THE RELATIONSHIP BETWEEN SERVANT LEADERSHIP, SUPPORTIVE WORK

ENVIRONMENT, AND TECH EMPLOYEES' MENTAL WELL-BEING

By

Parsa Peykar

A Dissertation Presented in Partial Fulfillment

of the Requirements for the Degree

Doctor of Philosophy

Liberty University

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ABSTRACT

This research explored the relationship between servant leadership, supportive work environment, and mental well-being of tech employees. Understanding this relationship is crucial as the technology ("tech") industry faces high stress levels and burnout rates, potentially affecting employee's performance and retention. This quantitative, cross-sectional study surveyed 90 tech employees to examine the relationship between servant leadership, supportive work environment, and employees' mental well-being. Participants completed a demographic questionnaire, the Servant Leadership Questionnaire (Liden et.al, 2008), Work Environment Scale (Tsai et al.,2015), and Mental Health Continuum Short Form (Keyes, 2002). A series of regression analyses were conducted to understand the relationship between servant leadership, supportive work environment, and tech employees' mental well-being. The results of the study showed that both servant leadership and a supportive work environment positively predict mental well-being of tech employees revealing that both servant leadership and a supportive work environment likely enhance employees' mental well-being. This study demonstrates servant leadership and supportive work environment have positive correlation in relation to tech employees' mental well-being, providing a foundation for more effective leadership strategies and organizational practices in the high-stress tech industry.

*Keywords:* servant leadership, supportive work environment, mental well-being

**Dedication**

I dedicate this to my Heavenly Father who has led me to the life of service and has been with me in ups and downs. Also, to my earthly father who has been an example to follow.

## Acknowledgments

I want to express my thanks to Dr. Gilbert Ernesto Franco, my dissertation's chair, for his support, valuable guidance, and insightful feedback during the dissertation process. I'm also grateful to Dr. Stacey Gaines, another member of my dissertation committee for her input, constructive feedback, and attention to details. Dr. Gaines's expertise and thoughtful perspectives have significantly enriched my research and personal growth.

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CHAPTER 1: INTRODUCTION TO THE STUDY

**The Relationship Between Servant Leadership, Supportive Work Environment, and Tech**

**Employees' Mental Well-Being**

Servant leadership is widely recognized for its emphasis on prioritizing the needs and welfare of followers (Rivkin et al., 2014). This leadership style has implications for the mental well-being and job satisfaction of employees garnering interest in business circles alike. The study explored the relationship between servant leadership and a supportive work environment to the mental well-being of tech employees drawing insights from scientific and biblical perspectives. It aimed to uncover how practicing servant leadership and a supportive work environment can positively influence the mental well-being of technology employees.

Given the challenges faced by tech industry workers such as deadlines, rapid technological changes and an ever-changing environment focusing on servant leadership within this context is crucial (Moen et al., 2016). The principles of leadership which emphasize empathy, support and empowerment provide a framework to address these challenges effectively. By prioritizing the mental well-being of tech employees and creating a nurturing work environment, servant leadership practices can help reduce stress and prevent burnout ultimately enhancing employee's mental well-being (Wu et al., 2019).

Furthermore, servant leadership plays a role in fostering innovation and creativity in technology companies. Through empowering staff, promoting dialogue, and building a culture of trust, servant leaders can inspire technology professionals to think outside the box and offer insights that drive organizational achievements. The principles of leadership aid in retaining and engaging employees which are crucial elements for long term organizational progress. By prioritizing staff growth and creating avenues for advancement servant leaders can nurture a

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workforce that is dedicated contented and driven to contribute towards objectives. Ultimately embracing servant leadership in the tech industry not only improve employees' mental well-being but also cultivates an environment of innovation, engagement and success amidst the ever-evolving competitive industry landscape.

In the world of servant leadership, empathy plays a major role in creating a work environment that's supportive and caring for everyone involved (Jha & Bhattacharya 2021). Leaders who exhibit behaviors such as active listening and meeting employee's needs are better equipped to grasp their team member's feelings and experiences which can build trust and foster open communication (Chughtai, 2018). This sense of emotional security empowers employees to voice their concerns and difficulties without the fear of repercussions. Research by Ahmed et al. (2023) suggested that employees who see their leaders as empathetic tend to experience levels of stress and anxiety. The ability of leaders to nurture such an atmosphere is essential in promoting mental well-being outcomes, for all team members.

Servant leaders prioritized empowering their team members by giving them the autonomy to make decisions, which fosters a sense of ownership and accountability. This approach leads to job satisfaction and helps in reducing burnout. Alahbabi et al. (2023) studied how increased autonomy affects employee well-being and found that those who feel they have control over their work's experience improved mental well-being. Trust from leaders in their teams' capabilities promotes a sense of fulfillment reduces stress and enhances mental well-being in the workplace.

Compassion plays a role in leadership as it significantly impacts employees' engagement and satisfaction with their work (Buck, 2019). Leaders who show compassion create a work environment where employees feel appreciated and valued. Research by Jha and Bhattacharya

(2021) highlighted that servant leadership increases employee's commitment to the organization. Servant leadership was associated with exhaustion levels and higher work engagement (Johnson & Rohde 2022). The compassionate approach of leaders fosters a sense of belonging and support, among team members positively influencing their mental well-being.

Promoting a shared sense of purpose and value within a company is often seen in servant leaders. This aspect of leadership encourages a sense of purpose, which positively impacts the mental well-being and job satisfaction of employees (Lu et al., 2020). Understanding servant leadership's relationship to employee's mental well-being and guiding leadership development programs is crucial for organizations. Focusing on empathy, empowerment, and compassion in leadership creates a culture that values care, and support (Dooley et al., 2020). Adopting servant leadership principles can help organizations build a workforce leading to enhanced performance, creativity and employee retention.

Leaders who demonstrate qualities like humility, empowerment, and compassion create a work environment that reduces stress and enhances employees' mental well-being (Giolito et al., 2021). Also, according to Westbrook et al. (2022) servant leadership significantly contributes to employees' satisfaction, engagement levels, and decreased exhaustion. These research findings offer insights into the influence of leadership practices on the psychological well-being of employees.

## Background

In the context of servant leadership, there is a connection to the teachings of Jesus Christ which emphasizes qualities such as humility, selflessness and compassion towards others. A passage from Mark 10:45 illustrates Jesus selfless service as a model for leadership; "For even the Son of man came not to be ministered unto but to minister and to give his life a ransom for many" (King James Bible, 1769/2017). Similarly in Matthew 23:11 Jesus encourages his

disciples to adopt a servant's attitude by prioritizing the mental well-being of others over themselves; "He that is greatest among you shall be your servant" (King James Bible, 1769/2017).

Robert K. Greenleaf's work in "The Servant as Leader" has shaped the accepted definition of servant leadership within the business realm. Greenleaf's concepts highlighted how leading with a servant mindset can lead to the mental well-being of followers, aligning with the biblical principles of selflessness and concern for others. Christian scholars and writers have also underscored the importance of servant leadership in fostering employees' mental well-being and cultivating a more compassionate work environment.

By blending research and biblical principles, this study has highlighted the relationship between servant leadership and mental well-being of tech employees. The empirical data drawn from studies underscored the importance of having empowering and compassionate leaders to nurture a positive work environment. The model of leadership shown in the teachings of Jesus Christ has values that are part of the foundation of servant leadership. Both research and biblical lessons showcase how servant leadership has a strong positive correlation to mental well-being of employees. The empathetic, empowering, and compassionate approach of leaders fosters an environment that encourages growth reduces stress levels and boosts job satisfaction (Ruiz Palomino et al., 2022). Implementing these principles in leadership practices can foster a thriving work environment that benefits both employees and organizations.

## Problem Statement

Servant leadership has emerged as a known philosophy for organization and academic world, praised for its focus on meeting the needs and welfare of team members. It has garnered attention for its potential to tackle issues like stress, burnout, and emotional fatigue among staff, which can harm their health and job performance. These negative consequences often lead to

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absences and reduced productivity. Numerous research studies have highlighted how practicing

servant leadership can positively influence aspects of employee's mental well-being, such as

mental health, job satisfaction and overall organizational achievements. Despite this body of

work, there is no literature exploring the correlation between servant leadership and a supportive

work environment to the mental well-being of tech industry employees.

By exploring the intersection of research and investigating the relationship between

servant leadership, supportive work environment, and the mental well-being of employees, this

study aimed to offer valuable insights for organizations looking to cultivate a workplace that

nurtures empathy, development, and job satisfaction among tech employees. The results of this

study can shape leadership strategies and guide the formulation of company policies that

prioritize employee's well-being, ultimately resulting in job satisfaction, improved productivity

and greater organizational success in the long run.

Servant leadership and its positive outcomes for employees have long been highlighted

by research and yet there remained gaps in our knowledge concerning the relationship between

servant leadership, supportive work environment, and the mental well-being of tech industry

employees. Despite the acknowledgment that servant leadership is associated with decreased

stress levels, increased engagement at work and heightened job satisfaction, further exploration

was needed to unveil the underlying mechanisms behind these effects (Rivkin et al., 2004; Ruiz

Palomino et al., 2022). This study examined how these outcomes contribute to establishing a link

between leadership practices and a supportive work environment that enhances tech employees'

mental well-being.

## Purpose of the Study

The main goal of this research was to investigate servant leadership and a supportive

work environment's relationship to the mental well-being of tech employees.

## Research Question(s) and Hypotheses

**RQ1:** Does servant leadership predict the mental well-being in tech employees?

$H_a1$**:** Servant leadership positively predicts the mental well-being of tech employees.

**RQ2:** Does supportive work environment predict the mental well-being in tech employees?

$H_a2$**:** Supportive work environment positively predicts the mental well-being of the tech employees.

## Assumptions and Limitations of the Study

The study predicted that there is a strong positive correlation between servant leadership, supportive work environment, and the mental well-being among tech employees. It suggested that how leaders who practice servant leadership directly affects the well-being of tech employees. The study also assumed that the performing employees in this research represent tech industry, assuming some similarity within the sample. Additionally, the study relied on valid measurement tools to assess servant leadership, supportive environment and mental well-being constructs. The study assumed that the findings from this study can be applied to a population of performing employees and organizations, not just limited to the specific sample examined within tech industry. Lastly, there may be an assumption that the relationship between servant leadership, supportive work environment and positive mental well-being applies universally across different cultural and contextual settings.

## Limitations

One limitation was the reliance on self-report measures for servant leadership's relationship to the mental well-being of employees which introduces bias, as responses might be subjective. The process of selecting participants for the sample, including convenience sampling

or specific organizations chosen, could introduce biases since they are all based in US. This limits how generalizable the findings were. There was a limiting factor to consider when interpreting the findings of this study. Firstly, respondents may have been influenced by desirability bias, leading them to provide answers that they believe align with what is socially expected or desired. Additionally, it was essential to acknowledge that there may be variables that were not fully considered in the study, such as the influence of culture or external factors on the relationship between servant leadership and mental well-being. The study focused specifically on tech employees, which means that the findings may not fully capture the complexities of how servant leadership impacts mental well-being in different contexts. Mental well-being was a subjective concept adequately addressed in the study's operationalization and measurement.

Cultural, and contextual differences in how servant leadership and mental well-being were perceived may not have been thoroughly examined in this study. It was essential to consider these variations for an understanding of the subject. Using self-reported surveys for both dependent variables could introduce method bias, potentially affecting the results' validity. Additionally, when exploring the perspective on servant leadership within this study, it was essential to recognize that there were diverse interpretations and religious viewpoints on leadership within biblical texts. One must carefully consider these assumptions and limitations to comprehend these findings and their applicability to cultural settings fully. Future research should address these limitations to gain an understanding of the relationship between servant leadership and mental well-being.

### Theoretical Foundations of the Study

According to Rivkin et al. (2014) servant leadership theory meant that leaders should focus on the needs and welfare of their followers fostering a culture of service and support within

organizations. This approach advocates for enabling employees to exhibit empathy, compassion and aligning with values and objectives which can lead to results, like heightened job satisfaction, reduced stress levels and improved mental well-being.

In addition to the servant leadership theory, the study incorporated a perspective that aimed to provide a framework for understanding the concepts under investigation. The biblical viewpoint highlighted qualities like humility, selflessness, empathy and compassion that align with principles of leadership. For example, the biblical passage Mark 10:45 conveys the idea that service's central to leadership; "For even the Son of man came not to be ministered unto but to minister. Give his life as a ransom for many" (King James Bible, 1769/2017). This passage illustrates Jesus Christs as a model of servant leadership. Similarly, Matthew 23:11 underscores Jesus's teachings to prioritize other's well-being "The greatest, among you shall be your servant" (King James Bible, 1769/2017). The ethical foundation of servant leadership rooted in biblical teachings highlights the importance of prioritizing care and support for others in leadership practices.

This study reported the impact of applying servant leadership principles on the mental well-being of tech employees drawing parallels, with biblical values. It recognized that a leader's empathetic, empowering and compassionate approach mirrors teachings exemplified by Jesus Christ. The convergence of research and biblical wisdom showcased the servant leadership and a supportive work environment's positive correlation to the well-being of tech employees, emphasizing the potential of these principles to cultivate a nurturing and successful work environment that benefits both individuals and organizations.

**Definition of Terms**

For a better understanding of this study, the following terms are defined in the context and scope of this research:

**Mental Well-being:** Positive mental well-being denotes a state of thriving where individuals exhibit resilience being and optimal performance. It encompasses emotions, life satisfaction and the absence of mental health issues (Keyes, 2002).

**Servant Leadership:** This leadership philosophy emphasizes leaders prioritizing the well-being and needs of their followers. It revolves around serving and supporting others while fostering a culture of empathy, compassion, and empowerment (Rivkin et al., 2014).

**Supportive Work Environment:** A supportive work environment comprises conditions and practices that focus on employee's psychological well-being and holistic growth. It creates a nurturing atmosphere where individuals feel appreciated, respected, and empowered to make contributions to the organization (Westbrook et al., 2022). Such an environment cultivates a sense of belonging, resilience, and engagement, among employees enabling them to manage challenges and thrive personally well as professionally.

## Significant of the Study

This research focused on an examination tailored to the needs and difficulties faced by individuals in the technology industry. Rooted in a framework, this study explored the intricate aspects of servant leadership practices within tech focused organizational settings with the goal of uncovering their effects on employee's mental well-being. Technology workplaces are known for their advancements, tight deadlines and changing landscape that often requires constant adaptation and learning leading to heightened stress and potential burnout among tech workers (Ostrovsky et al., 2012). Therefore, grasping the impact of leadership and a supportive work environment on the well-being of tech professionals is crucial.

In the fast-paced and ever-changing tech industry, where stress and burnouts are common, understanding the relationship between supportive work environments and servant

leadership on employee's well-being is crucial. Through analysis and testing the study aimed to validate the connection between leadership perception and mental well-being in tech professionals while also investigating how a supportive work environment plays a role. Through its findings on leadership and organizational psychology this study intended to provide recommendations for cultivating a culture of empathy and resilience within tech organizations to enhance employee's menta well-being. Organizations have the option to support leadership skills such as empathy, empowerment and compassion through training and development programs. These efforts can create a culture that values safety and encouragement. This could lead to higher job satisfaction and better mental well-being for employees. It was seen by this study that adopting practices may help in cultivating compassionate leaders. It would also suggest in benefiting employees and organizations regarding performance, creativity, and employee retention.

## Summary

Chapter 1 has given an overview of the research study, including its foundations, assumptions, limitations, definitions of terms, and importance. The study assumed that servant leadership and supportive work environment positively predict tech employee's mental well-being. The theoretical framework was supported by a perspective that emphasizes aligning leadership principles with moral and ethical teachings. This chapter has also clarified the terms used in the study to ensure a shared understanding of concepts. The research's significance lied in its contributions to servant leadership theory and its practical implications for organizations that aim to enhance employee's well-being. Chapter 2 went deeper into the existing literature on the relationship between servant leadership, supportive work environment, and tech employee's mental well-being.

CHAPTER 2: LITERATURE REVIEW

**Overview**

The relationship between servant leadership, supportive work environment, and the

mental well-being of employees is a topic that has been gaining more attention and significance.

This thorough examination explored the correlation of servant leadership practices and a

supportive work environment on the mental well-being of technology workers drawing from

various studies and biblical perspectives. Servant leadership, which focuses on meeting the needs

and well-being of followers has drawn interest for its potential to enhance job satisfaction and

overall mental well-being. Through exploring elements such as empathy, empowerment, and

compassion, this analysis sought to uncover how servant leadership contributes to establishing a

nurturing work setting that fosters development reduces stress levels and boosts the mental well-

being of tech employees.

**Description of Research Strategy**

A comprehensive literature review was conducted to gather relevant research articles and

studies exploring the relationship between servant leadership, supportive work environment, and

employee's mental well-being. Liberty University's library databases in education and

psychology were utilized to ensure a comprehensive coverage of academic literature. The search

terms employed included combinations of keywords such as "servant leadership," "employee

well-being," "mental health," "empowerment," "supportive work environment," and "job

satisfaction." These terms were adjusted to fit the specific syntax requirements of each database.

The search was limited to articles published within the last decade to ensure currency and

relevance. A snowballing approach was employed, wherein references of identified articles were

reviewed for potential inclusion.

The biblical research component of this review was conducted based on the procedures outlined by the Liberty University Library for word studies and scriptural analysis. The relevant biblical passages, including Mark 10:45 and Matthew 23:11, were identified, emphasizing servant leadership principles. Word studies were conducted to determine the original meanings of keywords like "servant" and "leader" using tools available in the library. The aim was to gain a deeper understanding of the biblical context and implications of servant leadership. Additionally, scholarly articles and commentaries available through the library were consulted to explore the theological and contextual aspects of the selected passages and their relation to servant leadership principles.

Combining the results from the comprehensive literature search with insights gained from biblical research conducted following Liberty University Library's recommended procedures, this review provided a multidimensional understanding of the relationship between servant leadership, supportive work environment, and tech employee's mental well-being.

## Review of Literature

In conducting this research, various literature sources were reviewed on servant leadership and supportive environment's relationship to both organizations and employee's mental well-being. Each study has shed light on aspects that demonstrate the advantages of implementing servant leadership within an organizational context and among staff members. Servant leadership, renowned for its commitment to prioritizing followers' welfare has proven to influence the well-being of highly productive employees (Johnson & Rohde 2022). This approach is characterized by motivating followers through meeting their needs and leading with a service-oriented mindset (Huang et al., 2018). The core values of leadership include humility, authenticity, accountability, and empowerment which stress the importance of considering followers needs in decision making processes (Davis, 2020). It was crucial to explore how

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servant leadership can effectively operate within structures and how it impacts employees' daily experiences. Servant leadership revolves around leaders influencing their followers through acts of service  rooted in principles and beliefs (Khan et al., 2022).

Servant leadership emphasizes nurturing talents and fostering employee growth than creating a work environment that puts employees against each other. It also involves leaders being attuned to their follower's needs engaging in one-on-one interactions and focusing on organizational development (Kuonath et al., 2021). In the workplace servant leaders act as healers by cultivating a culture of love care and belonging for their team members (Song et al., 2020). This approach helps employees connect with a purpose and reflect it in their work. By implementing servant leadership, organizations can promote self-efficacy, build a positive team dynamics and cultivate a workplace where everyone collaborates for the organizations' common goals (Irving & Berndt, 2017). Ultimately servant leadership leads to benefits for both leaders and employees through enhanced teamwork and the assurance that leaders prioritize growth opportunities for their team members.

In the ever-changing landscape of modern organizations, the intricate dynamics between work stress, mental health, employee performance report the influence of servant leadership (Johnson& Rohde, 2022). Through an examination of research findings, this detailed review sought to develop a deep understanding of how servant leadership principles work together to create a nurturing workplace atmosphere that positively influences the mental well-being of tech employees.

**Servant Leadership and Work Stress**

Work related stress as explored by Chen et al. (2022) poses a challenge in work environments. It has an impact on employees' well-being and can negatively affect their

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performance. For achievers who bear heavy responsibilities and face high expectations the effects of work stress can be especially burdensome. Juggling demanding roles, tight deadlines and the pursuit of perfection can elevate stress levels potentially compromising their health.

Larry et al.'s (2020) research shed light on how servant leadership influences high school teachers in China. The study aimed to understand the relationships between hindrance job stress, depersonalization, physical health, and perceived servant leadership. Their findings revealed connections between hindrance stress, depersonalization, and physical well-being. These connections are links with perceived servant leadership. Furthermore, regression analysis confirmed the correlation between hindrance stress and depersonalization along with its associations with health. Notably perceived servant leadership was identified as a factor that reduced the impact of hindrance stress, on health. The research underscored the importance of tackling teachers' stress and encouraging servant leadership strategies to foster a supportive work environment. However, the study's limitations, such as relying on self-reported data and utilizing a sectional design, highlight the need for further research to confirm these findings (Larry et al., 2020).

Amid this landscape, servant leadership, as illuminated by Chughtai (2018), emerged as a beacon of support. Leaders who embraced servant leadership principles demonstrated a commitment to the well-being of their team members, including top performers. Such leaders cultivated an environment where life satisfaction is prioritized, thereby positively influencing the mental well-being of top performers ((Johnson& Rohde, 2022). By fostering a culture of empathy, collaboration, and trust, servant leaders provided top performers with the emotional sustenance necessary to weather the pressures of their roles.

Dooley et al. (2020) underscored servant leadership's protective role in buffering job stress's impact on physical health. This influence extended to the mental well-being of top performers. By moderating the relationship between stress and physical health, servant leadership indirectly bolstered the mental resilience of top performers, enabling them to navigate high-pressure roles with greater mental well-being.

There were connections between job stress, emotional exhaustion, job satisfaction, and intentions to leave while focusing on the impact of servant leadership (Johnson and Rohde, 2022). Their research indicated that servant leadership is a buffer against stress and emotional exhaustion, ultimately enhancing employee well-being and reducing intentions to leave. These outcomes positively influence performance, life, and confidence. Latif et al. (2022) explored the relationships between servant leadership, self-efficacy, and life satisfaction in the sector. Though their study did not exclusively target performers, it implied that adhering to leadership principles contributes to increased life satisfaction and self-confidence among employees. These factors can have effects on both organizational performances.

Malik and colleagues (2022) carried out a study to explore the connections between servant leadership (SL), emotional intelligence (EI), job stress (JS), team effectiveness (TE) and project success (PS) within non-governmental organizations (NGOs) in Pakistan. They examined data gathered from NGOs and provided the outcomes by using structural equation modeling (SEM) and focusing on variance. Analysis of the model uncovered direct impacts of SL on both PS and EI. Furthermore, it was discovered that EI acted as a mediator in the link between SL and PS suggesting that SL nurtures EI among team members thereby enhancing project success. However, contrary to predictions, JS was not identified as a mediator in the relationship between SL and PS. The research also considered the moderating role of TE, uncovering its moderation

on the connection between JS and PS which indicates that high team effectiveness decreases the adverse effects of job stress on project success. The discussion underscored the significance of SL in improving project outcomes by promoting intelligence among team members and underscored how TE plays a role in lessening the detrimental impacts of job stress. The results of the research provided perspectives for governmental organizations, in Pakistan and added to the comprehension of leadership interactions, in demanding workplaces.

The link between work stress, mental well-being, and employees' performance was emphasized by Chen et al. (2022). According to their research, high levels of work stress can have effects on health, which in turn lead to a decline in employee performance. In this context, servant leadership emerged as a factor in mitigating these issues. Servant leaders create supportive and empathetic work environments that effectively minimize the impact of stress on employee well-being.

Rasheed et al. (2023) considered the moderating role of servant leadership in the relationship between occupational stress and employee's performance. Rasheed et al. used rigorous measures, including scales for servant leadership, occupational stress, employee in-role performance, and extra-role performance. Their findings supported the hypothesis which indicated negative correlations between occupational stress and both in-role and extra-role performance. The study revealed moderating effects of servant leadership, with managers exhibiting such behavior associated with improved employee performance and organizational citizenship behavior (OCB). Particularly noteworthy was the decrease in the negative impact of stress on employee performance in the presence of servant leadership. The discussion highlighted cultural factors in Pakistan, suggesting that while servant leadership contradicts prevailing power distance, it can still mitigate stress-related performance issues. Moreover, the

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study hinted at the influence of employee tenure and position on the observed relationships. Future research suggestions included longitudinal studies with diverse samples to further explore the various aspects of servant leadership and its implications for employee well-being and organizational outcomes.

**Servant Leadership's Influence on Top Performers**

In spiritual organizational settings, Davis (2020) revealed that servant leadership is not confined to addressing material concerns alone. It extended its nurturing embrace to the spiritual and personal growth of employees, including top performers. This dimension of servant leadership contributed to self-transcendence and spiritual well-being. For top performers, who may grapple with the existential aspects of their work, the presence of a servant leader can provide a sense of purpose and inner fulfillment, thus fortifying their mental well-being.

Mental healthcare organizations serve as a context where the influence of servant leadership on top performers' mental well-being is the main focus (Kinderen et al., 2020). Here, servant leadership and a positive workplace climate contributed to eudemonic well-being. For top performers in these settings, aligning organizational values and servant leadership principles can create an environment conducive to flourishing mental well-being.

Unconventional approaches, as explored by Domene and Lawson (2019), drew the conclusion that mental well-being interventions were not limited to the confines of the workplace. Engaging in activities like salsa dance within a servant leadership framework offers an avenue for top performers to rejuvenate their mental well-being. Servant leaders encourage such holistic well-being pursuits, recognizing that a balance of work and leisure contributes to the mental well-being of top performers.

In their research, Yang et al. (2021) reported on the statistical relationship between Chief Executive Officer (CEO) servant leadership and middle managers' voice behavior within China's energy industry landscape. Yang et al. (2021) examined the aggregated perceptions of servant leadership among CEOs, Top Management Team (TMT) members, and organizational collective promotion focus within the energy industry landscape of China. Their findings unveiled positive impact of CEO servant leadership on TMT servant leadership, subsequently influencing the organizational collective promotion focus. This, in turn, spurred middle managers to actively engage in promotive and prohibitive voice behaviors within their respective organizations. The study explored the mediating role of organizational collective promotion focus and clarified gender differences in TMT servant leadership dynamics. These revelations contribute substantially to the comprehension of servant leadership dynamics and organizational communication practices, offering insights for managerial strategies and paving the way for future research explorations.

Bragger et al. (2021) explored the development of leaders with a servant mindset and the cultivation of servant leadership within organizations, focusing on its implications for human resource development (HRD) practice and research. Their proposed model highlighted cognitive, social, emotional and moral aspects as components in shaping servant leaders. It was shown how this model could influence HRD practices in crafting leadership development (LD) initiatives. Unlike LD programs that mainly focus on grooming potential employees the authors recommended a shift towards an approach that prioritizes developing followers as part of a leaders' personal growth journey. Regarding HRD research there was a call for exploration into the factors leading to and mechanisms behind leadership development. The researchers suggested using longitudinal studies to analyze the diverse factors affecting servant leadership

emergence and its impacts on follower growth. Furthermore, they proposed studying individuals long term development, across areas to comprehend how it shapes servant leadership behaviors and organizational outcomes. The study concluded by stressing the significance of fostering a culture to leadership through holistic leadership development programs encompassing spiritual, cognitive, social, emotional and moral dimensions. Ultimately, the authors argued that investing in the development of servant leaders can lead to increased employee and customer satisfaction, as well as organizational profitability.

In sports and character education, Ellis (2020) demonstrates that servant leadership in coaching extends its influence on the virtue development of athletes, including top performers. The moral and ethical guidance servant leaders provide fosters a sense of purpose and meaning in the pursuit of excellence, thus bolstering the mental well-being of top performers. Lastly, Eliot (2020) underscores the importance of servant leadership in building resilience within organizations. When cultivated under a servant leader's guidance, this resilience equips top performers with the psychological fortitude needed to withstand the rigors of their roles, ultimately enhancing their mental well-being.

**The Relationship between Servant Leadership and Organizational Performance**

One of the outcomes of servant leadership was its positive influence on employees' performance. Servant leaders prioritize the growth and development of their team members, which helps create an engaged workforce (Greenleaf, 1970). As a result, organizations led by servant leaders often witness enhanced employee performance, which directly contributes to success.

Irfan et al. (2022) conducted a study to understand the influence of servant leadership in different contexts. The study aimed to analyze the influence of servant leadership on

organizational attitude with a cross-cultural perspective in mind. In order to collect the data, a three-variable survey containing 31 items to collect statistics on 329 employees in the Pakistan, China, and Saudi Arabian company districts was developed and performed. The study results showed that employee competence was directly related to servant leadership and organizational performance. Servant leadership positively impacted the employee's and organization's excellence. This study provided a good understanding and practical influence of servant leadership traits and employee engagement in the cross-cultural workplace.

Hashim et al. (2019) conducted a comprehensive exploration of interactions between servant leadership behaviors and organizational performance within educational settings, employing rigorous measurement techniques and sophisticated data analysis methods to elucidate their findings. Utilizing the Servant Leadership Questionnaire (SLQ) by Barbuto and Wheeler (2006) along with a questionnaire developed by Katou and Budhwar (2010), the authors ensure the reliability and validity of their investigation. Their analysis uncovers a positive correlation between servant leadership behaviors and organizational performance, with key elements such as wisdom, emotional healing, and persuasive mapping emerging as crucial predictors of staff commitment and institutional efficacy. These results echo previous research findings and underscore the indispensable role of servant leadership in fostering employee loyalty and enhancing organizational performance. By illuminating these dynamics, Hashim et al. (2019) provides valuable insights for educational policymakers and administrators aiming to cultivate a culture of dedication and excellence within educational institutions through adept leadership strategies.

Sokoll (2014) conducted a study to explore how servant leadership influences employees' dedication to both their supervisor and the organization's mission. The study focused on how a

supervisor's servant leadership style can enhance employee's commitment and influence workplace dynamics. Sokoll gathered data using focus groups and interviews. The findings revealed that practicing servant leadership enhances employee's loyalty and motivation to contribute to the company leading to growth. By demonstrating care and embodying leadership principles, supervisors can positively impact employee commitment as highlighted in Sokoll's research.

In their research, Alipio et al. (2023) considered servant leadership, organizational culture, and organizational performance, shedding light on their interconnectedness. Employing confirmatory factor analysis (CFA) via the SPSS AMOS program, they meticulously evaluated the measurement model to ensure the independence of variables. Their findings revealed the exclusion of three items from the servant leadership variable due to inadequate factor loadings. However, despite this adjustment, the model exhibited commendable fit indices, affirming its acceptability within the research framework. Notably, composite reliability (CR) values surpassed the conventional threshold of 0.7, which indicates reliability across constructs. Moreover, the assessment of convergent validity through average variance extracted (AVE) yielded compelling results, underscoring the adequacy of construct measurement. The study further illuminated the distinctiveness between constructs, affirming the discriminant validity of the model. Moving beyond measurement intricacies, the structural model elucidated significant associations between servant leadership, organizational culture, and organizational performance, corroborating prior research hypotheses. The revelation of a partial mediation effect of organizational culture between servant leadership and organizational performance emphasized the pivotal role of organizational culture as a facilitator of enhanced performance outcomes. Through their comprehensive analysis, Alipio et al. (2023) contributed valuable insights into the

nuanced interplay between servant leadership, organizational culture, and organizational performance, enriching the existing literature and paving the way for future explorations in this domain.

Organizational Citizenship Behavior (OCB); Kumari et al. (2022) explored whether servant leadership encourages citizenship behavior (OCB) among employees. Their research suggests that when leaders foster a culture of empathy and support, it inspires employees to go beyond their job descriptions. This increase in OCB impacted performance, leading to increased productivity and innovation.

One problem arose in the research where even though servant leadership has been a topic of interest for a few decades now, there is a lack of consensus on how to properly define and track its effectiveness in a team's performance and individual's lives (Sendjaya et al., 2008). The study highlighted the potential for misinterpretation of servant leadership depending on the context or setting in which it is applied. The research aimed to provide a framework for defining and evaluating leadership practices within organizations and their effects on employee focusing on a research inquiry. Through their literature review the authors outlined methods for defining and evaluating attitudes towards servant leadership in both organizational settings and individual lives (Sendjaya et al., 2008). In their exploration of outcomes, the researchers presented servant leadership as a leadership approach centered around meeting the needs of employees and other stakeholders (Sendjaya et al., 2008). They further elaborated on traits that embody servant leadership's core values including listening, empathy, mindfulness, empowerment, collaboration, foresight dedication to overall company growth and personal development—as well as community engagement.

This current study contributed to the body of knowledge on leadership by introducing a framework for assessing and defining the positive impact of servant leadership within both the organization and employee's daily experiences. It also conducted a review of existing literature on leadership highlighting key attitudes and mindsets that form the foundation of this leadership style. This study proposed a method for measuring servant leadership behaviors in organizational settings and employee's lives offering valuable insights for future research and practical implementation of this approach.

**Servant Leadership on Job Satisfaction**

Farrington and Lillah (2019) conducted a study on how servant leadership impacted job satisfaction in healthcare facilities, which was published in the journal Leadership in Health Services. There was a focus on how the practices of servant leadership such as empathy, empowerment and stewardship influenced the job satisfaction of healthcare employees. Through surveys and statistical analysis, the authors examined how these leadership qualities contribute to creating a work environment and improving job satisfaction among healthcare workers in private settings. The study's findings provided insights into how leadership styles can affect employees' satisfaction and organizational outcomes in healthcare environments offering guidance for managers and leaders looking to enhance employee's well-being and performance.

Jha and Bhattacharya (2021) examined how emotional intelligence and servant leadership affect employee's job satisfaction. Greater job satisfaction, which arises from intelligence and servant leadership, improves performance by enhancing employee engagement and commitment. Jit et al. (2017) saw the role of leadership as something capable of healing a wounded spirit. Their study suggests that servant leadership fosters resilience and emotional well-being among

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employees who face challenges. This resilience contributed to levels of organizational performance.

Servant leadership affect both job satisfaction and life satisfaction (Chughtai 2018). The study revealed that servant leaders enhance employee's job satisfaction through their selfless and nurturing leadership style. Increased job satisfaction often translates into life satisfaction, showcasing how servant leadership has the potential to influence well-being within an organization positively.

The purpose of Canavesi and Minelli's (2021) study was to determine and explore the relationship between the servant leader and employee's engagement and the level of enthusiasm in the workplace. The authors defined the study's research question on how the servant leadership method and behaviors affect employee engagement, their commitment to the task, and overall, their faithfulness to the organization's mission. The qualitative design used to measure and find out about the result of the study was in-depth interviews to collect data and identify themes and patterns. The results of the study showed that servant leadership attitudes and behaviors displayed by the leaders had a lasting influence on how employees stay engaged and motivated in the workplace. It was also discovered that servant leadership is related to promoting a positive, encouraging work environment and was a valuable way of building rapport and gaining trust between leaders and employees. There was strong and empirical evidence that servant leadership attitudes displayed by the leader can have a practical and inevitable impact on employees' behaviors at work, which can give leaders and organizations the opportunity to create a better, safe, trusting environment and improve employee satisfaction both in a collective and personal way.

**Employee's Psychology Safety, Burnouts, and Well-Being**

Ahmad et al. (2021) initiated this narrative by unraveling servant leadership's pivotal role in buffering the adverse effects of workplace bullying on employees' mental well-being. The findings proved that servant leaders forge an environment characterized by psychological safety through an empathetic and understanding demeanor. This environment empowers high-performing individuals to voice their concerns openly, reducing stress and anxiety. Servant leadership cultivates the psychological safety necessary for high performers' mental well-being to thrive.

Extending this line of inquiry, Alahbabi et al. (2023) probed concepts including servant leadership, employee happiness, and job performance. The study underscored that servant leadership practices establish a conducive atmosphere directly influencing high-performing individuals' job satisfaction. Alahbabi and their colleagues' research (2023) underscored the vital role of employee happiness as a mediating factor, which indicated that servant leadership's impact on mental well-being is channeled through fostering happiness. This holistic approach signified the intertwining nature of happiness, job satisfaction, and the mental well-being of high performers.

Lamprinou et al. (2021) conducted a comprehensive investigation into the impact of servant leadership and perceived organizational and supervisor support on job burnout and work-life balance during the COVID-19 pandemic and the rise of teleworking. Employing chi-square tests of independence and two-stage least squares regression analysis, they rigorously examined potential biases and addressed endogeneity concerns, laying a methodological foundation. Their findings revealed correlations between servant leadership and perceived organizational support (POS) and perceived supervisor support (PSS), with mediation analyses elucidating the

mediating role of POS and PSS in the relationship between servant leadership and employee well-being. Specifically, they observed that POS fully mediated the relationship between servant leadership and employee outcomes for both teleworkers and non-teleworkers, highlighting the pivotal role of organizational-level interventions in fostering employee welfare amidst unprecedented challenges. Their study contributed valuable insights into the mechanisms through which leadership and organizational support influence employee's well-being in the context of remote work and the COVID-19 pandemic, offering important implications for organizational leaders and policymakers striving to enhance employee welfare in contemporary work environments.

Chi and Chis (2013) noticed how servant leadership influences employee's burnout in a Christian hospital environment. Through structural equation modeling, the study uncovers a strong negative correlation between perceived servant leadership and job burnout, with significant support for hypotheses related to interpersonal support, building community, altruism, egalitarianism, and moral integrity. The research underscored the role of servant leadership in mitigating job burnout especially in healthcare settings where burnout is a prevalent issue. It also underscored the significance of humility and faith as aspects of leadership within Christian institutions while highlighting the positive influence of servant leadership on organizational environment and employee's well-being. Nonetheless, the study acknowledged limitations like its reliance on self-reported surveys and the necessity for validation across demographics and organizations. Future research directions included exploring how applicable servant leadership is across diverse service industries as well as investigating how servant leadership impacts customer service quality and attitudes.

Zukhairina (2023) discovered servant leadership's potential to be a strategic approach that could be adopted by principals to mitigate teacher burnout. The study shed light on how practices like empathy, support and empowerment associated with leadership can boost teacher's morale and resilience. It emphasized the role of servant leadership in creating a caring and collaborative school environment that helps prevent and address teacher's burnout. By providing examples and theoretical frameworks, Zukhairina (2023) offered insights for principals looking to support their teaching staff proactively. This research not only enhanced the understanding of how leadership styles impact teacher's mental well-being, but also highlights the potential benefits of servant leadership in fostering positive school environments and improving educational outcomes.

The research conducted by Johnson and Rohde (2022) looked at how servant leadership affects healthcare professionals Registered Cardiovascular Perfusionists (RCPs). In this study servant leadership is described as a leadership approach where leaders prioritize the well-being and growth of their team members aiming to support them and enhance their success. The result shed light on the ways in which servant leadership can impact healthcare professionals. Servan leadership still has the potential to reduce job related stress even though the study did not find evidence for this claim. It also discussed how it can help alleviate emotional exhaustion when leaders are sensitive to their employee's emotional welfare and generally leads to higher job satisfaction by fostering a positive work environment. Servant leadership also found to be able to decrease turnover intentions by promoting a supportive workplace environment, and although not directly measured in this study it may have a positive influence on organizational culture by encouraging collaboration, empathy, and employee growth. While no significant moderating effect of leadership was observed on the variables studied among RCPs, the research underscores

the significance of considering both contextual elements and leader behaviors when exploring how servant leadership impacts organizational and individual outcomes.

In Westbrook et al.'s (2022) study, the researchers investigated the indirect impact of servant leadership within nursing units. They proposed servant leadership influenced hindrance stressors, burnout, job satisfaction, turnover intentions, and individual performance among nursing staff. The research indicated that servant leadership may help decrease burnout by reducing stress factors and offering support for decision making resulting in emotional exhaustion. Additionally, the scholars suggested that servant leadership indirectly influences job satisfaction, turnover intentions and performance by impacting burnout indicating that implementing leadership practices can lead to burnout increased job satisfaction, lower turnover intentions and enhanced individual performance. The study also suggested that servant leadership could indirectly impact turnover intentions and individual performance by affecting job satisfaction potentially resulting in job satisfaction levels decreased turnover intentions and improved performance among nursing staff. This study offered insights into the aspects of servant leadership and in healthcare environments, especially within nursing units. It highlighted how such leadership practices can help address burnout issues while improving job satisfaction and optimizing the performance and retention of nursing professionals.

Gilbert (2014) explored how servant leadership and interpersonal neurobiology are intertwined, proposing that it offers opportunities for behavioral change. By embracing empathy and providing support to servant leaders can influence individuals' behavioral tendencies fostering wellness and self-development. This research revealed values and principles of servant leadership can create a positive change within employees' attitude.

Chughtais (2018) mentioned how servant leadership affects the life satisfaction of employees in their study which took place at an engineering firm in Pakistan. Through a research method the study found that servant leadership has an impact on employee's well-being highlighting the importance of leadership style on personal happiness. Additionally, the research investigated meditating roles of work engagement and organizational-based self-esteem (OBSE), showing that servant leadership influences life satisfaction both directly and indirectly through these factors. By promoting work engagement and bolstering OBSE, servant leaders enhanced the overall well-being of their employees, emphasizing the importance of leadership behaviors in shaping both job-related outcomes and individuals' overall happiness within the organizational setting (Chughtais, 2018). This research contributed to the limited literature on leadership styles and life satisfaction, offering valuable insights into how servant leadership affects well-being in the workplace. By promoting work engagement and bolstering OBSE, servant leaders enhance the overall well-being of their employees, emphasizing the importance of leadership behaviors in shaping both job-related outcomes and individuals' overall happiness within the organizational setting. This research contributes to the limited literature on leadership styles and life satisfaction, offering valuable insights into how servant leadership affects well-being in the workplace.

**Sustainability, Creativity, and Resilience: Nurturing Organizational Strength**

Batool et al. (2022) added another layer to the discussion by exploring servant leadership's influence on organizational sustainability through the parallel mediation of creativity and psychological resilience. The transformative power of servant leadership was evident in enhancing high performers' creative prowess and capacity to navigate challenges resiliently. This multifaceted influence stretches beyond individual well-being, contributing to the sustenance of

organizations. Servant leadership emerges as a catalyst for cultivating resilient individuals who contribute to the larger organizational ecosystem.

Peng et al. (2022) researched the effect of servant leadership on employee's self-efficacy during the Covid-19 pandemic through social identity. Online surveys were conducted on 703 employees working in public organizations in China to collect data on the research question. Results indicated that servant leaders positively impact how employees respond during the pandemic through organizational identification and professional identity. The findings also showed how servant leaders can positively influence during challenging times and provide strength and empowerment to their employees.

Karatepe et al. (2020) conducted a comprehensive study to explore the intricate relationship between servant leadership, climate for creativity, management innovation, and innovative behavior within the hotel industry. The research aimed to uncover the mediating role of climate for creativity in linking servant leadership to management innovation and innovative behavior. Through the use of surveys and statistical analysis, the authors explored how servant leadership practices impacted the climate for creativity subsequently influencing the level of management innovation and employee's innovative behaviors within hotels. The study emphasized the role of servant leadership in fostering an environment that nurtures creativity and innovation among hotel staff. The results highlighted the importance of promoting a supportive and empowering leadership approach to establish an environment where innovative ideas are both appreciated and encouraged. This research contributed to enhancing the comprehension of how servant leadership shapes innovation processes in the hospitality sector, providing insights for hotel managers and leaders looking to boost innovation capabilities within their establishments.

In their study Huang, Qian & Wang (2018) explored the correlation between servant leadership, creativity, a sense of belonging and constructive feedback provision. Their research sought to determine whether servant leadership fosters an individual's potential. To gather data, they conducted surveys involving 338 full time employees and their managers at a tech company in China. The results showed that servant leadership can produce creativity and receive positive feedback. What is interesting about the findings was the setting where the research took place, in a country where is governed by a communist party and the results still illustrated positive feedback on the way servant leadership was applied and received by the employees.

Cai et al. (2023) study investigated the impact of servant leadership within the hospitality industry context, specifically during the challenging COVID-19 pandemic. Using empirical findings, this research examines how servant leadership practices affect employees' work resilience in a sector significantly impacted by external crises. The study finds that servant leadership enhances work resilience among hospitality industry employees, offering support and guidance during difficult times. This research is particularly relevant as it sheds light on the importance of servant leadership in fostering employee resilience during unprecedented challenges, contributing to a better understanding of leadership strategies in crisis-ridden industries like hospitality.

Latif and colleagues (2022) conducted research with three main objectives. First, the research aimed to create and validate a scale to measure servant leadership in the sector considering its various aspects like authenticity, ethical conduct, personal growth, emotional support, humility, and wisdom. Second, it defined self-confidence as a mediator in the link between leadership and job satisfaction among public sector workers in Pakistan. This shed light on how leadership practices influence employees' belief in themselves and satisfaction with life.

Third, following the principles of complexity theory, the study utilized Fuzzy Set Qualitative Comparative Analysis (fsQCA) to reveal the combinations of factors that lead to increased self-confidence and job satisfaction within this setting. The results highlighted the nature of servant leadership and its strong positive correlation, with self-confidence and job satisfaction emphasizing the crucial role of self-efficacy as a mediator. Additionally, various configurations of servant leadership dimensions that contribute to improved self-efficacy and life satisfaction are unveiled. This study makes notable contributions by introducing a comprehensive servant leadership measurement tool, elucidating its influence on well-being through self-efficacy, and employing fsQCA in the public sector, addressing a gap in research on causal configurations within this organizational context.

The research by Mujeeb et. al (2021) investigated the intricate relationships between servant leadership (SL), self-efficacy (SE), benevolence values (BV), and employee performance (EP) within the banking sector during the post-COVID-19 era. Employing a serial mediation approach and structural equation modeling (SEM), the study unveiled compelling findings. First self-efficacy partially mediates the link between servant leadership and employee performance, reinforcing prior research showing the positive connection between servant leadership and self-efficacy. Then benevolence values fully mediate the SL-EP relationship, emphasizing the pivotal role of leadership values, particularly benevolence, in translating servant leadership practices into enhanced performance. Both self-efficacy and benevolence values serially mediate the relationship between servant leadership and employee performance, with a substantial variance accounted for (VAF) of 90%, highlighting the comprehensive role of these mediating factors. The results highlighted how servant leadership affects employee's performance in ways stressing the significance of trust, psychological safety and fairness. This study enhanced our knowledge

of servant leadership's role in the banking sector providing insights in addressing the challenges post COVID 19.

Ragnarsson et al. (2018) conducted qualitative research to understand employees' experience working under a servant leader and how it has been practiced. In the study, in-depth interviews were performed, and active participation in the act of observation was done to find out about the lived experience of employees and managers who work within an organization where the servant leadership concept has been applied and practiced for a long time. Through their findings, two main themes were discovered from the study: "Accountability as an integral part of the practice of servant leadership" and "People show care and help each other out at work." (Ragnarsson et al., 2018, p.9). The findings concluded that servant leadership gives employees positive experiences about their workplace and how they feel about themselves and others.

**Servant Leadership's Relationship to Employee's Mental and Physical Health**

Buck (2019) brings in a philosophical dimension by examining the intersection of love and servant leadership. This integration of love-driven behaviors adds a nurturing layer, resonating deeply with high performers' mental well-being. When love is woven into servant leadership principles, it contributes to an atmosphere where empathy, care, and prioritizing others' needs become fundamental. This philosophical alignment supported a high performer's sense of purpose and belonging, nurturing their mental well-being.

In the face of unprecedented challenges, Cai et al. (2023) accentuated servant leadership's unwavering role in bolstering work resilience, even during the COVID-19 pandemic. Their study underscores servant leadership's supportive behaviors as an anchor, empowering high performers to navigate uncertainties and challenges. This steadfast support demonstrated servant leadership's ongoing positive impact on mental well-being, even amid crises.

Jit et al. (2017) took a unique approach to understanding the effect of servant leadership on employee's personal lives and healing from previous traumas in the workplace. The study's result showed a positive influence of servant leadership in playing a role in the healing process of employees who have experienced trauma in the workplace by providing a safe space and community for them to express their opinions and concerns. The researchers identified that due to servant leaders' ability and willingness to create a supportive, encouraging, and caring environment, employees were able to cope better with their previous traumatic experiences and find a healing place within the organization (Jit et al., 2017). The study highlighted how servant leaders can play an essential role in creating the environment for their employees and, in this case, promote the well-being of people under their care in organizations. The research findings also show the direct effect of leaders on their employees as it shows that how people are treated at work can have lasting traumatic experiences, while having a leader who practices servant leadership can bring healing.

In the study by Dooley et al. (2020), the research explored the intricate interplay between hindrance stress, depersonalization, physical health, and perceived servant leadership among high school teachers in China. Descriptive statistics and correlations revealed positive associations between hindrance stress, depersonalization, and physical health, while perceived servant leadership displayed negative associations with all three variables. Notably, perceived servant leadership emerged as a moderator, buffering the adverse effects of hindrance stress on teachers' physical health, although it did not significantly moderate the relationship between stress and depersonalization. These findings contribute to the stress and burnout literature in educational settings, emphasizing the need for school stress reduction measures. The research highlighted the importance of servant leadership in reducing the effects of stress on teacher's

well-being and promoted the use of servant leadership values in educational leadership to promote long term school growth. While recognizing its benefits the study admitted constraints such as its sectional structure and suggested further investigation to understand the cause-and-effect relationships and examine the complexity working among servant leadership, stress and well-being, within educational settings.

Rodriguez Carvajal et al. (2019) conducted a study exploring the role of servant leadership in work settings. They defined servant leadership as a style that values the well-being and growth of followers highlighting traits like empathy, humility, and ethical conduct. Through examining day to day interactions between leaders and employees the research aimed to uncover how these leadership behaviors affect aspects of employee's lives. Using a diary-based approach, participants recorded their experiences, interactions with leaders, feeling a sense of meaning in life and progress towards professional objectives. This methodology offered a view of how servant leadership influences individuals by capturing the changes in these variables.

Servant leadership, as it was seen in this study, influenced a sense of purpose and vitality of employees. A sense of purpose related to individuals' feeling that their lives have purpose and are in line with their values. Vitality signified a state of energy, enthusiasm and engagement. The research examined how servant leadership nurtures these states in employees' daily lives. Additionally, it explored the connection between servant leadership, meaningful life, vitality and goal achievement. Employees who viewed their leaders as servant leaders tend to feel a sense of purpose and energy in their daily tasks. This increased sense of direction and motivation can propel them towards accomplishing their objectives.

The study's results added to the expanding field of research on servant leadership and its effects on employee well-being and performance. By investigating these relationships, the study

offered insights for organizations and leaders aiming to boost employee's satisfaction, drive and goal attainment through servant leadership approaches. It emphasized the significance of servant leadership actions that prioritized employees' overall growth and well-being, ultimately creating a work environment where individuals can flourish both personally and professionally.

**Addressing Limitations and Future Research**

The purpose of Parris& Peachey's (2013) research was to provide an overview of the current state of research on servant leadership theory in organizational contexts and identify critical elements for future research. The research question, which has been proposed and the authors tried to answer throughout the research, was what the present state of research on servant leadership theory was in organizational settings and what could be considered for future research. The authors used a systematic literature review as their research design. This method is provided to evaluate and summarize the existing research on servant leadership and its impact on how employees respond. The researchers used a systematic approach to discover and do a relevant literature review on servant leadership theory in both organizational performance and employees. The study discovered that the servant leadership theory had been well applied in different organizational areas, such as education, healthcare, and religious organizations, which played a role in providing various positive outcomes such as increased employee engagement at the workplace, enthusiasm, and trust. The study also identified areas and voiced concerns for future research, such as the need for more cross-cultural studies and examining how servant leadership impacts different people who do not share the same religious Christian background.

Mehta and Pillay's (2011) study addressed the lack of research on servant leadership in the Indian culture and within its organizations. The research aimed to collect data on the relationship between servant leadership and various outcomes, such as employee satisfaction,

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commitment, and engagement. As mentioned, one of the areas that servant leadership has yet to be exposed to is how it relates to different cultures and beliefs. How servant leaderships affect other cultures as it distances itself from its Christian roots is something to take note of. This study used an empirical Qualitative research design as a survey for the data collection method. The results of the study surprisingly provided that servant leadership is positively related to employee satisfaction, organizational commitment, and employee engagement within the Indian culture. The study also concluded that demographic variables, such as gender or age, do not change the relationship between servant leadership and the outcomes it can provide to the followers. This study made a unique and notable contribution to the literature by providing empirical evidence of servant leadership's effectiveness within Indian organizations, which needs more research to confirm that this type of leadership is effective and works well within this geography and its customs. Additionally, the study's findings contribute to understanding the relationship between servant leadership and various cultures other than countries with Christian values and its positive impact regardless of demographic variables.

Abbas et al. (2020) took an interesting approach to servant leadership in their research and findings. The problem addressed in the article was comparing two types of leadership, authentic and servant leadership, and understanding which one is more effective and identifies more with the culture of people who identified themselves as Muslims. The article took place in Pakistan, which has a high population of practicing Muslims who are firm in their religious beliefs. The authors used surveys and interviews as the means to find their results. According to their findings, authentic leadership seemed to be more effective than servant leadership among employees when applied in the higher education workplace in Pakistan (Abbas et al., 2020). The authors explained their findings by mentioning that, in Islamic teaching, there is a lot of focus on

discipline and order; therefore, the authentic leadership style seemed more familiar and comfortable for employees and had more influence when applied by the leaders. Even though most employees considered this type of leadership over servant leadership, the results also found there were positive responses when servant leadership was applied and presented in the context.

Kiker, Callahan, and Kiker's (2019) primary goal of the research was to shed light on servant leadership's effect on the follower's potential moderators and suggest different routes for future research. The goal was well defined in synthesizing, clarifying, and extending empirical research on servant leadership and how it affects organizations and employees. The authors proposed the research question of exploring the boundaries of servant leadership in finding out the moderating effects of this type of leadership on the behaviors of employees and the outcome. A total of 44 different meta-analyses were conducted to examine the five hypothesized main effects of servant leadership on its influence on organizations and employee growth. The findings showed that servant leadership positively impacted both job performance and job-related employee attitudes.

The positive influence further proved that servant leadership and job satisfaction had a strong correlation and also proved employees responded well to a servant leader who had their needs in mind and emphasized building a strong relationship and community within the organization. Another interesting finding was the role gender plays in response to servant leadership. An overall review of the literature concluded that due to men's and women's different expectations about leadership, they rated the importance of leadership attitudes differently.

The connection between servant leadership, supportive work environment and the mental well-being of tech employees forms the foundation of this comprehensive review. As organizations increasingly recognize the importance of employee's mental well-being, servant

leadership has emerged as a compelling framework emphasizing empathy, empowerment, and compassion. This review integrated findings from empirical studies that underscore the positive effects of servant leadership and supportive work environment on mental well-being outcomes, along with insights from biblical teachings that resonate with the principles of servant leadership. By examining how servant leadership shapes a nurturing work environment, this review provides a holistic perspective on its profound influence on tech employee's mental well-being, offering implications for leadership development and creating thriving workplaces.

## Biblical Foundations of the Study

Servant leadership, which has its foundations in the teachings of the Bible, emphasizes selflessness and serving others. This section of the study investigated the origins of servant leadership from a Christian standpoint, drawing inspiration from passages like "Let nothing be done through strife or vainglory; but in lowliness of mind let each esteem other better than themselves. Look not every man on his things but every man on the things of others" (King James Bible, 1769/2017, Philippians 2:3-4) and "If I then your Lord and Master have washed your feet; ye also ought to wash one another's feet. For I have given you an example that ye should do as I have done to you" (King James Bible, 1769/2017, John 13:14-15). It examined how this leadership approach motivates and inspires employees in organizations to perform and provided insight into how this leadership concept is deeply rooted in teachings.

When considering servant leadership and its principles one often thinks of Jesus Christ's example. "You know that the rulers of the Gentiles lord it over them and those who're great exercise authority, over them. In contrast things are different, among you. If anyone wants to be great, they should act as a servant." (King James Bible, 1769/2017, Matthew 20:24-26). This passage highlighted how ancient Roman leaders viewed leadership as a means of exerting control over others whereas true leadership is rooted in serving others. The concept of leadership

originated in God's mind, illustrated by the actions of Jesus Christ and passed on to His

followers to embody in their interactions with others. Over time this concept evolved into a

recognized leadership model in the 1970s leading to research on the topic. Despite this

progression many organizations today still equate leadership with authority and dominance.

However, embracing leadership conveys a message and can positively impact both

organizational performance and employee's well-being. In essence according to this theory of

leadership true leadership is synonymous with service – the more one serves, the greater leader

they become (King James Bible, 1769/2017, Matthew 23:11).

Delving deeper into the roots of servant leadership in the bible, other passages are found

hat provide valuable insights into this leadership style. One of these passages is Galatians 5:13

which stresses the significance of serving one another with love reflecting the principle of

leadership; "For brethren you have been called to liberty; only do not use liberty as an

opportunity, for the flesh but through love serve one another" (King James Bible, 1769/2017).

This verse highlights the concept that genuine leadership entails humility and a readiness to lead

by serving. Similarly in 1 Peter 5:2 3 leaders are advised to shepherd God's flock with humility

and not out of compulsion or personal gain but from a desire to serve. This biblical passage

emphasizes the servant leader's duty to look after and nurture those under their care than

pursuing authority or acclaim. Lastly, Ephesians 4:2 urges believers to live a life marked by

humility, kindness, patience and love. Qualities that closely align with the mindset of leadership;

"With all lowliness and meekness, with longsuffering; forbearing one another in love" (King

James Bible, 1769/2017).

The passages underscore the importance of leaders embracing a mindset that puts the needs and development of their team members. By following these enduring values, servant leaders can support their staff to achieve their best by cultivating a supportive environment.

**Biblical Foundations of Servant Leadership**

The original idea of leadership was initially introduced by God according to the Christian world view, who entrusted humans with the responsibility of leadership on earth. In the Bible it is stated, "God said, Let us make man in our image after our likeness; and let them have dominion over the fish of the sea and over the fowl of the air and over the cattle and all the earth and over every creeping thing that creepeth upon the earth" (King James Bible, 1769/2017 Genesis 1;26). When Jesus walked on earth, He exemplified God's concept of leadership perfectly. The importance of humility is a principle in leadership as emphasized in Philippians 2:3-4; "Let nothing be done through strife or vainglory; but in lowliness of mind let each esteem other better than themselves. Look not every man on his things but every man, on the things of others." (King James Bible, 1769/2017). This passage stresses having others' needs in mind—an aspect that leaders should incorporate into their mindset and behavior. Another biblical example illustrating leadership is seen in Jesus's act of servanthood as depicted in John 13:15. He modestly washed the feet of his followers as a way to show the importance of serving others. Jesus expressed to them "I've shown you how it's done; now go and do the same for others" (King James Bible, 1769/201). This display of humility and service illustrated how leaders can motivate and impact others by constantly thinking about their needs and guiding their followers to embrace servant leadership.

The biblical foundations of leadership affect employees within organizations aligning with Christian values. By placing the needs of their employees at the forefront, servant leaders

establish an atmosphere of trust and cooperation. Exceptional employees thrive in an environment where their contributions are acknowledged, and their well-being is given importance. In Matthew 15:14, the Scripture clarifies how leaders can determine the destination of their followers, "If the blind lead the blind, both shall fall into the ditch" (King James Bible, 1769/2017). Therefore, it is within the leader's responsibility to prepare an environment where the employees can flourish and be supported.

Servant leaders empower their employees by providing them with the resources, guidance, and opportunities to flourish, consistent with the religious principle of equipping and enabling others to reach their full potential. Exceptional employees thrive when granted autonomy and provided with the tools for personal growth; employees whom servant leaders lead tend to experience job satisfaction and commitment levels. When their leaders genuinely care about their well-being and growth, employees become more engaged and devoted to their work (King James Bible, 1769/2017, Colossians 3:23-24).

In summary, the biblical roots of servant leadership, which emphasize humility and service, can positively impact employees in organizations. By fostering trust, empowerment, and job satisfaction, servant leaders create an atmosphere where employees are motivated to excel. This approach aligns with biblical principles and provides a compelling leadership model for modern organizations, ultimately leading to the growth and success of both employees and the organization.

## Summary

Many connections emerged when exploring the combination of biblical principles and empirical research on the relationship between servant leadership, supportive environment, and the mental well-being of tech employees. The integral values of humility, selflessness, and prioritizing the needs of others, as drawn from biblical teachings, find resonance in the servant

leadership model. This alignment creates a large impact on the well-being of individuals within organizations.

The study highlighted that servant leadership not only improve employees' mental well-being but also promotes trust, empowerment and job contentment. This comprehensive leadership style based on both beliefs and scientific research, goes beyond traditional leadership models by encouraging employees to feel a sense of meaning, connection and individual development. In essence, it exemplified the transformative potential of leadership grounded in serving others. As organizations seek to create sustainable and thriving workplaces, synthesizing biblical principles and servant leadership principles offers a compelling path toward individual and collective flourishing**.** By focusing on creating a positive work environment that encourages happiness, creativity, resilience and overall well-being, servant leaders are able to build a workforce that is both adaptable and successful. This holistic approach highlights how servant leadership can positively impact the mental well-being of tech employees and guide them towards lasting achievements.

Predicting how servant leadership and a supportive work environment positively influence the mental well-being of tech employees serves as the cornerstone of this study. As organizations increasingly value the health of their employees, servant leadership has emerged as a framework that emphasizes understanding, empowerment and care. Drawing upon research on the benefits of servant leadership practices on mental well-being outcomes and insights from biblical teachings that align with its principles this analysis offers a comprehensive view of how servant leadership shapes a nurturing workplace environment. By exploring the relationship between servant leadership, supportive work environment, and the mental well-being of tech

employees within their work settings, this study presented insights into leadership growth and the

development of thriving workplaces.

# CHAPTER 3: RESEARCH METHOD

## Overview

Chapter 3 discussed the research methodology employed in this study. This chapter laid down the procedures that were undertaken to investigate whether servant leadership and supportive work environment positively predicted the mental well-being of tech employees. The overview of Chapter 3 discussed the operationalization of key variables, delineation of the chosen data analysis techniques, and a discussion of the delimitations, assumptions, and limitations inherent in the study.

The chapter began with an examination of how the variables—servant leadership, positive mental well-being, and supportive work environment—are operationalized and measured. This included the specific instruments utilized, such as the Work Environment Scales (Tsai et al.,2015), Servant Leadership Questionnaire (Liden et.al, 2008), and the Mental Health Continuum-Short Form (Keyes, 2002). Subsequently, the chapter then examined the chosen data analysis strategies, elucidating the rationale behind employing regression analysis. The justification for these analytical methods was presented in tandem with a coherent explanation of how these statistical approaches align with the research questions and objectives.

Chapter 3 took a critical look at the parameters that shape the study. Delimitations are clearly outlined to specify the boundaries set intentionally, providing context to the scope and generalizability of the research. Assumptions underlying participant behavior, knowledge, and the validity of measurement tools were transparently articulated. The also chapter discussed the inherent limitations of the study, acknowledging constraints related to methodology, sampling, and potential biases. This chapter laid the foundation for the subsequent presentation of results in Chapter 4, offering readers a clear understanding of the research methods employed and the considerations guiding the study.

## Research Questions and Hypotheses

Based on findings in the current literature on the relationship between servant leadership, supportive work environment, and tech employee's mental well-being, the following research questions and hypotheses were raised:

**RQ1:** Does servant leadership predict the mental well-being in tech employees?

$H_a1$: Servant leadership positively predicts the mental well-being of tech employees.

**RQ2:** Does supportive work environment predict the mental well-being in tech employees?

$H_a2$: Supportive work environment positively predicts the mental well-being of the tech employees.

## Research Design and Approach

This study employed a quantitative research design to predict the relationship between servant leadership, supportive work environment, and mental well-being among employees at three tech companies in US. A cross-sectional research design was specifically chosen for its appropriateness as it allowed for an examination of associations between variables without necessitating a long-term commitment from participants.

**Justification**

The choice of a cross-sectional design aligned with the study's purpose of predicting key variables. As the study sought to understand how servant leadership and supportive work environment positively predict mental well-being of tech employees, a cross-sectional approach provided a timely snapshot of these dynamics. By providing a timely snapshot of these dynamics, the cross-sectional approach was well-suited to the fast-paced nature of the technology industry, allowing for efficient data collection without the resource-intensive demands of a longitudinal study. This design was particularly apt for an exploratory

investigation, facilitating the identification of patterns and associations without making causal claims. Overall, the selection of a cross-sectional design was pragmatic, given the study's objectives and the need to gain valuable insights into the current state of servant leadership and mental well-being feedback loop in the context of high-performing tech employees.

The cross-sectional design allowed for the simultaneous collection of data on servant leadership behaviors, positive well-being outcomes, and demographic factors. This facilitated the examination of directly within a single time frame. While this design offered insights into associations, it's important to note that it inherently limited the ability to establish causal relationships. To address causality and explore temporal changes, future research may consider longitudinal designs. Overall, the selected research design was intentional in its alignment with the study's objectives to investigate the immediate relationships between key variables in the context of a tech company's high-performing employees.

## Participants

The individuals selected for this study were 90 participants, consist of three tech companies' employees in US who have demonstrated excellent performance and have been recognized as high achievers by their supervisors and performance evaluations based on employer's recommendation. The sample number size was chosen by using G-power. Sample size determination was conducted using G*Power (Faul et al., 2007). These individuals were expected to possess attributes such as problem-solving abilities, effective communication skills, leadership potential and a strong commitment to their work, chosen by their supervisors. It is also possible that they hold positions of responsibility, within their teams or have showcased leadership qualities although not in leadership roles. These characteristics were assessed by the supervisors who oversee these tech employees.

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## Study Procedures

To gather participants for this study, the researcher reached out to three different tech companies via email. The focus was on identifying employees within the organization based on their supervisor's recommendation and their quarterly report cards. The informed consent was administered by the researcher to the employees who have decided to participate in the research voluntarily. An email was sent to tech companies with a link to an online survey to solicit employees. A copy of the letter can be found in Appendix E. The email surveys contained a cover letter that included a background to the study, the procedures that will be used to collect survey data, confidentiality procedures, ethical concerns, and the voluntary nature of the study as part of client informed consent. The informed consent also discussed the purpose of the study and how the data will be disseminated. Participants was informed that the survey will take approximately 10-15 minutes to complete. A copy of the survey letter can be found in Appendix E. After two weeks, a reminder letter was sent to participants who have not completed and returned the survey. Each surrey's response was examined upon return to assure that the survey was completed correctly. Surveys couldn't be submitted until all the questions were answered. Completed returned surveys were used for the analysis and research.

## Instrumentation and Measurement

Measurements included demographic questionnaire, work environment scales (Tsai et al.,2015), a 28-item scale questionnaire called The Servant Leadership Questionnaire (SLQ) (Liden et.al, 2008) and a Mental Health Continuum Short Form (MHC-SF) (Keyes, 2002) that comprises questions that assess mental well-being, resilience, self-esteem, and overall job satisfaction. Participants were asked to complete all questionnaires via online survey.

**Demographic Questionnaire**

The survey asked about the details of the participants taking part in the research. It covered topics, like gender, age, education, job title at the company years working in technology job status, size of the company main industry sector, and ethnicity/race. The full version of the form is available in the Appendix A.

**Scoring**

The Demographic Questionnaire involved assigning numerical values or categories to each response option. For categorical variables such as gender or ethnicity/race, responses are typically coded with numerical values (e.g., 1 for Male, 2 for Female). For continuous variables such as age or years of experience, participants provide numerical values that were used directly in the analysis.

**Work Environment Scales**

The Work Environment Scales by Tsai et al. (2015) includes 18 items, where individuals rate them on a scale of 1 to 7. Participants expressed their agreement or disagreement, with each item by selecting a number on the scale. This range allowed respondents to convey levels of agreement or disagreement with the statements provided. Researchers can use this method to understand participants views, on aspects of the work environment yielding data for analysis and understanding. The full version of the form is available in the Appendix B.

**Scoring**

The scoring for the Work Environment Scales (Tsai et al.,2015) involved calculating the total score for each participant based on their responses to the 18 items rated on a 7-point Likert-type scale.

**Servant Leadership Questionnaire (SLQ)**

To evaluate the extent of servant leadership, participants were requested to fill out the

Servant Leadership Questionnaire (SLQ: Liden et. al, 2008), a 28-item scale that measures

seven major dimensions of servant leadership: conceptualizing, emotional healing, putting

followers first, helping followers grow and succeed, behaving ethically, empowering, and

creating value for the community. The SLQ is a self-report measure developed to assess the

extent to which an individual exhibits servant leadership behavior. Using exploratory and

confirmatory factor analysis, Liden et al. (2008) established the multiple dimensions of this

scale and described how it is uniquely different from other leadership measures. Due to its

construct validity, one notable advantage of the SLQ is its alignment with the framework of

servant leadership. This framework emphasized leaders' dedication to serving their followers'

needs, promoting growth, and fostering a collaborative and ethical work environment. The SLQ

questionnaire was specifically designed to capture the aspects associated with servant

leadership, allowing individuals to evaluate their actions and attitudes related to key dimensions

of this leadership style. Additionally, the SLQ provided participants with a user-friendly format

for reflecting on their leadership attitudes. As a self-report measure, individuals were able to

offer insights into their experiences and perspectives which may not be fully captured by other

evaluations alone. Liden et al. (2018) reported adequate reliability for the measure ( $a$-=.87-.93)

**Scoring**

The SLQ consisted of Likert-type scale items where respondents rate their agreement

with statements that reflect various servant leadership behaviors. The Servant Leadership

Questionnaire (SLQ) by (Liden, et al., 2008) is a 28-item scale that measures seven major

dimensions of servant leadership: conceptualizing, emotional healing, putting followers first,

helping followers grow and succeed, behaving ethically, empowering, and creating value for

the community. The SLQ employs a Likert type scale, for its questions, where respondents are

asked to indicate their level of agreement or disagreement with each statement. The scale

ranges from 1 (Disagree) to 5 (Agree). Participants provide their responses based on how they

perceive each statements relevance to their behavior. After collecting the data, the score is

added up from items to obtain a measurement of servant leadership behavior for each

participant. Higher total scores on the SLQ indicate an alignment, with the principles and

behaviors associated with servant leadership. SLQ items and the full version of the form is

available in the Appendix C.

**Mental Health Continuum Short Form (MHC SF)**

The mental well-being of participants was evaluated using Mental Health Continuum

Short Form (MHC-SF) (Keyes, 2002).  This tool comprises questions that assess well-being,

resilience, self-esteem, and overall job satisfaction. The Mental Health Continuum Short Form

(MHC SF) is a questionnaire that individuals can complete to evaluate their well-being in three

areas; emotional, psychological, and social (Keyes, 2002). It was developed by Corey L. M.

Keyes, a sociologist and psychologist who specializes in positive psychology. Cronbach's alpha

coefficients were calculated to study internal consistency. Reliability values above .70 are

referred to as acceptable, and above .80 as high (Keyes, 2002). Information on the reliability and

validity of the MHC-SF is based on the original measure development study conducted by Corey

L. M. Keyes. Within the initial study, Keyes reported that the MHC-SF demonstrated convergent

validity by correlating moderately to strongly with measures of subjective well-being, such as the

Affect meter Positive Affect Scale ($r = .52$, $p < .001$) and SWLS ($r = .37$, $p < .001$), and

measures of criteria of positive mental health, such as the Generalized Self-Efficacy Scale ($r =$ .39, $p < .001$), and Coping Strategies Scale ($r = .34$, $p < .001$).

**Scoring**

The Mental Health Continuum Short Form (MHC-SF) (Keyes, 2002) was utilized in this study to evaluate the mental well-being of participants across three key subscales: emotional, psychological, and social. Developed by Corey L. M. Keyes, this questionnaire encompasses 14 items, rating on a scale from 0 to 5, assessing well-being, resilience, self-esteem, and overall job satisfaction. An example item from the emotional subscale involves querying the frequency of feeling happy or content over the past month. The psychological subscale includes items such as evaluating the extent to which participants feel their lives have a sense of direction or purpose. Within the social subscale, participants will respond to items measuring the frequency with which they feel a sense of belonging to a community or group sharing common interests. Cronbach's alpha coefficients will be calculated to ensure internal consistency, with reliability values above .70 considered acceptable. This approach aligns with Keyes et al.'s (2008) guidelines for establishing the reliability and validity of the MHC-SF. Convergent validity was assessed by examining positive correlations with measures of well-being, while validity was established by demonstrating weak correlations with measures of mental health problems. The inclusion of these subscales in the study allows for a nuanced exploration of participants' emotional, psychological, and social well-being. The full version of the form is available in the Appendix D.

## Operationalization of Variables

**Servant Leadership (Independent Variable):** Servant leadership, considered the independent variable in this study, will be operationalized as a ratio variable. To measure servant leadership, the study utilized the Servant Leadership Questionnaire (SLQ) developed by Linden et. al

(2008). The SLQ assesses participants' perceptions of servant leadership behaviors across dimensions such as empathy, empowerment, and compassion. Respondents rated their leaders on a Likert scale, providing a numerical score that reflects the degree to which servant leadership practices are exhibited.

**Supportive Work Environment (Independent Variable):** A supportive work environment comprises conditions and practices that focus on employee's psychological well-being and holistic growth. It creates a nurturing atmosphere where individuals feel appreciated, respected, and empowered to make contributions to the organization (Westbrook et al., 2022). Such an environment cultivates a sense of belonging, resilience, and engagement, among employees enabling them to manage challenges and thrive personally well as professionally.

**Mental Well-Being (Dependent Variable):** Mental well-being, serving as the dependent variable, was operationalized as a ratio variable. The Mental Health Continuum-Short Form (MHC-SF), developed by Keyes (2002), was employed to measure positive mental health. The MHC-SF assesses emotional, social, and psychological well-being, providing a quantitative score that indicates the level of positive mental health experienced by participants. Respondents provided self-reports on their emotional experiences, life satisfaction, and overall mental health using a Likert scale.

**Demographic Variables (Control Variables):** These nominal variables include age, gender, educational level, and years of experience in the current role. Participants were chosen from three different tech companies for increased generalizability and enhanced external validity.

## Data Collection

Demographic Questionnaire, Work Environment Scale (Tsai et al.,2015), The Servant Leadership Questionnaire (Liden et.al, 2008) and the Mental Health Continuum-Short Form (MHC-SF) (Keyes, 2002) were distributed to employees in the tech companies via one single

online survey through an email. First, the informed consent was obtained from participants, explaining the purpose of the study, and assuring confidentiality. Second, the survey was sent via email to the sample of tech employees who have made the choice to be in the study, chosen by their supervisors. Third, the data was collected and put into a secured database or spreadsheet. The survey included all the questionnaires and unless all the questions were answered, the document can't be submitted. Lastly, data analysis will be applied.

## Data Analysis

In this study, the data was analyzed based on tech employees at three different companies across the US. The study's aim was to examine the relationship between servant leadership, supportive environment, and tech employee's mental well-being. To obtain the results, SPSS version 29 was used to analyze the data. In order to conduct a reliability analysis for both the SLQ and MHC-SF, Cronbach's alpha was measured. This step ensures that the assessments are reliable measures of servant leadership and mental well-being.

In addressing the research questions and hypotheses regarding the prediction of variables, regression analysis was used. The data analysis was conducted using SPSS version 29. The initial step involved meticulous data preparation, including importing the dataset and assigning appropriate variable labels. Descriptive statistics was generated to understand the distribution of relevant variables, examining means, standard deviations, and ranges. The internal consistency of measurement scales, encompassing servant leadership, mental well-being and elements of supportive work environment were rigorously assessed through Cronbach's alpha calculations to ensure reliability. A regression analysis was conducted to assess the relationships between the variables in hypothesis 1 and 2. The discussion contextualized the results, addressed limitations, and suggested avenues for future research, culminating in a comprehensive conclusion

summarizing the study's contributions to understanding servant leadership and mental well-being in the tech industry.

## Ethical Consideration

The study assessed the relationship between servant leadership, supportive environment, and tech employee's mental well-being. Participants were informed that they have the ultimate say in keeping their information anonymous and could withdraw from the study at any time and will be kept in an encrypted laptop. Contact information of the researcher, research's advisor and university were provided to participants via telephone number and email. In the consent form, participants were encouraged to reach out to the researcher if they had any questions or concerns about the study. If requested by participants, the study findings were shared with them.

## Delimitations, Assumptions, and Limitations

### Delimitations

This study was delimited to tech employees within three different tech companies. The focus on this specific population allowed for an examination of the relationship between servant leadership, positive mental well-being, and demographic variables within a context where tech employees are particularly valued. However, this delimitation means that the findings may not be directly generalizable to employees in different industries, organizational cultures, or performance expectations. The research design deliberately confined itself to this specific group to provide contextually rich insights into the studied phenomena within the defined boundary of tech companies.

### Assumptions

Several assumptions underlined the conduct of this study. Firstly, it is assumed that participants responded honestly and accurately to survey instruments, providing reliable data for analysis. Additionally, the study assumed that participants possess the requisite self-awareness

and knowledge to assess and report on their mental well-being and perceive the leadership style within their organizational context accurately. Another assumption was that the selected measurement tools, including the Servant Leadership Questionnaire (Liden et.al, 2008) and Mental Health Continuum-Short Form (Keyes, 2002) were valid and reliable indicators of the constructs they are intended to measure.

**Limitations**

Several limitations were inherent in this study. One limitation was the potential for common method bias, as self-report surveys were used for both independent and dependent variables. This could lead to inflated correlations due to shared method variance. Another limitation was the cross-sectional design, which restricts the establishment of causality. Longitudinal or experimental designs would provide stronger evidence of causal relationships. Additionally, the study relied on a specific operationalization of servant leadership and mental well-being, and other conceptualizations may yield different results. The use of a convenience sample may introduce sampling bias, as tech employees who choose to participate may differ from those who do not. These delimitations, assumptions, and limitations were acknowledged to provide transparency and context for the study's design and potential implications for the interpretation of results.

<p align="center">**Summary**</p>

In summary, Chapter 3 has provided an overview of the research methodology, detailing the operationalization of variables, data analysis strategies, and acknowledging the delimitations, assumptions, and limitations inherent in the study. The operationalization of the variables, including the use of the Servant Leadership Questionnaire (Liden et.al, 2008) and Mental Health Continuum-Short Form (Keyes, 2002), were designed to measure the constructs under investigation. The chosen data analysis as regression analysis were well-aligned with the

research questions and objectives, providing an approach to uncover the relationship between servant leadership, supportive work environment, and tech employee's mental well-being as well as helping to predict the value of tech employee's mental well-being based on the level of servant leadership and supportive work environment.

Moreover, the chapter has highlighted specific delimitations set deliberately for the study, assumptions regarding participant responses and measurement tools, and limitations associated with the research design. Acknowledging these factors was critical for interpreting the study's findings accurately. Chapter 4 presented the results of the data analysis, offering insights into the relationships among variables and contributing to the overarching goals of the research.

CHAPTER 4: RESULTS

**Overview**

The tech industry is a fast-paced and demanding work environment, which often leads to stress and mental health issues among employees (Moen et al., 2016). This chapter was based on a quantitative, cross-sectional study and describes the target, setting, sampling, and measures of the study. The purpose of the study was to identify the relationship of servant leadership and a supportive environment to employees' mental well-being in the tech sector.

Based on the current literature and biblical foundation, the following research questions and associated hypotheses were raised:

**RQ1:** Does servant leadership predict the mental well-being in tech employees?

$H_a1$: Servant leadership positively predicts the mental well-being of tech employees.

**RQ2:** Does supportive work environment predict the mental well-being in tech employees?

$H_a2$: Supportive work environment positively predicts the mental well-being of the tech employees.

Chapter 4 presented the results of the study. The data collection results are presented first. The study was approved by the Institutional Review Board at Liberty University. The data was collected through an online survey sent out to employees from three tech companies of varying occupations such as software engineer, product manager, public relations, etc. (see Table 1). The survey contained a demographic questionnaire, Work Environment Scale (Tsai et al., 2015), Servant Leadership Questionnaire (Liden et. al, 2008), and Mental Health Continuum-Short Form (Keyes, 2002). Before taking the survey, informed consent was acquired to make an informed decision regarding their consent to participate. Google form was used to create the survey and it was distributed using email to a sample of tech employees chosen by their respective supervisors.

The responses were later saved, and the data was analyzed for regression analysis. From the questionnaire administered, SPSS version 29 was used to analyze the data.

Cronbach's alpha analysis was measured to ascertain the reliability for both SLQ and MHC-SF. SLQ Cronbach's alpha was 0.96 and MHC-SF Cronbach's alpha was 0.91 (Liden et al., 2015; Keyes, 2002). Reliability values above .70 are referred to as acceptable, and above .80 as high reliability. This step ensures that the assessments are reliable measures of servant leadership and mental well-being (Liden et al., 2015; Keyes, 2002).

## Data Collection

The data for this study was collected through an online survey distributed to three different technology organizations. A total of 90 participants completed the survey that contained demographic questionnaire, SLQ, MHC-SF, and WES. The survey couldn't be submitted unless all the questions were answered. Participants who did not respond within one week received a follow-up email reminding them to complete the survey. Prior to completing the survey, each potential respondent was provided with a confidentiality letter outlining the purpose of the study, the nature of the data being collected, and assurances of anonymity and confidentiality. The letter emphasized that all responses would be used solely for academic research and that no personally identifiable information would be disclosed. Completed returned surveys were used for analysis.

## Descriptive Results

This study included a diverse sample of tech employees of different genders, ages, educational levels, positions in organizations, years of experience in the industry, company sizes, and races/ethnicities (see Table 1). Therefore, this diverse sample allowed for exploration of the full scope of the tech workforce as well for identification of how different demographic factors

can affect the relationships between servant leadership, work environment, and mental well-being.

The majority of the sample identified as male, comprising 65.6% of the respondents. Female respondents make up 34.4% of the sample. The age distribution of respondents revealed that the largest portion falls between 35 and 44 years old – making up 43.3% of the total sample. Next between 25 and 34 years old, which constitutes 27.8% of the respondents. This was followed by ages 45-54 and 18-24 at 20.0% and 6.7% respectively, with the smallest representation being individuals aged between 55-64, accounting for 2.2% of the sample with the M = 37.92 years and SD = 8.78 years.

Respondents between 25 and 44 years old made up 71.1% of the sample. Overall, while not skewed towards any age group, 43.3% of respondents fell within this middle-aged bracket, 35-44 yrs old. The respondents with a master's degree made up the biggest percentage, accounting for 43.3% of the sample. Doctoral degree holders made up the second largest category, accounting for 41.1% of the sample. The sample included individuals with bachelor's degrees, which accounted for 15.6% of the total. The educational background of the respondents indicated 84.4% hold advanced degrees such as Master's and Doctoral degrees.

Table 1 showed the position/role within the organization; most respondents were "Software Engineer/Developer," making up 26.7% of the sample. The next common position was "Project Manager" with 13.3% closely followed by "Technical Support" with 10.0%, and "Other" with 17.8%. Some of the respondents had other specific positions such as "AI" accounting for 4.4%, "IT Specialist/Technician" with 6.7%, "Product Manager" with 6.7%, and "UX/UI Designer" with 2.2%. The position/roles within the organization suggested that the

range of roles that the sample respondents had differ between technical and managerial ones, technical roles such as "AI," "UX/UI Designer" making up 6.6% of the sample.

The largest proportion of respondents had between 4-6 years of experience in the tech industry; this amounts to 54.4% with the *M = 5.63* years and *SD = 2.49* years. The next highly reporting experience levels in the sample were between 7-10 years at 25.6% and between 1-3 years at 11.1%. Only a small percentage had less than one year and more than ten years, 4.4% for each. Essentially, the distribution of years of experience in the tech industry is a combination of early-career professionals and more established or seasoned professionals.

The table showed the distribution of survey participants by the number of people at their companies. Most employees belonged to the first category, the Large Corporation (1000+ employees) subfield, and the total number equaled 34.4%. The small businesses were represented, totaling 31.1% for Medium-sized (251-1000) and 34.4% for Small Business (51-250). Thus, the distribution indicated that the survey responses are relatively close among types but were slightly skewed toward larger corporations.

The largest group among respondents was White/Caucasian, which represented 27.8% of the sample. Other significant groups included Asian/Pacific Islander which represents 21.1%, Black/African American which showed 15.6%, and Hispanic/Latino which accounted for 16.7% of the sample. Smaller proportions are Middle Eastern which were 13.3%, Multiracial/Multiethnic which represented 2.2% and Native American/Indigenous which were 3.3%. The sample demonstrated representative of the population of the US within tech industries.

**Table 1**
*Sample Demographics*

| Characteristic | Category | N | % |
|---|---|---|---|
| Gender | | | |

| Characteristic | Category | *N* | % |
|---|---|---|---|
| | Female | 31 | 34.4 |
| | Male | 59 | 65.6 |
| Age | | | |
| | 18-24 | 6 | 6.7 |
| | 25-34 | 25 | 27.8 |
| | 35-44 | 39 | 43.3 |
| | 45-54 | 18 | 20.0 |
| | 55-64 | 2 | 2.2 |
| Race/ethnicity | | | |
| | Asian/Pacific Islander | 19 | 21.1 |
| | Black/African American | 14 | 15.6 |
| | Hispanic/Latino | 15 | 16.7 |
| | Middle Eastern | 12 | 13.3 |
| | Multiracial/multiethnic | 2 | 2.2 |
| | Native American/Indigenous | 3 | 3.3 |
| | White/Caucasian | 25 | 27.8 |
| Education | | | |
| | Bachelor's degree | 14 | 15.6 |
| | Master's degree | 39 | 43.3 |
| | Doctoral Degree | 37 | 41.1 |
| Position | | | |
| | AI | 4 | 4.4 |
| | IT specialist/technician | 6 | 6.7 |
| | Product Manager | 6 | 6.7 |
| | Project manager | 12 | 13.3 |
| | Public relations | 6 | 6.7 |
| | Quality assurance/tester | 4 | 4.4 |
| | Software engineer/developer | 24 | 26.7 |
| | Technical support | 9 | 10 |
| | UX/UI designer | 2 | 2.2 |
| | Other | 16 | 17.8 |
| Years of experience | | | |
| | < 1 | 4 | 4.4 |
| | 1-3 | 10 | 11.1 |
| | 4-6 | 49 | 54.4 |
| | 7-10 | 23 | 25.6 |
| | > 10 | 4 | 4.4 |
| Company size | | | |
| | Small (51-250 employees) | 31 | 34.4 |
| | Medium (251-1000 employees) | 28 | 31.1 |
| | Large (1000+ employees) | 31 | 34.4 |

*Note.* (*N*=90)

**Reliability and Validity**

The SLQ (Liden et al., 2015) was designed to measure the dimensions of servant leadership. The items on the questionnaire aligned with the theoretical framework of servant leadership as defined by Liden et al. (2015) which ensures construct validity. The MHC-SF (Keyes, 2002) measures emotional, psychological, and social well-being. The items accurately capture these dimensions of mental health as defined by Keyes (2002) which indicates validity. The WES assesses various dimensions of the work environment. The items reflected the aspects of the work environment as they are relevant and valid for this study.

Table 2 presents the Cronbach's alpha coefficients for each scale and subscale used in the study, measuring internal consistency reliability (Liden et al., 2015). The Servant Leadership Questionnaire (SLQ) includes several subscales such as Altruistic Calling ($\alpha = .82$), Emotional Healing ($\alpha = .91$), Wisdom ($\alpha = .92$), Persuasive Mapping ($\alpha = .87$), and Organizational Stewardship ($\alpha = .89$) (Liden et al., 2015). These values indicate excellent reliability because they have Cronbach's alpha values above .80, suggesting that the items within each subscale consistently measure the constructs of servant leadership.

The Mental Health Continuum Short Form (MHC-SF) is divided into subscales for Emotional Well-Being ($\alpha = .86$), Social Well-Being ($\alpha = .79$), and Psychological Well-Being ($\alpha = .83$), with a total scale reliability of $\alpha = .93$ (Keyes, 2002). The $\alpha$ value for Social Well-Being is lower compared to the other subscales; there is a .04 difference between Social Well-Being ($\alpha = .79$) and Psychological Well-Being ($\alpha = .83$). However, the Social Well-Being $\alpha$ value still indicates acceptable reliability. The high total scale alpha value, .93 which is .13 above an acceptable level of reliability, suggests that the MHC-SF provides a reliable measure of mental health across its dimensions (Keyes, 2002).

For the Work Environment Scale (WES) which assesses various aspects of the work environment, the subscales show strong reliability all above .80: Staffing and Resource Adequacy (α = .86), Control Over Practice (α = .82), Leadership (α = .88), and Work Culture (α = .85) (Tsai et al.,2015). The total scale reliability of α = .93 further supported the WES' reliability and capability of evaluating the work environment's overall quality accurately.

All three scales— Servant Leadership Questionnaire (SLQ) from Liden et al. (2008), Mental Health Continuum-Short Form (MHC-SF) from Keyes (2002), and Work Environment Scale (WES) from Tsai et al. (2015), exhibited good (.80) to excellent (.90) internal consistency, as reflected in the Cronbach's alpha values in their subscales. These findings affirm that the scales used in the study are reliable tools for assessing servant leadership, mental well-being, and supportive work environment characteristics in the sample population.

**Table 2**

*Cronbach's Alpha for SLQ, MHC-SF, and WES*

| Measure | Cronbach's α |
|---|---|
| SLQ | |
|     Altruistic calling | .82 |
|     Emotional healing | .91 |
|     Wisdom | .92 |
|     Persuasive mapping | .87 |
|     Organizational stewardship | .89 |
| MHC-SF | |
|     Emotional well-being | .86 |
|     Social well-being | .79 |
|     Psychological well-being | .83 |
|     *Total* | .93 |
| WES | |
|     Staffing and resource adequacy | .86 |
|     Control over practice | .82 |
|     Leadership | .88 |
|     Work culture | .85 |
|     *Total* | .93 |

*Note.* SLQ = Servant Leadership Questionnaire; MHC-SF = Mental Health Continuum Short

Form; WES = Work Environment Scale.

## Study's Findings

Prior to conducting the regression analysis and hypothesis testing, it was essential to ensure that the statistical assumptions were satisfied throughout the research. The first assumption, that any errors would be normally distributed, implied that the residuals, the measured distance data points are from the regression line, would be random in the model and the measured differences between the predicted data found along the regression line and observed data from participant responses are minimal. The second assumption, homoscedasticity, required that the variance of the residuals was consistent across all levels of the predictor variables. The third assumption, multicollinearity, indicated that the predictor variables should not exhibit high correlations with one another. The fourth assumption, independent errors, necessitates that the residuals were not correlated. To verify these assumptions, various diagnostic tests were employed. The Durbin-Watson test was used to check for independent errors, while collinearity diagnostics assessed multicollinearity. The assumption of normally distributed errors was evaluated using a normal probability plot and histogram. Homoscedasticity was tested using partial plots. In instances where the assumptions were not met, bootstrapping was utilized to provide a more accurate analysis. The following section provides the results organized by each research question. The results of hypothesis testing are as follows.

## Research Question 1

**RQ1:** *Does servant leadership predict the mental well-being in tech employees?*

$H_a 1$: Servant leadership positively predicts the mental well-being of tech employees.

A regression analysis was conducted to assess the relationship between servant leadership and mental well-being of tech employees (see Table 5). The mean score for servant leadership was 3.1574 ($SD = 0.63158$), and for mental well-being, it was 2.8677 ($SD = 0.76427$) (See Table 5). The independent variable was servant leadership, and the dependent variable was mental well-being. The regression model was found to be statistically significant, $F(1, 89) = 346.364$, $p < .001$, explaining 79.6% of the variance in mental well-being ($R^2 = .796$, Adjusted $R^2 = .793$). The standard error of the estimate was .34612, which indicated the average distance that the observed values fall from the regression line. The high $R^2$ value meant that about 79.6% of the variation in mental well-being can be explained by the level of servant leadership. The $F$ value indicated that the model fits the data well, and the low standard error showed that the predictions are precise. Essentially, servant leadership is linked to improve mental well-being in tech employees. The regression coefficient for servant leadership was 1.078, which indicated that for every one-unit increase in servant leadership, mental well-being increased by approximately 1.078 units. This servant leadership was a statistically significant predictor ($t(89) = 18.611$, $p < .001$). The constant (intercept) of -.536 suggested the level of mental well-being when servant leadership was zero, which also was statistically significant ($t(89) = -2.879$, $p = .005$). The results supported the hypothesis that servant leadership significantly predicts the mental well-being of tech employees. This suggested that interventions aimed at enhancing servant leadership qualities in leaders may be beneficial for improving employee's mental well-being.

The assumptions were also tested in Table 3, Figure 1, and Figure 2. The detailed figures supporting the statistical analyses, including the Histogram of the Regression Standardized Residual (Servant Leadership), P-P Plot of the Regression Standardized Residual (Servant Leadership), Scatter Plot of Servant Leadership on Employee Well-being, Histogram of the

Regression Standardized Residual (Work Environment), P-P Plot of the Regression Standardized

Residual (Work Environment), and Scatter Plot of Work Environment on Mental Health, are

provided in Appendix D.

For Table 3, the $R^2$ value was .810, representing the proportion of the variance in the

dependent variable explained by the independent variables. This means that 81.0% of the

variance in mental well-being can be explained by work environment and servant leadership

combined. The Adjusted $R^2$, which provided a more accurate measure by adjusting for the

number of predictors in the model, is .806. This suggested that 80.6% of the variability in mental

well-being is accounted for by the predictors, even when considering the regression model's

complexity.

Table 3 and 4 presented the regression model that positively predicted the relationship of

supportive work environment and servant leadership to tech employee's mental well-being. This

meant that most changes in mental well-being can be explained by changes in the work

environment and the quality of servant leadership. The model showed clear patterns in its data.

This indicated the model was statistically significant, which means findings were most likely not

randomly generated and the predictions were thus precise and reliable since they were taken

from sound data.

Table 3 included a Durbin-Watson of 1.700 which is the measurement used to test

independent errors. The assumption of independent errors was met with value of 2.000. Since

1.700 is close to 2.000, it can be concluded that statistic assumption of independent errors was

satisfied. The standard error of the estimate is .337, representing the average distance that the

observed values fall from the regression line. A lower standard error indicated that the model's

predictions are closer to the actual data points. The F Change statistic was 185.321 with a

significance level of <.001. This tests whether the overall regression model was a good fit for the

data. The F value and the p-value of <.001 indicated that the model was statistically significant

and that the predictors reliably explain the variance in the dependent variable, respectively. The

Durbin-Watson statistic was 1.700, which tested for autocorrelation in the residuals. A value

close to 2 suggests little to no autocorrelation, and since 1.700 was close to 2 and the assumption

of independent errors was met.

**Table 3**
*Model Summary\**

| Model | $R$ | $R^2$ | Adjusted $R^2$ | SE | $R^2$ Change | F Change | $df1$ | $df2$ | F-Sig. Change | Durbin-Watson |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Change Statistics | | | | | |
| 1 | .900\* | .810 | .806 | .337 | .810 | 185.321 | 2 | 87 | <.001 | 1.700 |

*Note.* Dependent Variable: Mental Well-Being. SE=Standard Error of the Estimate. F-Sig.=F-Significance
\* Predictors: (Constant), Work Environment, Servant Leadership


Table 4 showed the collinearity diagnostics of Model 1. In regard to the statistical

assumptions of Table 4, Model 1 had parameters for multicollinearity: tolerance must be over

.200 and VIF must be below 10. Both tolerance and VIF values in Table 4 fit these parameters.


**Table 4**
*Coefficients\**

| Model | | F-Sig. Change | Collinearity Statistics | |
|---|---|---|---|---|
| | | | Tolerance | VIF |
| 1 | (Constant) | <.001 | | |
| | Servant Leadership | <.001 | .326 | 3.069 |
| | Work Environment | .011 | .326 | 3.069 |

\* Dependent Variable: Mental Well-Being

Figure 1 depicted a histogram of the regression residuals are all standardized which

shows data was a normal distribution. Its regression standardized residuals, with an overlay of

the normal distribution curve, showed that residuals were approximately normally distributed,

have a mean near zero (3.15e-15) and a standard deviation close to 1 (0.994); this further

supported the normality assumption found in Figure 1.

**Figure 1.**

*Histogram of the regression standardized residual*

*Histogram*

Dependent Variable: Mental Well-Being

Mean = -2.15E-15
Std. Dev. = 0.994
N = 90

Frequency

Regression Standardized Residual
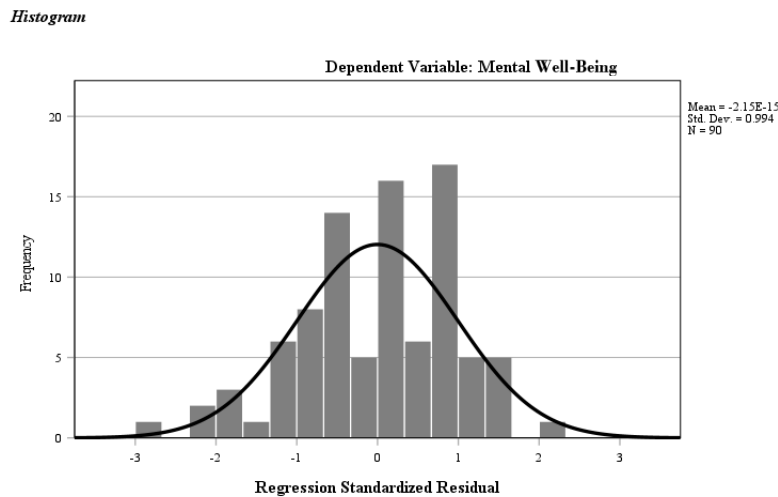
Figure 2 presented a normal probability-probability (P-P) plot where the points closely

follow the diagonal line, which indicated that the residuals were normally distributed and

validating the use of a linear regression model and resolved any remaining statistical

assumptions regarding normal distribution. Figure 2's P-P plot, in its assumption test, confirmed

the normal distribution due to its random small amount of residuals and clear alignment to the

regression line. Both Figure 1 and Figure 2 confirmed normal distribution.

**Figure 2.**

*P-P plot of the regression standardized residual*

*Normal P-P Plot of Regression Standardized Residual*



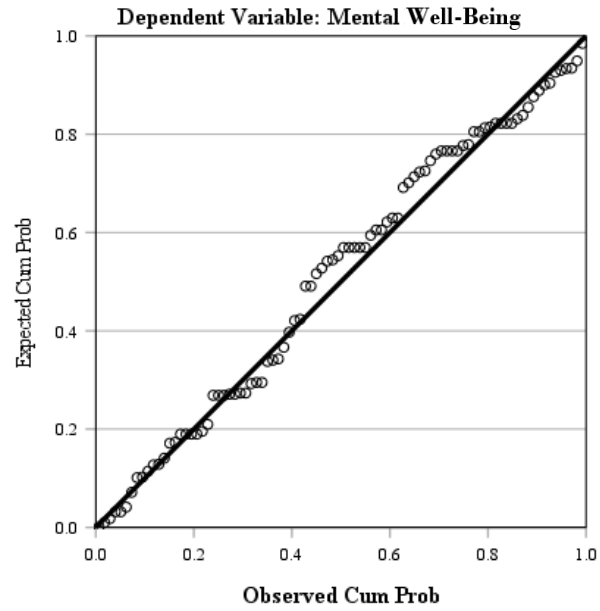Dependent Variable: Mental Well-Being

Figure 3 illustrated the frequency distribution of regression standardized residuals. The x-axis represented the regression standardized residuals, ranging from approximately -4 to 2. The histogram showed a bell-shaped curve, suggesting a normal distribution of residuals centered around 0. This indicated that the residuals are mostly clustered near the mean, with fewer occurrences as the residuals move away from the mean towards the tails. The peak of the histogram was around 0, which is typical for well-fitted models in regression analysis. The meant $(M=0.015)$ and the standard deviation $(SD=0.994)$ of the residuals suggest that the data was centered close to zero and has a typical spread of a histogram with a bell curve.

**Figure 3.**

*Histogram of the regression standardized residual (servant leadership)*
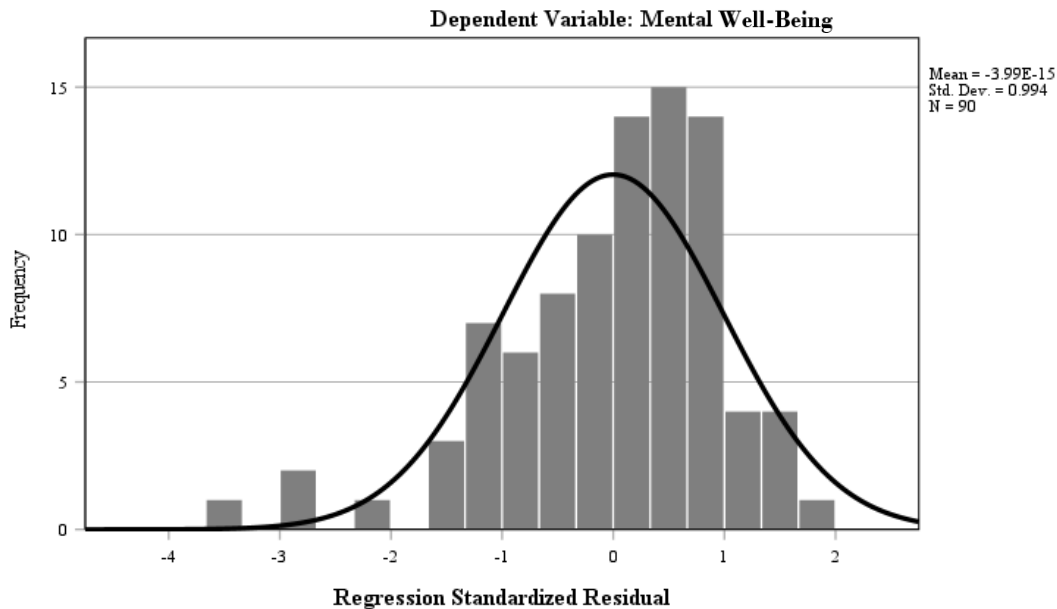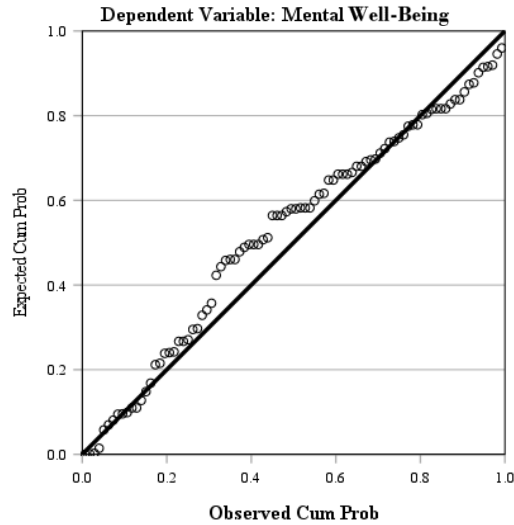


 In Figure 4, there was normally distributed residuals in the histogram with a mean of nearly zero (-3.99e-15) and a standard deviation close to 1 (0.994).

**Figure 4.**

*P-P plot of the regression standardized residual (servant leadership)*

Normal P-P Plot of Regression Standardized Residual



Figures 4 and 5 confirmed that the assumptions of homoscedasticity and normality were met; hence, they supported the reliability and validity of the linear regression model for predicting mental well-being. In Figure 6, P-P plot showed where points closely follow the diagonal line which indicated the graph titled "Figure 6; Relationship, between leadership and employee's mental well-being" Figure 6: indicated how the predicted values and residuals were related. The x axis represented predicted values while the y axis showed residuals. Most points were grouped near the center indicating there is a linear connection between servant leadership and employee's mental well-being. In summary, based on the data examined it seemed that servant leadership and employee's mental well-being had a positive correlation.

The significance level for servant leadership was <.001, which indicated that it was a statistically predictor of mental well-being. The low *p*-value suggested evidence against the null hypothesis, which indicated that servant leadership had a substantial correlation on mental well-

being. Similarly, the significance level for the work environment was .011, which indicated that it was also a statistically significant predictor of mental well-being. Although the *p*-value was higher than that of servant leadership, it still showed a clear relationship.

The tolerance and Variance Inflation Factor (VIF) were measures of multicollinearity. The tolerance value for both predictors was .326, and the VIF is 3.069. Tolerance values close to 1 indicated low multicollinearity. The tolerance value of .326 and VIF of 3.069 for both predictors suggested moderate multicollinearity, which was not severe enough to invalidate the regression results.

The regression model indicated that both servant leadership and the work environment were predictors of mental well-being among tech employees. The high $R^2$ and adjusted $R^2$ values suggested that these predictors explained a substantial proportion of the variance in mental well-being outcomes. The significance levels confirmed that the relationships were statistically reliable, and the low standard error indicated precise predictions. The findings emphasized the importance of promoting servant leadership qualities and a supportive work environment to enhance employee's mental well-being.

**Figure 5.**

*Scatter plot of servant leadership on employee's mental well being*

*Scatterplot*



Dependent Variable: Mental Well-Being

$R^2$ Linear = -4.441E-16

y=-3.99E-15-1.5E-15*x

Regression Standardized Residual

Regression Standardized Predicted Value
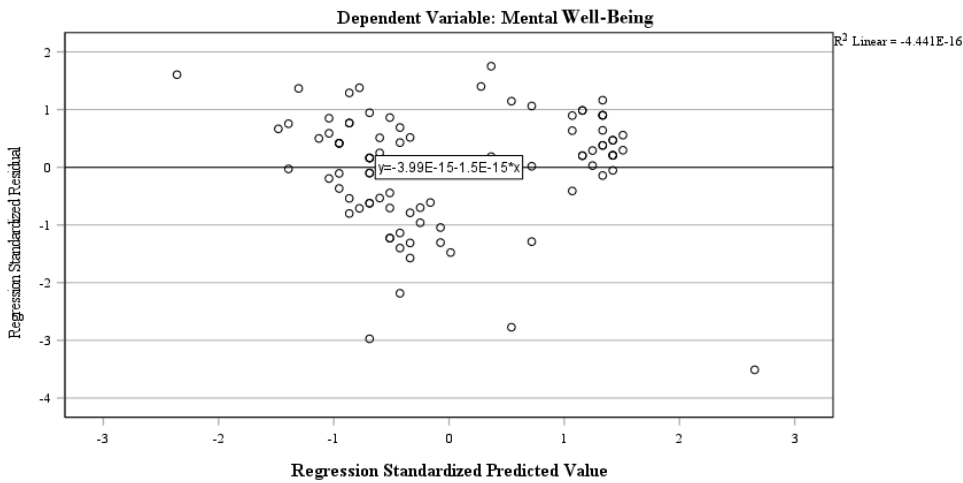
## Research Question 2

**RQ2:** *Does supportive work environment predict the mental well-being in tech*

*employees?*

$H_a2$: Supportive work environment positively predicts the mental well-being of the tech

employees.

To investigate the relationship of supportive work environment to the mental well-being

among tech employees, a regression analysis was performed with a sample of 90 tech employees

(see Table 5). The average score for the perceived supportiveness of the work environment was

3.411, with a standard deviation of 0.51. The average score for mental well-being was 2.86, with

a standard deviation of 0.76.

A linear regression analysis was conducted to investigate the effect of the supportive and

understanding work environment on the mental well-being of employees. The regression analysis

indicated that the model significantly predicts employee well-being, $F(1, 89) = 159.702, p < .001$.

The model explained 64.2% of the variance in mental well-being ($R^2 = .642$, Adjusted $R^2 = .638$),

which was a substantial proportion, demonstrating an effect of the work environment on mental

well-being outcomes. The standard error of the estimate was .45794, reflecting the average distance that the data points fall from the fitted line. About 64.2% of the variation in mental well-being could be explained by the work environment. This significant F value indicated the model fit well, and the low standard error suggested precise predictions. This meant that a supportive work environment contributed to a positive mental well-being. The regression sums of squares (33.491) and the mean square (33.491) relative to the $F$ statistic (159.702) confirmed the model's strong predictive power. The coefficients table provided the effects of the predictor. The unstandardized coefficient for the work environment is 1.193, which indicated that each one-unit increase in positive work environment scores is associated with an increase of 1.193 in mental well-being scores. This predictor was found to be statistically significant ($t$ (89) = 12.637, $p <$ .001).

This result supported Hypothesis 2, which indicated that tech employees who perceive their work environment as supportive and understanding tended to report higher levels of mental well-being.

Figure 3 showed a scatterplot of the regression standardized predicted values against the standardized residuals, which meant the assumption of homoscedasticity was reasonably met, with residuals appearing random and evenly dispersed around zero.

**Figure 6.**

*Scatter plot of supportive work environment*
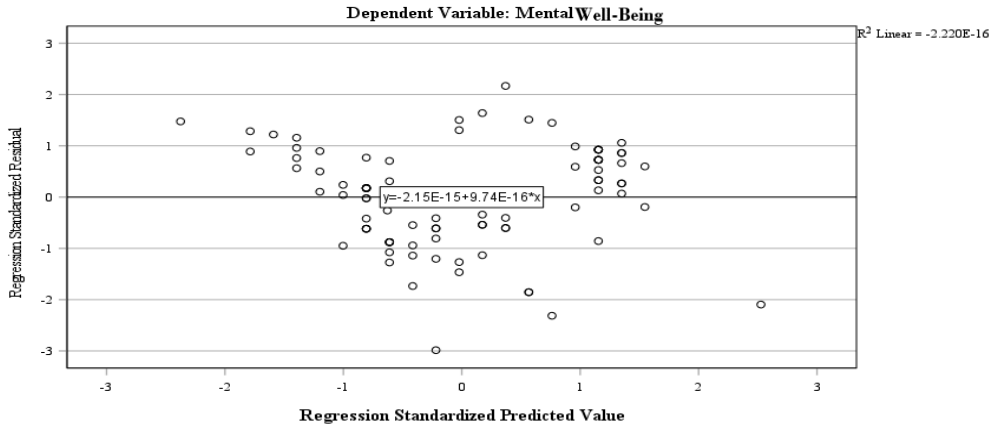


The findings from this regression analysis supported the hypothesis that a supportive work environment enhanced the mental well-being of employees. It also suggested that interventions aimed at improving workplace environment could be effective in boosting employee's mental well-being. Such results are crucial for organizational policies aiming to enhance employee satisfaction and productivity through better work environment strategies.

**Table 5**
*Descriptive statistics*

| Variable | M | SD |
|---|---|---|
| Servant Leadership | 3.15 | .63 |
| Mental Well-Being | 2.86 | .76 |
| Supportive work environment | 3.41 | .51 |

*Note. N = 90.*

* *p* < .01.

## Summary

A detailed summary of the results from the regression analyses conducted to assess the relationship between servant leadership, supportive work environment, and mental well-being of tech employees. These findings could be structured for clarity and comprehensiveness as followed:

For research Question 1, the regression model showed a positive effect servant leadership on mental well-being ($\beta = 1.078$) and explains approximately 79.6% of the variance in mental well-being (Adjusted $R^2 = .793$). The model was also found to be significant. A regression analysis revealed that servant leadership significantly predicted mental well-being among tech employees. This suggested that practices and behaviors associated with servant leadership such as empathy, ethical standards, and prioritizing employee's development, were linked to improving employees' psychological health.

For Research Question 2, the model was found to be statistically significant and explained 64.2% of the variance in mental health scores. These results supported the hypothesis that a supportive work environment enhanced employee's mental well-being. The magnitude of this effect indicated that factors such as adequate resources, good leadership, and a positive culture were crucial for the mental well-being of employees.

The findings from regression analyses provided the argument that both servant leadership and a supportive work environment had a strong positive correlation to employee's mental well-being in the workplace. The statistical effects suggested that interventions aimed at improving leadership styles towards more servant-oriented approaches and enhancing workplace conditions could yield substantial benefits in terms of employees' mental well-being.  Organizations,

especially within the tech industry where the pace and pressure can be high, need to consider

integrating these elements into their human resource's policies and management training

programs. By doing so, they can help foster environments that not only boost productivity but

also support the psychological well-being of their employees.

In conclusion, fostering servant leadership qualities and ensuring a supportive work

environment are not just beneficial but essential strategies for enhancing employees' mental

well-being. The implications from this may be applied to organizational practice as well as future

research, where further exploration into specific elements of leadership and environmental

factors could be explored for even more targeted interventions.

# CHAPTER 5: DISCUSSION

## Overview

Chapter 5 reflected the results and findings of the research to understand the relationship between servant leadership, supportive work environment, and mental well-being among tech employees. This discussion covering research aimed at drawing out how these results were in accordance with the hypothesis can now contribute to the existing literature on such constructs like leadership and work environments.

## Summary of Findings

The results from this study supported the two research questions and hypotheses. The first hypothesis investigated the correlation between servant leadership and mental well-being of tech workers. The second hypothesis investigated the correlation between supportive work environment and mental well-being of tech employees.

The findings revealed a significant positive correlation between servant leadership, supportive work environment, and tech employee's mental well-being and. These results supported both Hypothesis 1 and Hypothesis 2 which indicates that enhancing servant leadership in technology workplaces could substantially enhance employees' mental well-being.

The study revealed positive correlation between servant leadership, supportive work environment, and tech employees' mental well-being. Specifically, findings highlighted the importance of servant leadership qualities such as coaching, feedback provision, and ethical standards, as well as supportive work environment factors like accessibility of contacts and supervisor justification for decisions.

Supportive work environment was measured and confirmed as participants reported positively on problem-solving, were focused on positive outcomes in their work, were goal-oriented in their career and were success-driven. These findings highlighted the utmost

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importance of supportive work environments that promote the mental well-being among employees in the tech field. The findings for this study's sample can be replicated by fostering work cultures such as the conditions listed above which are likely to be result in positive outcomes for employees such as satisfaction of their employees, high levels of engagement, and ultimately positively influence with their employee's mental well-being.

The regression results suggested that the significance of fostering servant leadership qualities and supportive work environments in fostering mental well-being of tech's employees. It is through nurturing these elusive aspects of an organization's culture that organizations can tread down the dual path towards employee's satisfaction and leaders.

### Discussion of Findings

Each research question was supported by the results, with established research in chapter 2 on the review of the literature to provide a thorough discussion of the findings.

**RQ1:** *Does servant leadership predict the mental well-being in tech employees?*

$H_a$**1:** Servant leadership positively predicts the mental well-being of tech employees.

The first research question assumed that there is a strong positive between servant leadership and mental well-being of tech employees. The current study's findings provide empirical support for Research Question 1 and Hypothesis 1. There was a statistically significant positive effect of servant leadership on the mental well-being of tech employees. These results revealed that servant leadership was a catalyst for improving employee's mental well-being and organizational performance. For instance, the finding of this study aligned with the findings of Huang et al. (2018), who found a statistically significant strong positive correlation between servant leadership and psychological benefits in organizational contexts. Although their study was not based on tech employees, it showed relevant findings on the positive correlation between servant leadership and the psychological well-being of employees which supported the generalization of the theoretical

model and further extended to other variables as servant leadership has a strong positive correlation to employees' resilience and satisfaction. Similarly, Johnson & Rohde (2022) supported these findings by highlighting how servant leadership practices such as empathy, empowerment, and prioritizing employee mental well-being positively effects with increased job satisfaction and reduced workplace stress. Thus, servant leadership is said to foster enhanced overall mental well-being. Specifically, higher levels of servant leadership were associated with increased coaching of inexperienced newcomers, provision of constructive feedback, accessibility of contacts, supervisor justification for decisions, clear explanations of job decisions, and thorough information gathering for job decisions. These correlations suggested that when leaders exhibited servant leadership qualities, they tend to foster an environment characterized by support, guidance, and transparency, which are crucial for employee's engagement and satisfaction (Farrington & Lillah, 2019).

A servant leader has different qualities: empathy, active listening, healing, awareness, persuasion, foresight, commitment to the growth of others, and community building. These can all help to build a supportive environment and influence employees' mental well-being positively(Davis, 2020), which was confirmed by this research. All these attributes are essential for fostering a supportive and collaborative organizational culture which supports the findings in this study on how there is a strong positive correlation between servant leadership and supportive work environment, and tech employee's mental well-being.

**RQ2:** *Does supportive work environment predict the mental well-being in tech employees?*

$H_a$**2:** Supportive work environment positively predicts the mental well-being of the tech employees.

The second hypothesis investigated the effect of supportive work environment on the mental well-being of tech employees. As mentioned by Canavesi and Minelli's (2021), servant leadership attitudes and behaviors displayed by the leaders had a lasting influence on how employees stay engaged and motivated in the workplace. It was also mentioned that servant leadership is related to promoting a positive, encouraging work environment and was a valuable way of building rapport and gaining trust between leaders and employees. This supported the research's findings. Another study by Ragnarsson et al. (2018) strengthen this study's findings by observing lived experience of employees and managers who work within an organization where the servant leadership concept was applied and practiced by the leader. Through their findings, two main themes were discovered from the study: "Accountability as an integral part of the practice of servant leadership" and "People show care and help each other out at work." (Ragnarsson et al., 2018, p. 9). The findings alongside this research's findings showed how servant leadership gave employees positive experiences about their workplace and in creating a community and a sense of belonging.

The regression analysis results from this study unveiled significant effect of servant leadership, a supportive work environment, and the mental well-being of tech employees. Firstly, the findings indicated a positive effect of servant leadership behaviors and supportive practices within the workplace which is substantiated by Huang et al., (2018). Specifically, study by Johnson & Rohde (2022) found that higher levels of servant leadership were associated with increased coaching of inexperienced newcomers, provision of constructive feedback, accessibility of contacts, supervisor justification for decisions, clear explanations of job decisions, and thorough information gathering for job decisions. This can be attributed to some qualities of servant leadership, namely empathy, empowerment, and the prioritization of employee welfare which are

highly needed in the work environment to be supportive. In brief, servant leadership affects the organizational environment that supports employee well-being and productivity.

The regression analysis demonstrated that servant leadership practices not only influenced the immediate task environment but also cultivated a culture where employees feel valued and understood. By embodying qualities such as empathy, active listening, and ethical behavior, servant leaders facilitate an open and supportive work atmosphere that enhances employee morale and productivity (Huang et al., 2018). Furthermore, the emphasis on transparency and guidance helps employees navigate their roles more effectively, boosting overall job satisfaction and fostering a deeper commitment to the organization (Kuonath et al., 2021).

Kuonath et al. (2021) observed positive relationships in the correlation analysis between indicators of mental well-being of employees and a supportive work environment. If an employee sees his or her work environment as supportive, this individual tends to be more focused on problem-solving rather than problem identification, oriented toward positive outcomes as opposed to negative outcomes, outcome-oriented regarding career goals rather than effort-driven and success-focused rather than failure-avoidant. In the same accordance, Johnson & Rohde, (2022) discovered that supportive environments contributed to increased employee's engagement in addition to satisfaction. The findings stressed the importance of fostering a supportive organizational culture that promotes employees' mental well-being. It also emphasized creating positive workplace culture through effective leadership and sound organizational practices which are correlates of employees' attitudes and behavior by contributing to tech organizations in a competitive industry, which aligns with the results of this research.

**Biblical Integration**

The findings from this research underscored the relationship between servant leadership, supportive work environment, and the mental well-being and overall performance of employees in tech industry. These results resonated with biblical principles, which emphasize service, stewardship, and the nurturing of community.

The concept of servant leadership, which has proven beneficial in enhancing employee's mental well-being, is vividly aligned with the teachings of Jesus Christ. In the Gospel of Mark, Jesus articulates the essence of servant leadership: "Whosoever will be great among you, shall be your minister: And whosoever of you will be the chiefest, shall be servant of all. For even the Son of man came not to be ministered unto, but to minister, and to give his life a ransom for many" (King James Bible, 1769/2017, Mark 10:43-45). This passage highlighted the importance of leaders who prioritize the needs of others, aiming to serve rather than to wield power or authority. The effectiveness of servant leadership in fostering a positive work environment, as identified in the study, reflected this biblical principle where the welfare and development of individuals are placed at the forefront.

Similarly, the biblical teachings emphasize the importance of a supportive and nurturing community. The Book of Acts presents an early model of a supportive community where there were believers who "all that believed were together and had all things common; And sold their possessions and goods, and parted them to all men, as every man had need." (King James Bible, 1769/2017, Acts 2:44-45). This act of sharing and support not only strengthened their sense of community but also facilitated individual and communal well-being. In a modern organizational context, creating environments that emulate this spirit of support and mutual respect can lead to

enhanced employee's well-being and organizational performance, as demonstrated by the findings.

Integrating these biblical principles into the management and leadership strategies of modern organizations can provide a strong foundation for developing practices that promote both individual's well-being and in result, organizational success. By setting up servant leadership within organizational cultures, leaders can create a supportive environment that not only excel in innovation and productivity but also in fostering a sense of community and mental well-being among their employees. Thus, the study's findings not only aligned with the current literature but also resonated deeply with biblical teachings and values.

## Implications

The implications of this study offered insights into how servant leadership and supportive work environments can have positive correlation with employee's mental well-being and overall organizational success. These findings aligned with and contributed to existing literature in organizational psychology, specifically within the context of the tech industry where rapid change and high demands often effect the work environment.

Van Dierendonck and Nuijten (2011) found that servant leadership positively affects job satisfaction and organizational commitment. This study extended their findings by specifically linking servant leadership not only to employee's satisfaction and commitment but also to mental well-being in the tech sector. This expansion into the tech industry highlighted the adaptability and relevance of servant leadership across different contexts.

Research by Bakker and Demerouti (2007) suggested that supportive work environments act as critical resources that help reduce job demands and associated stress. This study also supported these findings and further discussed how such environments specifically foster mental well-being, which aims at enhancing productivity and employee retention in tech organizations.

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The call for changes in company policies to reflect servant leadership principles echoes the recommendations made by Liden et al. (2008), who advocate for leadership development programs that focus on servant leadership qualities. By applying these principles specifically to policy adjustments, such as leadership training and employee well-being plans, the present study offers concrete strategies for organizational transformation.

The results of this study had several implications for different spheres. First, it implied theoretical implications, given that the correlations of servant leadership behaviors, supportive environment at work, as well as mental wellness behaviors correlate positively. Such results enhanced enriching our knowledge in the field of organizational behaviors, especially focused on the tech industry. Such results illuminated the interconnections between servant leadership behavior, organizational culture, and employee's mindsets, which emphasizes the significance of integrated approaches that consider all these factors together.

Studies by Greenleaf (1977), Spears (1995), Laschinger et al. (2014), and Nielsen et al. (2020) reviewed in chapter 2 show that servant leadership has many implications on organizational practices. Servant leadership should be theoretically grounded on empirical data as it could leader to the same outcomes, such as fostering job satisfaction, reducing turnover, and enhancing employee engagement, productivity, and competitiveness through empowerment, resource availability, transparency, and involvement (Greenleaf, 1977; Spears, 1995; Laschinger et al., 2014; Nielsen et al., 2020). Hence the research model with different dependent, independent, moderator, mediator and control variables are highly needed for directed organizational psychology effective interventions.

In practice, this study recommends tech companies learn through this research how servant leadership and work environment affect employees' mental health and create a positive

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work culture. The study's results may assist organizations in developing leadership strategies and reinforcing policies to enhance the well-being and productivity of employees in the tech industry. Leaders and managers should be encouraged to develop servant leadership characteristics and support work conditions to promote employee's mental well-being as well as enhance organizational performance. This is supported studies discussed in chapter 2 such as those by van Dierendonck (2011) and Liden et al. (2008). The latter demonstrated that enhancing servant leadership behaviors and improving workplace conditions contribute to better mental well-being outcomes and organizational performance (van Dierendonck, 2011; Liden et al., 2008). As a result, it would mean taking on roles such as coaching, giving meaningful feedback, and making decisions openly to enable people to thrive and flourish. From a policy perspective, some company policies and regulations may have to be changed to reflect servant leadership and work conditions. This would mean policy changes in organizational hierarchy, the definition of leadership training, and the implementation of employee well-being plans.

This comparison with the literature not only validated the findings of the current study but also suggested areas for further research, such as exploring the specific mechanisms through which servant leadership's influences and is correlated with various dimensions of employee's well-being. Additionally, it provided practical insights for organizations in the tech industry to implement these findings, which emphasized the importance of nurturing leadership styles and workplace environments that prioritize employee's mental well-being.

In brief, the implications of this study served as a valuable addition to the body of knowledge on organizational behavior, which will be offering a nuanced understanding of how leadership and organizational culture interact to affect employee's outcomes. The findings of the current study were relevant to both theory and practice in the field of organizational psychology.

**Limitations**

Due to the cross-sectional nature of the study with multiple different demographics represented in the findings, the study did not allow for causality because relationships could not be found between many different individuals and the general findings. Second, all the measures were based on employees' self-reports, which could be subjected to several biases like social desirability bias. Finally, this study's specific context limited the generalizability of the findings to other industries and countries, for instance, the tech industry. The limitations of this study reflect common challenges in organizational research, such as the inability to establish causality due to its cross-sectional design (Greenleaf, 1977; Spears, 1995). Moreover, the reliance on self-reports may introduce biases such as social desirability and confirmation bias (Laschinger et al., 2014), which limits the generalizability of findings across different industries and countries (Nielsen et al., 2020; Northouse, 2018).

The generalization of the findings may be limited by the sample size and composition. As the study was solely targeting employees of the tech industry in moderation in a determined geography, the results were not representative of the population around the world. Similarly, given that the majority of the sample was of the same demographic and organizational profiles; the findings may not be applicable to other demographics and industries. In the future, researchers need to consider conducting similar studies on a more varied and representative pool of participants to ensure the generalization of results.

Additionally, for most of the study's concepts—servant leadership, supportive work environment, and mental well-being among employees—while they were comprehensive, they were not fully inclusive of other major factors in the analysis run. Several other variables, such as organizational justice, job autonomy, workload characteristics, and demands, might also influence, and can be correlated with the employee's well-being further. A study to observe other

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factors should be conducted to complete the understanding of their influence and their relation to employee's mental well-being in the technological industry.

## Recommendations for Future Research

Several recommendations for future research can be made considering the findings and limitations outlined above. One of the prospects could be to conduct longitudinal studies with the aim of identifying the causal relationships between servant leadership, supportive work environments, and mental well-being of employees over time. Longitudinal research helped track how these factors change over time, shedding light on how their interactions evolve. This approach could unveil whether the relationship between work environments and servant leadership with mental well-being is immediate, cumulative, or follows a more intricate pattern. For instance, findings might show that the positive correlation between servant leadership and employees' mental well-being grows over time as trust builds, or that supportive work environments have an immediate effect but need ongoing support to maintain their positive influence. Additionally, longitudinal research would allow for the examination of long-term outcomes. Research could study whether the relationship between servant leadership, supportive work environment, and employee's mental well-being can be translated into other beneficial outcomes over time such as increased job satisfaction, lower turnover rates, or improved job performance. This broader perspective would offer insights into the ranging implications of these leadership and environmental elements.

Interventions for fostering the development of traits corresponding to servant leadership and supportive work environments could be developed and tested to determine how much mental well-being might be changeable. These could involve physiological measures like heart rate variability, stress hormone levels, or behavioral data—such as how often employees are absent, their productivity levels evaluations from colleagues or managers, and examination of online

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traces from work-related software usage. Moreover, strategies aimed at promoting servant leadership qualities and creating supportive work environments could be devised and tested. These strategies might consist of leadership development courses centered around servant leadership principles, work environment modifications, mentorship programs pairing experienced servant leaders with up-and-coming leaders and initiatives within the organizational culture that encourage a supportive environment. By putting these plans into action and assessing their impact, researchers could ascertain the degree to which employees' mental wellbeing can be affected and enhanced. This method would also offer practical guidance for organizations and leaders who are looking to enhance these facets of their workplace.

Additionally, multi-method approaches, such as combining self-report measures with objective performance indicators or adding qualitative interviews, could be used to provide a fuller picture of the ways employee's mental well-being is influenced. Triangulating data from multiple sources increases the validity and reliability of the data. Finally, future research needs to explore potential mediating and moderating variables for the obtained relationships. For instance, organizational variables, such as job autonomy, organizational justice, or leadership styles, may mediate or moderate the relationships found between servant leadership, the work environment, and employee's mental well-being. Intervention studies aimed to measure the effectiveness of certain interventions targeted at promoting servant leadership and supportive work environments in the practice setting could also be conducted. By employing a multi-method approach and exploring mediating and moderating variables, this research would deepen understanding of the complex relationships between servant leadership, supportive work environments, and tech employees' mental well-being. The combination of quantitative and qualitative data would provide a more holistic view of these dynamics, potentially uncovering aspects that might be

missed by single-method studies. For instance, qualitative interviews could reveal how specific servant leadership behaviors or workplace characteristics are particularly impactful on employee's mental well-being, which could then be further investigated quantitatively. The exploration of mediating and moderating variables would help elucidate the mechanisms through which servant leadership and supportive environments correlate with employee's mental well-being, potentially identifying key organizational factors that enhance or diminish these effects. This could lead to more targeted and effective interventions in the workplace. Furthermore, intervention studies would move the field beyond correlational research, providing causal evidence for the effectiveness of specific leadership and environmental changes. This would not only contribute to the theoretical understanding of these relationships but also offer practical, evidence-based strategies for tech companies to improve employees' mental well-being, bridging the gap between academic research and industry application.

### Summary

In conclusion, this research advanced the understanding of the link between servant leadership, a supportive work environment, and employee's mental well-being within the tech industry. Moreover, the results of the research underscored the significance of these constructs for organizational performance. The specific findings of the quantitative cross-sectional examination are as follows; First, there was a strong positive correlation between servant leadership and tech employee's mental well-being. Moreover, there was also a strong positive correlation between supportive work environment and indicators on the mental well-being at work such as enjoyment of job-related problems, focusing on positive facets, career goal-settling, and a high aspiration to do better than to avoid being poor. Overall, developing characteristics

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such as servant leadership and a supportive work environment in tech organizations promotes employee's mental well-being and in result, organizational success.

Nevertheless, the study has several limitations. First, the cross-sectional design did not allow for determining the causality between the variables above. Second, self-report measures create the risk of response bias. Finally, the sample was only focus on participants who live in United States, which means that generalizing the results to other countries might not be applied. Further studies should apply longitudinal designs, include different samples, use multi-method approach, focus on mediating and moderating variables, interventions, and cross-cultural research.

To conclude, the main limitations of this study did not undermine the results. The research emphasized the need to develop and promote servant leadership's qualities and supportive work environments for tech employees' mental well-being and organizational success. The results of this study can assist policymakers and leaders by providing data-driven strategies and interventions to make work in the high-tech work environment healthier and more productive. Also, this study supported biblical foundation and principles that to be the greatest, either as an individual or organization, servant leadership needs to be the focus and applied.

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# APPENDIX A: DEMOGRAPHIC QUESTIONAIRE

**1- Gender:**

Male

Female

Non-binary

Prefer not to say

O

ther (please specify): _____

**2- Age:**

18-24

25-34

35-44

45-54

55-64

65 or over

**3- Educational Background:**

Bachelor's Degree

Master's Degree

Doctoral Degree

Other (please specify): _____

**4- Position/Role within the Organization:**

Software Engineer/Developer

Project Manager

IT Specialist/Technician

Data Scientist/Analyst

UX/UI Designer

Product Manager

Quality Assurance/Tester

Technical Support

Public Relation

AI

Other

**5- Years of Experience in the Technology Industry:**

Less than 1 year

1-3 years

4-6 years

7-10 years

More than 10 years

**6- Company Size:**

Startup (1-50 employees)

Small Business (51-250 employees)

Medium-Sized Company (251-1000 employees)

Large Corporation (1000+ employees)

**7- Ethnicity/Race:**

Asian/Pacific Islander

Black/African American

Hispanic/Latino

White/Caucasian

Native American/Indigenous

Middle Eastern

Multiracial/Multiethnic

Other

**Additional Comments or Information: (Optional)**

# APPENDIX B: WORK ENVIRONMENT SCALE

**<u>Knowledge sharing</u>**

Work testing yields constructive comments from colleagues.

Inexperienced newcomers are coached by experienced colleagues.

The coaching of new colleagues is well coordinated in our department.

Experienced colleagues provide constructive feedback on the work of less experienced

colleagues.

In my part of this organization, I know whom I can contact for specific questions. Experienced

colleagues help young colleagues by giving examples.

**<u>Procedural justice</u>**

My supervisor offers adequate justification for decisions made about my job.

When making decisions about my job, my supervisor offers explanations that make sense to me.

Job decisions are made by my supervisor in an unbiased manner.

To make job decisions, my supervisor collects accurate and complete information.

All job decisions are applied consistently across all affected employees.

**<u>Motivation</u>**

I enjoy finding solutions to complex problems.

I enjoy creating new procedures for work tasks. I enjoy improving existing processes or

products.

**<u>Promotion</u>**

In general, I am focused on achieving positive outcomes in my life.

I typically focus on the successes that I hope to achieve in the future.

I often think about how I will achieve my work goals.

Overall, I am more orientated toward achieving success than preventing failure.

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Note. Items are rated on a scale from 1 (strongly disagree) to 7 (strongly agree).

# APPENDIX C: THE SERVANT LEADERSHIP QUESTIONNAIRE (SLQ)

The Servant Leadership Questionnaire (SLQ) by (Liden, et al., 2008) is a 28-item scale that

measures seven major dimensions of servant leadership: conceptualizing, emotional healing,

putting followers first, helping followers grow and succeed, behaving ethically, empowering, and

creating value for the community. Using exploratory and confirmatory factor analysis, Liden et

al. established the multiple dimensions of this scale and described how it is uniquely different

from other leadership measures. By completing the SLQ you will gain an understanding of how

servant leadership is measured and explore where you stand on the different dimensions of

servant leadership. Servant leadership is a complex process, and taking the SLQ is one way to

discover how it works.

Instructions: Select two people who know you in a leadership capacity such as a coworker,

fellow group member, or follower. Make two copies of this questionnaire and give a copy to

each individual you have chosen or email it to them. Using the following 7-point scale, ask them

to indicate the extent to which they agree or disagree with the following statements as they

pertain to your leadership. "He/She" is referring to you in a leadership capacity.

Key: 1 = Strongly disagree 2 = Disagree somewhat 3 = Disagree 4 = Undecided 5 = Agree

somewhat 6 = Agree 7 = Strongly agree

| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|---|
| 1. | Others would seek help from him/her if they had a personal problem. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|---|
| 2. | He/She emphasizes the importance of giving back to the community. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. | He/She can tell if something work related is going wrong. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. | He/She gives others the responsibility to make important decisions about their own jobs. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. | He/She makes others' career development a priority. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. | He/She cares more about others' success than his/her own. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. | He/She holds high ethical standards. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. | He/She cares about others' personal well-being. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. | He/She is always interested in helping people in the community. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. | He/She is able to think through complex problems. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. | He/She encourages others to handle important work decisions on their own. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 12. He/She is interested in making sure others reach their career goals. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 13. He/She puts others' best interests above his/her own. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14. He/She is always honest. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15. He/She takes time to talk to others on a personal level. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 16. He/She is involved in community activities. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 17. He/She has a thorough understanding of the organization and its goals. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 18. He/She gives others the freedom to handle difficult situations in the way they feel is best. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 19. He/She provides others with work experiences that enables them to develop new skills. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 20. He/She sacrifices his/her own interests to meet others' needs. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 21. He/She would not compromise ethical principles in order to meet success. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 22. | He/She can recognize when others are feeling down without asking them. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 23. | He/She encourages others to volunteer in the community. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 24. | He/She can solve work problems with new or creative ideas. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 25. | If others need to make important decisions at work, they do no need to consult him/her. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 26. | He/She wants to know about others' career goals. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 27. | He/She does what he/she can to make others' jobs easier. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 28. | He/She values honesty more than profits. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Scoring

Using the questionnaires on which others assessed you leadership, take the separate scores for each item, add them together, and divide that sum by two. This will give you the average score for that item. For example, if Person A assessed you at 4 for Item 2, and Person B marked you as a 6, you score for Item 2 would be 5. Once you have averaged each item's scores, use the following steps to complete the scoring of the questionnaire.

Add up the scores on 1, 8, 15, and 22. This is your score for emotional healing.

Add up the scores for 2, 9, 16, and 23. This is your score for creating value for the community.

Add up the scores for 3, 10, 17, and 24. This is your score for conceptual skills.

Add up the scores for 4, 11, 18, and 25. This is your score for empowering.

Add up the scores for 5, 12, 19, and 26. This is your score for helping subordinates grow and succeed.

Add up the scores for 6, 13, 19, and 27. This is your score for putting subordinates first.

Add up the scores for 7, 14, 20, and 28. This is your score for behaving ethically.

Liden, R.C., Wayne, S.J. Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. Leadership Quarterly, 19, 161-177.

# APPENDIX D: MENTAL HEALTH CONTINUUM SHORT FORM (MHC-SF)

Questions in Mental Health Continuum Short Form (MHC-SF)

**Emotional well-being**

How often Note † in the past month did you feel ...

  1. happy?

  2. interested in life?

  3. satisfied with your life?

**Positive functioning**

How oftenNote † during the past month did you feel ...

  4. that you had something important to contribute to society? (social contribution)

  5. that you belonged to a community (like a social group, your neighborhood, your city, your school)? (social integration)

  6. that our society is becoming a better place for people like you? (social growth)

  7. that people are basically good? (social acceptance)

  8. that the way our society works makes sense to you? (social coherence)

  9. that you liked most parts of your personality? (self-acceptance)

  10. good at managing the responsibilities of your daily life? (environmental mastery)

  11. that you had warm and trusting relationships with others? (positive relationship with others)

  12. that you had experiences that challenged you to grow and become a better person? (personal growth)

  13. confident to think or express your own ideas and opinions? (autonomy)

  14. that your life has a sense of direction or meaning to it? (purpose in life)

**Scoring**

Flourishing requires a response of "almost every day" or "every day" to 1 or more of the 3

emotional well-being questions, and to 6 or more of the 11 positive functioning questions.

Languishing requires a response of "once or twice" or "never" to 1 or more of the 3 emotional

well-being questions, and to 6 or more of the 11 positive functioning questions.

Moderate mental health refers to those who are neither flourishing or languishing.

Note †

every day, almost every day, about 2 or 3 times a week, about once a week, once or twice, or

never

# APPENDIX E: RECRUIMENT LETTER

Dear Potential Participant,

As a doctorate candidate in the School of Psychology at Liberty University, I am conducting research to better understand servant leadership's influence on tech employee's mental well-being. The purpose of my research is to see how servant leadership and supportive environment influences tech employee's mental well-being and I am writing to invite eligible participants to join my study.

Participants must be (a) aged between 18 and up (b) employed at the organization (c) have been recommended by their supervisor (d) proficient in English and (e) residing in United States. Participation in the study will involve completing an anonymous online survey, which will take approximately 5-10 minutes. Participation will be completely anonymous, and no personal, identifying information will be collected.

An information sheet is attached to this email. After you have read the information sheet, please find the attached file to proceed to the survey. Doing so will indicate that you have read the consent information and would like to take part in the survey.

Thank you for your time and assistance.

Sincerely,
Parsa Peykar
PhD Candidate