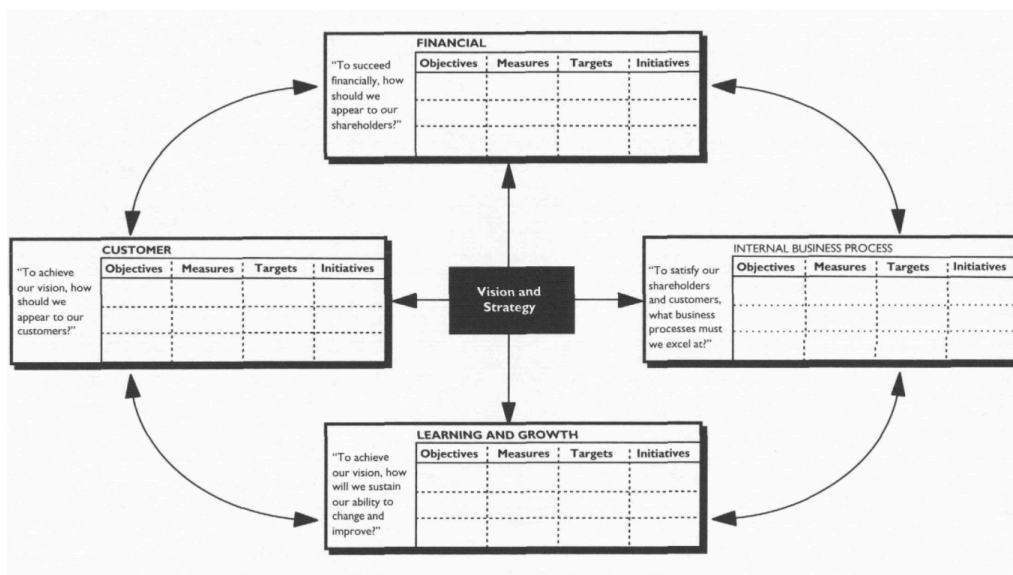
Figure B4

SSL Composite of SL, TL, and LMX



(Monzani et al., 2021)

Figure B5

Balanced Scorecard

(Kaplan & Norton, 1996)

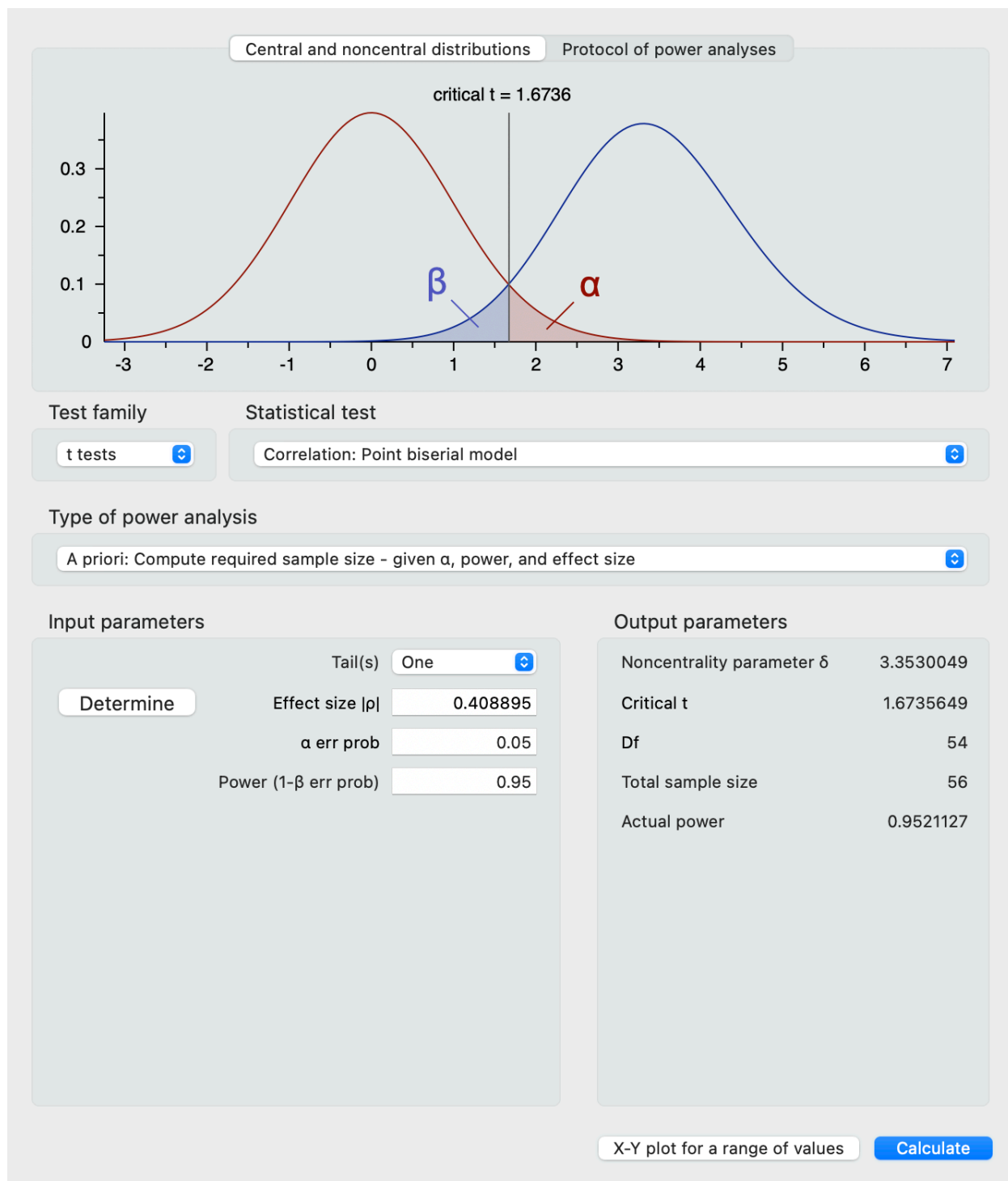
Figure B6*A one-tailed a priori*

Figure B6a

A two-tailed a priori

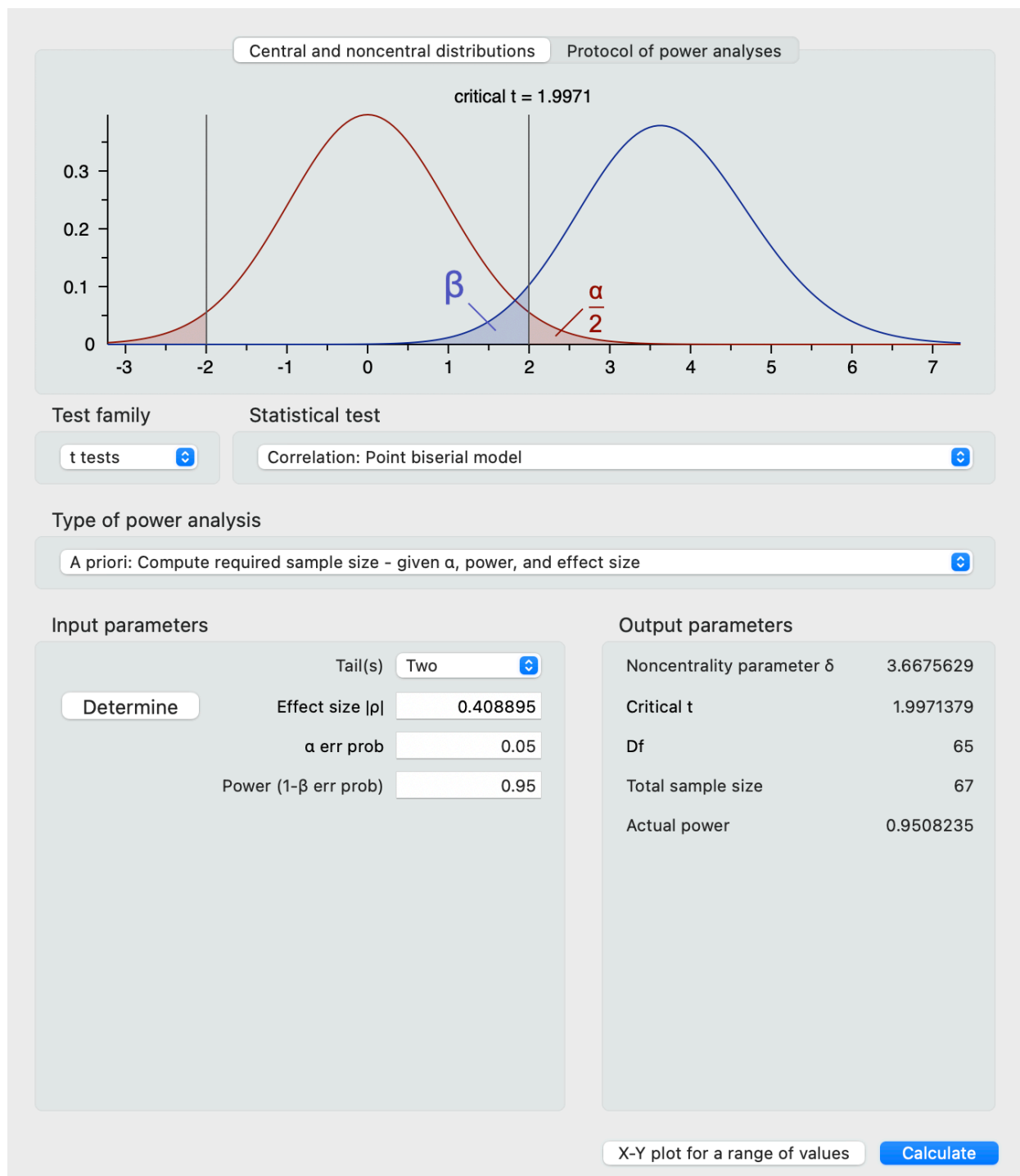
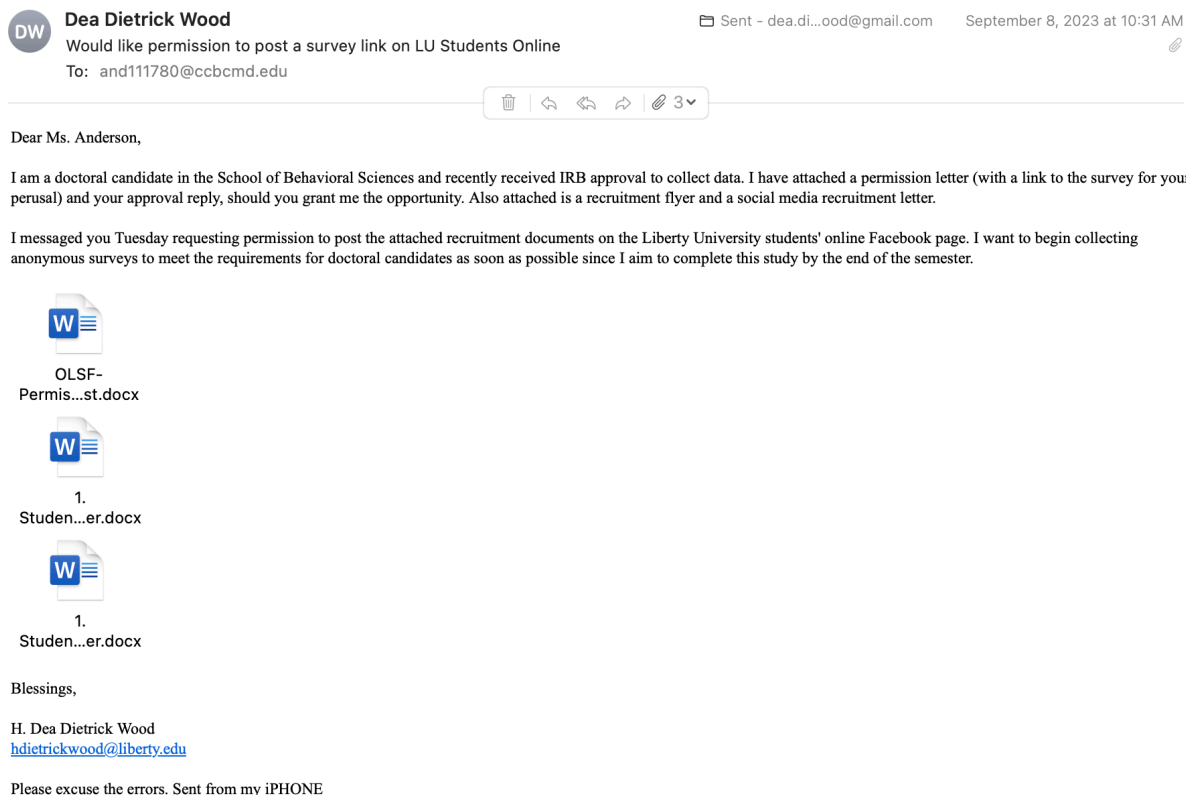


Figure B7*Letter of Permission request to conduct a research study*

OLSF Permission Request

September 5, 2023

Administrator Cecily Anderson

Liberty University Online Students' Facebook page

Dear Ms. Anderson,

As a graduate student in the psychology department/School of Behavioral Sciences at Liberty University, I am conducting research as part of the requirements for a doctoral degree. The title of my research project is Applying stewardship leadership that impacts employee work attitudes to reduce voluntary turnover, and the purpose of my research is:

1. To investigate if a new leadership theory (stewardship leadership) is warranted.
2. To examine if stewardship leadership is a composite form of servant, transformational, and leader-member exchange leadership.
3. To test if stewardship leadership has a greater impact on employee-perceived organizational support, affective commitment, organizational identification, job embeddedness, and retention intentions compared to servant leadership, transformational leadership, and leader-member exchange leadership (definitions are in the survey).

I am writing to request your permission to post a recruitment post to invite members of the Liberty University Students Online Facebook community to participate in an anonymous 27 selection, online survey powered by Qualtrics. Please [click here](#) to peruse a copy of the Qualtrics powered anonymous survey.

Participants will be asked to complete the attached survey below. The data collected will be used to test if stewardship leadership is superior to the individual theories of servant, transformational, and leader-member exchange leaders in reducing voluntary turnover. Participants will be presented with information about the study prior to participating. Taking part in this study is completely voluntary, and participants are welcome to discontinue participation at any time.

Thank you for considering my request. If you choose to grant permission, please respond by email to hdietrickwood@liberty.edu. A permission response letter document is attached below for your convenience.

Sincerely,



H. Dea Dietrick Wood

Doctoral candidate

L31584760

Your Letterhead

Date

H. Dea Dietrick Wood

Doctoral candidate at Liberty University [REDACTED]

After careful review of your research proposal entitled Applying stewardship leadership that impacts employee work attitudes to reduce turnover, we have decided to grant you permission to post your student survey recruitment fly and recruitment letter to collect data for your study on the Liberty University Online Students Facebook page.

You will supply Liberty University Online Students Facebook administrators with two attachments for posting:

[Student_Recruitment_flyer](#)

[Social_Media_Recruitment_letter](#)

Sincerely,

Cecily Anderson

Administrator

Liberty University Online Students Facebook page

Permission Response

**Anderson, Cecily A.**

Inbox - dea....wood@gmail.com September 8, 2023 at 10:44 AM

Re: Would like permission to post a survey link on LU Students Online

To: Dea Dietrick Wood



Hello,

Thanks so much for contacting me by email. You have my permission to post your recruitment documents on my Liberty FB page.

We wish you the best of luck with your research as well as your program!

A strong proponent of servant leadership,

Cecily

Cecily Alexis Anderson, Adjunct Professor
Community College of Baltimore County
School of Writing, Literacy, and Languages
CCBC. The incredible value of education.



Figure B8*Subordinate Recruitment Flyer*

Research Participants Needed

Applying stewardship leadership that impacts employee work attitudes

to reduce voluntary turnover

Are you 20 years of age or older?

Are you a U.S. online student at Liberty University?

Are you employed in a subordinate role?

Have you been employed for six months or longer?

Do you have 30 hours of undergraduate credits from an accredited university?

If you answered **yes** to the questions listed above, you are eligible to participate in a voluntary research study.

The purpose of this research study is to determine if a proposed theory of stewardship leadership is an advanced and unique form of leadership governance as compared to servant leadership, transformational leadership, and leader-member exchange leadership in promoting positive employee work attitudes to deter voluntary turnover.

Participants will be asked to complete a five to eight minute online anonymous survey. If you would like to participate, please click here

https://liberty.co1.qualtrics.com/jfe/form/SV_6xwDkq3wP00kboG to view and complete the survey.

A consent document is provided on the first page of the survey. Because participation is anonymous, you will not sign the consent form. After you have read the consent form, please proceed to the survey, complete and return the survey. Doing so will indicate that you have read the consent information and would like to take part in the study.

Sincerely,

A black rectangular redaction box covering the signature of Harriet (Dea) Dietrick Wood.

Harriet (Dea) Dietrick Wood


Doctoral candidate in the School of Psychology at Liberty University. Liberty is conducting this study. Please contact  or at IRB@ Liberty University for more information.

Figure B9*Subordinate Questionnaire***Student survey**

Start of Block:

You are invited to participate in this important leadership research study! I am studying leadership styles that impact employee work attitudes that reduce voluntary turnover. I am particularly interested in stewardship leadership, a proposed new theory compared to servant, transformational, and leader-member exchange, and their impact on employee work attitudes that reduce voluntary turnover.

For this study, you will be presented with information relevant to leadership styles that impact work attitudes and retention intentions. Then, you will be asked to answer 23 statements about how your current leader's style impacts your work attitude.

Your responses will be completely anonymous. This study should take approximately five to eight minutes to complete. Your participation in this research is voluntary. You have the right to withdraw at any point during the study for any reason. If you choose to withdraw from the study, please exit the survey and close your internet browser. Your responses will not be recorded or included in the study.

The Principal Investigator of this study is Harriet (Dea) Dietrick Wood, who can be contacted at [REDACTED]. By selecting the reCAPTCHA below, you acknowledge the following:

- Your participation in the study is voluntary.
 - You know that you may terminate your participation anytime for any reason.
 - You are 20 years of age or older.
 - You are an online Liberty University student in the U.S.
 - You have been employed for at least six months outside of Liberty University in a part or full-time subordinate role in any field or career.
 - You have earned at least 30 undergraduate credit hours.
 - Before you proceed to the survey, please complete the captcha below.
-

Because this study is anonymous, you are not required to submit an informed consent form. However, please read this Survey Information sheet in its entirety and click next to proceed to the survey.

[Study Information Sheet.docx](#)

End of Block:

Start of Block: Proceed to the survey

Start of Block: Survey

Please download this employee work attitude definition sheet for your reference.

[Leadership style and employee work attitudes definitions.docx](#)

Select the leadership definition that best describes the person you report to:

- Stewardship Leadership** – Steward leaders position themselves to benefit the whole organization and articulate the organization’s vision and mission, establishing governance and policies that guide several specific strategies of the organization for sustainability. The steward leader focuses on the organization’s totality, employees’ well-being and development through training, and community-centered for collective betterment. (1)
- Servant Leadership** – The servant leader is dedicated to helping employees achieve positive outcomes by creating a positive work environment. They lead with honesty, humility, and genuineness, place their followers above themselves, and direct attention to the development of those led. They encourage and value followers, empower them, strengthen them, and provide performance opportunities. (2)
- Transformational Leadership** – The transformational leader is responsive, empowering, and inspires followers to exceed required expectations. They focus on helping every member of the team succeed. They inspire individual growth, instill confidence, and work toward a common goal based on the trust, respect, and admiration of those they lead. (3)
- Leader-Member Exchange (LMX)** – The LMX leader focuses on the direct relationship between the leader and follower. The LMX leader can positively affect subordinates by inviting them to participate in decision-making or negative effects if the leader tends to form

in-groups and out-groups that favor employees in the in-group and disfavor those in the out-group. (4)

Let us talk about you. What is your gender?

- Male (1)
 - Female (2)
 - Non-binary male/female (3)
 - Prefer not to say (4)
-

What age group are you in?

- 20 to 30 (1)
 - 31 to 40 (2)
 - 41 to 50 (3)
 - Over 50 (4)
-

Your work role is in which department?

- The executive suite (1)
 - For a department manager (2)
 - For a supervisor (3)
-

What is your current level of education?

- Bachelor with at least 30 credit hours (1)
 - Masters (2)
 - Doctorate (3)
-

Q1 My supervisor causes me to feel very loyal to the organization I am employed for:

- Strongly agree (1)
 - Somewhat agree (2)
 - Neither agree nor disagree (3)
 - Somewhat disagree (4)
 - Strongly disagree (5)
-

Q2 Because of my direct supervisor I am seldom absent from work

- Strongly agree (1)
 - Somewhat agree (2)
 - Neither agree nor disagree (3)
 - Somewhat disagree (4)
 - Strongly disagree (5)
-

Q3 Because of my direct supervisor, I would prefer to be working for a different organization

- Strongly agree (1)
 - Somewhat agree (2)
 - Neither agree nor disagree (3)
 - Somewhat disagree (4)
 - Strongly disagree (5)
-

Q4 Because of my direct supervisor I enjoy my job so much, I do not want to stop working

- Strongly agree (1)
 - Somewhat agree (2)
 - Neither agree nor disagree (3)
 - Somewhat disagree (4)
 - Strongly disagree (5)
-

Q5 When my organization achieves a goal, I am proud

- Strongly agree (1)
 - Somewhat agree (2)
 - Neither agree nor disagree (3)
 - Somewhat disagree (4)
 - Strongly disagree (5)
-

Q6 My direct supervisor and the organization I work for values my contribution

- Strongly agree (1)
 - Somewhat agree (2)
 - Neither agree nor disagree (3)
 - Somewhat disagree (4)
 - Strongly disagree (5)
-

Q7 Because of my direct supervisor I would be happy to spend the rest of my career with my organization

- Strongly agree (1)
 - Somewhat agree (2)
 - Neither agree nor disagree (3)
 - Somewhat disagree (4)
 - Strongly disagree (5)
-

Q8 I find that my values and the values of my direct supervisor and organization are very similar

- Strongly agree (1)
 - Somewhat agree (2)
 - Neither agree nor disagree (3)
 - Somewhat disagree (4)
 - Strongly disagree (5)
-

Q9 I am motivated to stay in my organization because of the unavailability of jobs at this time

- Strongly agree (1)
 - Somewhat agree (2)
 - Neither agree nor disagree (3)
 - Somewhat disagree (4)
 - Strongly disagree (5)
-

Q10 I would seek help from my direct supervisor if I had a personal problem

- Strongly agree (1)
 - Somewhat agree (2)
 - Neither agree nor disagree (3)
 - Somewhat disagree (4)
 - Strongly disagree (5)
-

Q11 Because of my direct supervisor it would be easy for me to leave this organization

- Strongly agree (1)
 - Somewhat agree (2)
 - Neither agree nor disagree (3)
 - Somewhat disagree (4)
 - Strongly disagree (5)
-

Q12 My direct supervisor provides me with opportunity to move up the ranks

- Strongly agree (1)
 - Somewhat agree (2)
 - Neither agree nor disagree (3)
 - Somewhat disagree (4)
 - Strongly disagree (5)
-

Q13 My direct supervisor and this organization is genuinely concerned about employee personal development

- Strongly agree (1)
 - Somewhat agree (2)
 - Neither agree nor disagree (3)
 - Somewhat disagree (4)
 - Strongly disagree (5)
-

Q14 I expect to be working for my current employer one year from now

- Strongly agree (1)
 - Somewhat agree (2)
 - Neither agree nor disagree (3)
 - Somewhat disagree (4)
 - Strongly disagree (5)
-

Q15 My direct supervisor gives me the opportunity to have work-balance

- Strongly agree (1)
 - Somewhat agree (2)
 - Neither agree nor disagree (3)
 - Somewhat disagree (4)
 - Strongly disagree (5)
-

Q16 My direct supervisor inspires me to think differently

- Strongly agree (1)
 - Somewhat agree (2)
 - Neither agree nor disagree (3)
 - Somewhat disagree (4)
 - Strongly disagree (5)
-

Q17 My direct supervisor and the organization would forgive an honest mistake on my part

- Strongly agree (1)
 - Somewhat agree (2)
 - Neither agree nor disagree (3)
 - Somewhat disagree (4)
 - Strongly disagree (5)
-

Q18 I enjoy working with the people in my organization

- Strongly agree (1)
 - Somewhat agree (2)
 - Neither agree nor disagree (3)
 - Somewhat disagree (4)
 - Strongly disagree (5)
-

Q19 I would feel very happy about working for another direct supervisor

- Strongly agree (1)
 - Somewhat agree (2)
 - Neither agree nor disagree (3)
 - Somewhat disagree (4)
 - Strongly disagree (5)
-

Q20 I simply could not leave the organization that I work for

- Strongly agree (1)
 - Somewhat agree (2)
 - Neither agree nor disagree (3)
 - Somewhat disagree (4)
 - Strongly disagree (5)
-

Q21 I am actively looking for another job

- Strongly agree (1)
 - Somewhat agree (2)
 - Neither agree nor disagree (3)
 - Somewhat disagree (4)
 - Strongly disagree (5)
-

Q22 My direct supervisor seeks advice from subordinates concerning organizational strategy

- Strongly agree (1)
 - Somewhat agree (2)
 - Neither agree nor disagree (3)
 - Somewhat disagree (4)
 - Strongly disagree (5)
-

Q23 I am deeply satisfied in my work role

- Strongly agree (1)
- Somewhat agree (2)
- Neither agree nor disagree (3)
- Somewhat disagree (4)
- Strongly disagree (5)

End of Block: Survey

Start of Block: Submit the survey

Figure B10

Predictor variables and criterion variables

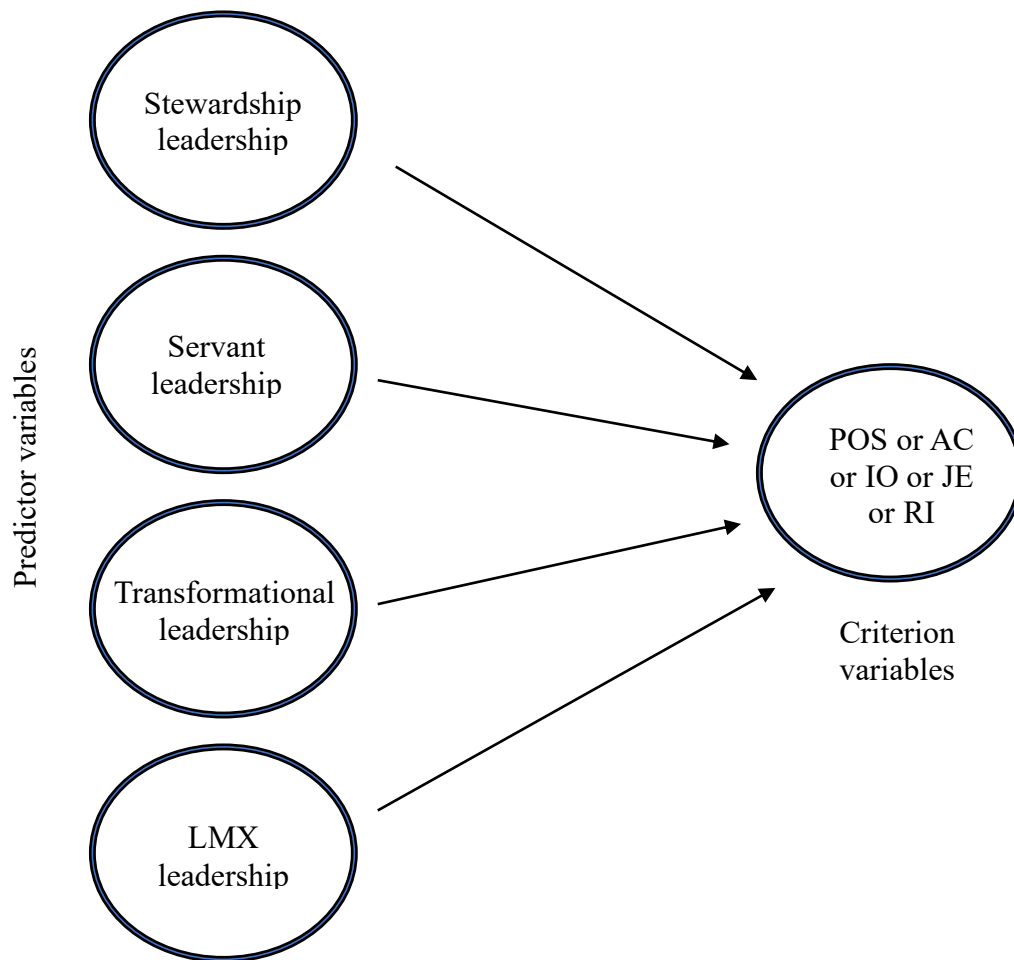


Figure B11

Study Information Sheet

Title of the Project: Applying Stewardship Leadership That Impacts Employee Work Attitudes to Reduce Voluntary Turnover.

Principal Investigator: Harriet (Dea) Dietrick Wood, Doctoral Candidate, School of Behavioral Sciences, Liberty University

Invitation to be Part of a Research Study

You are being invited to take part in a research study. To participate, you must be a Liberty University online student in the U.S., employed for at least six months in a part or full-time subordinate work role in any field or career outside of Liberty University, be a minimum of 20 years of age or older, be a U.S. citizen, and have earned at minimum 30 undergraduate credit hours.

Please take time to read this entire document and ask questions before deciding whether to take part in this research.

What is the study about and why is it being done?

The purpose of the study is three-fold:

1. To investigate if a new leadership theory is warranted (stewardship leadership).
2. To examine if stewardship leadership is a composite form of servant leadership, transformational leadership, and leader-member exchange leadership.
3. To test if stewardship leadership has a greater impact on employee perceived organizational support, affective commitment, organizational identification, job

embeddedness, and retention intentions more so than servant leadership, transformational leadership, and leader-member exchange leadership described below to reduce voluntary turnover.

The anticipated results of this study are intended to encourage leaders to apply the characteristics of servant leadership, transformational leadership, and leader-member exchange leadership that form a composite of stewardship leadership and assumed to foster a psychological state for employees where they perceive organizational support, develop affective commitment, and identify with the organization that reinforces job embeddedness and reduces voluntary turnover. Definitions of these terms are linked and downloadable in the survey.

Definitions

Stewardship Leadership – Steward leaders position themselves to benefit the whole organization and share the organization’s vision and mission, establish governance and policies that guide several specific strategies of the organization for sustainability. The steward leader’s focus is on the totality of the organization, employees’ well-being and development through training, and are community-centered for collective betterment.

Servant Leadership – The servant leader is dedicated to helping employees achieve positive outcomes by creating a positive work environment. They lead with honesty, humility, and genuineness, place their followers above self, and direct attention to the development of those led. They encourage and value followers, empower them, strengthen them, and provide performance opportunities.

Transformational Leadership – The transformational leader is responsive and empowering, and inspires followers to move beyond required expectations. They focus on helping every member of the team succeed. They inspire individual growth, instill confidence, and work toward a

common goal based on the trust, respect, and admiration of those they lead.

Leader-Member Exchange (LMX) – The LMX leader focuses on the direct relationship between the leader and follower. LMX can have a positive effect on subordinates as they participate in decision-making, or a negative one if the leader tends to form in-groups and out-groups that favor some and not others.

Perceived organizational support – Perceived organizational support is the employee's awareness that the organization values their contribution and cares about their well-being. This positive attitude of being organizationally supported spills over into the family, enriching family life.

Affective commitment – Affective commitment is defined as an employee's positive emotions revealed to supervisors, colleagues, and customers.

Organizational identification – Employee organizational identification (OI) is when employees adopt the organization's identity, aligning themselves with the organization's values and goals. OI is a sense of connection and having values compatible with the organization.

Job embeddedness – Job embeddedness is a theory that proposes impactful and circumstantial influences motivate employees' sacrifice to stay in their job or location.

Retention Intentions – The employee's intention to stay with the organization, or intentions to leave.

What will happen if you take part in this study?

If you agree to be in this study, complete the survey.

Your responses to this survey will be anonymous. All survey data will be kept in a locked password-protected computer locked in a cabinet in the personal possession of the researcher.

How could you or others benefit from this study?

Participants should not expect to receive a direct benefit from taking part in this study.

Benefits to organizations and society include a leadership style that has a vested interest in organizational sustainability, benefitting employee's well-being, their families, and community.

What risks might you experience from being in this study?

The expected risks from participating in this study are minimal, which means they are equal to the risks you would encounter in everyday life.

How will personal information be protected?

The records of this study will be kept private. Research records will be stored securely, and only the researcher will have access to the records.

Participant responses *to this online survey* will be anonymous.

Is study participation voluntary?

Participation in this study is voluntary. Your decision whether to participate will not affect your current or future relations with Liberty University. If you decide to participate, you are free to withdraw at any time prior to submitting the survey without affecting those relationships.

What should you do if you decide to withdraw from the study?

If you choose to withdraw from the study, please exit the survey and close your internet browser. Your responses will not be recorded or included in the study.

Whom do you contact if you have questions or concerns about the study?

The researcher conducting this study is Harriet (Dea) Dietrick Wood. You may ask any questions you have now. If you have questions later, **you are encouraged** to contact her at [REDACTED] or [REDACTED]. You may also contact the researcher's faculty sponsor, Dr. Gilbert Franco at [REDACTED].

Whom do you contact if you have questions about your rights as a research participant?

If you have any questions or concerns regarding this study and would like to talk to someone other than the researcher, **you are encouraged** to contact the IRB. Our physical address is Institutional Review Board, 1971 University Blvd., Green Hall Ste. 2845, Lynchburg, VA, 24515; our phone number is 434-592-5530, and our email address is irb@liberty.edu.

Disclaimer: The Institutional Review Board (IRB) is tasked with ensuring that human subjects research will be conducted in an ethical manner as defined and required by federal regulations. The topics covered and viewpoints expressed or alluded to by student and faculty researchers are those of the researchers and do not necessarily reflect the official policies or positions of Liberty University.

Before agreeing to be part of the research, please be sure that you understand what the study is about. You can print a copy of this document for your records. If you have any questions about the study later, you can contact the researcher using the information provided above.

Figure B12

Leadership and Work Attitude Definition

Definitions**Leadership Definitions**

Stewardship Leadership – Steward leaders position themselves to benefit the whole organization and share the organization’s vision and mission, establishing governance and policies that guide several specific strategies of the organization for sustainability. The steward leader’s focus is on the totality of the organization, employees’ well-being, and development through training, and are community-centered for collective betterment.

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Leader-Member Exchange (LMX) – The LMX leader focuses on the direct relationship between the leader and follower. LMX can have a positive effect on subordinates as they participate in decision-making, or a negative one if the leader tends to form in-groups and out-groups that favor some and not others.

Employee Work Attitudes

Perceived organizational support – Perceived organizational support is the employee's awareness that the organization values their contribution and cares about their well-being. This positive attitude of being organizationally supported spills over into the family, enriching family life.

Affective commitment – Affective commitment is defined as an employee's positive emotions revealed to supervisors, colleagues, and customers.

Organizational identification – Employee organizational identification is when employees adopt the organization's identity, aligning themselves with its values and goals. Organizational identification is a sense of connection and having values compatible with the organization.

Job embeddedness – Job embeddedness is a theory that proposes impactful and circumstantial influences that motivate employees' sacrifice to stay in their job or location.

Retention Intentions – Retention intention is the employee's intention to stay with the organization or leave.

Figure B13

Qualtrics Results of Subordinate Survey

[Qualtrics Results of Subordinate Survey](#)