

# Investigating The Role of Servant Leadership in Driving Job Performance and Fostering Employee Engagement: A Comprehensive Study

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## ARTICLE INFO

### Article History:

Accepted: 01 Nov 2024

Published: 08 Nov 2024

### Publication Issue :

Volume 11, Issue 6

November-December-2024

### Page Number :

67-73

## ABSTRACT

This study explores the impact of servant leadership on employee engagement, growth, and job performance within the IT industry across 24 districts in India. Employing a mixed-methods research design, the study integrates both quantitative and qualitative approaches to provide a holistic understanding of the measurable effects and nuanced experiences of employees under servant leadership. A sample size of 460 participants, determined using G Power software, ensures robust statistical analysis while accommodating potential dropouts. A multistage sampling technique is used, beginning with the selection of 24 advertising companies from Haryana, Uttar Pradesh, Rajasthan, and Delhi/NCR through pro-purposive sampling, followed by a random selection of 460 employees evenly distributed by gender and stratified by age and income profiles.

The study's structured sampling framework ensures comprehensive representation, with respondents distributed across regions to reflect the diversity of the advertising industry. Participants include 112 employees each from Haryana, Uttar Pradesh, and Rajasthan, and 124 from Delhi/NCR, ensuring balanced representation of male and female employees. This approach allows the study to capture servant leadership's impact across various demographic segments and organizational contexts. By examining both statistical data and qualitative insights, the research provides a deeper understanding of how servant leadership fosters employee engagement, enhances job performance, and contributes to organizational success within the advertising sector.

**Keywords :** Servant Leadership, Employee Engagement, Job Performance, Advertising Industry.

## I. Introduction:

Leadership plays a pivotal role in shaping organizational dynamics, influencing not only the performance of employees but also their overall engagement and satisfaction. Among various leadership styles, servant leadership has gained

prominence for its emphasis on prioritizing the needs of employees, fostering a sense of growth, and creating a supportive work environment. Unlike traditional hierarchical models, servant leadership focuses on empowering employees, encouraging collaboration, and nurturing individual potential, thereby aligning personal and organizational goals. This study aims to delve into the effectiveness of servant leadership within the IT industry, particularly in its ability to enhance employee engagement and performance across diverse demographic and organizational contexts.

The study employs a mixed-methods research approach to provide a comprehensive understanding of servant leadership's impact. By integrating quantitative data with qualitative insights, the research captures both measurable outcomes and the nuanced experiences of employees. A robust sampling framework ensures the inclusion of 460 participants, carefully selected through a multistage sampling technique across 24 advertising companies in Haryana, Uttar Pradesh, Rajasthan, and Delhi/NCR. The selection criteria ensure representation from varied gender, age, and income profiles, allowing for a balanced and in-depth analysis. This structured approach highlights the diversity and complexity of servant leadership's effects across regions and demographic segments.

The research is significant in its exploration of how servant leadership fosters employee engagement, defined as the emotional commitment and enthusiasm employees exhibit toward their roles and organizations. Employee engagement is not only a predictor of performance but also a determinant of retention and satisfaction. Furthermore, the study examines the link between servant leadership and job performance, assessing how leadership behaviour influences productivity, collaboration, and innovation. By focusing on the advertising sector, a field marked by creativity and dynamic workflows, the study situates servant leadership within a context that requires adaptive and empathetic leadership styles.

The findings of this research are expected to contribute valuable insights into the broader discourse on leadership effectiveness. By investigating the relationship between servant leadership, employee engagement, and job performance, this study provides a framework for organizations to adopt leadership strategies that are both employee-centered and result-oriented. Additionally, the detailed demographic and regional analysis offers practical implications for leadership practices across diverse cultural and organizational settings, making it a valuable resource for policymakers, managers, and researchers in leadership studies.

## II. Data Collection for the Study

In this study, the multistage sampling approach begins with purposive sampling of companies followed by a random selection of employees, a method that ensures both the specificity of the research context and the generalizability of the findings. Initially, companies are selected through a purposive sampling technique, which involves choosing companies that specifically meet the pre-defined criteria necessary for the study. This method is critical for ensuring that the sampled organizations are directly relevant to the research question.

In the context of this study, the criteria include industry relevance, ensuring that only firms primarily engaged in advertising and marketing are selected. Organizational size is also considered to capture a broad spectrum of company dynamics, from small start-ups to large multinational corporations. Finally, suitability for studying the impacts of servant leadership is assessed, with a preference for companies that have clear organizational hierarchies and established leadership structures.

The combination of purposive and random sampling in a multistage approach is particularly powerful. Purposive sampling ensures that the context of the study is controlled and relevant, while random sampling enhances the reliability of the results by reducing biases and allowing for the

generalization of the findings to a larger population. This dual approach provides a comprehensive methodology that leverages the strengths of both purposive specificity and random variability, making it ideal for studies that aim to explore complex phenomena such as the impact of leadership styles across diverse organizational settings.

#### **Stage One: Pro-purposive Sampling of Companies**

The study starts by identifying economically significant districts within Haryana, Uttar Pradesh, Rajasthan, and one from the National Capital Territory of Delhi. These regions are chosen based on their dense concentration of advertising firms, which suggests a robust industry presence. This step ensures that the study covers areas where advertising practices are prevalent and varied.

To fulfil the study's requirement of including 24 companies, six companies are selected from each of the four chosen regions. This even distribution ensures a geographic balance, allowing the study to capture a wide array of advertising practices and organizational dynamics within these areas. The selection of companies within these districts is based on specific criteria to ensure relevance and suitability for the study. Companies must be primarily involved in advertising and marketing services to ensure that the findings are directly applicable to the industry.

#### **Stage Two: Random Selection of Employees**

In addition to ensuring regional and gender balance, the selection process incorporates further stratification by age and income. This strategy allows the study to cover a diverse range of demographic segments, enhancing the depth and applicability of the insights generated. Stratifying by age and income helps to understand how different demographic groups perceive and are influenced by servant leadership within their organizations.

A systematic sampling method is employed to select employees from the list within each company. This method involves choosing participants at regular intervals from an ordered list, ensuring each employee has an equal chance of being selected. This

technique helps prevent selection bias, making the sample as representative as possible of the wider employee population within these companies.

Data collection for this study employs a mixed-methods approach, combining quantitative and qualitative techniques to ensure a comprehensive analysis of the impact of servant leadership on employee engagement and job performance. A sample size of 460 respondents was determined using G Power software, ensuring adequate statistical power while accommodating potential dropouts. Participants are selected using a multistage sampling technique, with 24 advertising companies chosen through pro-purposive sampling across Haryana, Uttar Pradesh, Rajasthan, and Delhi/NCR. From these companies, employees are randomly selected and stratified by gender, age, and income profiles, ensuring balanced representation. Quantitative data is gathered through structured questionnaires featuring validated scales such as the Servant Leadership Scale (SLS) and the Utrecht Work Engagement Scale (UWES). Additionally, qualitative insights are obtained through interviews and focus group discussions with a subset of participants, enabling an exploration of nuanced experiences and perceptions. This robust data collection strategy ensures a diverse and reliable dataset for analyzing servant leadership's multifaceted effects.

### **III. Descriptive Analysis of the Study**

The descriptive analysis of this structured dataset will involve examining various aspects of employee engagement and performance under servant leadership across different demographic segments. The analysis will provide insights into:

- **Engagement Levels:** Initial findings will likely reveal variations in engagement levels, influenced by regional and demographic differences. Understanding these nuances is crucial for tailoring servant leadership practices effectively.

- **Performance Metrics:** By analyzing performance data, the study aims to correlate specific servant leadership behaviours with improved employee productivity and innovation. This can highlight effective practices and areas for further development within the leadership approach.
- **Demographic Insights:** The stratification by age and income, along with gender and regional distribution, will allow for a deeper understanding of how different groups perceive and are affected by servant leadership. These insights can inform more personalized and effective leadership strategies.
- **Cultural and Organizational Impact:** Given the diverse cultural contexts of the four regions, the analysis will also explore how cultural factors influence the reception and effectiveness of servant leadership.

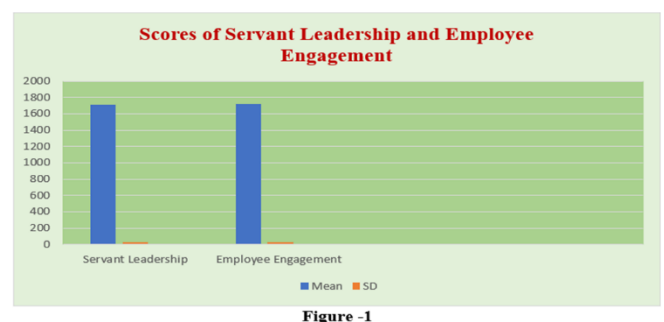
This detailed and methodically structured approach ensures that the study not only captures the direct impacts of servant leadership on engagement and performance but also enhances understanding of the interplay between leadership practices and demographic factors within the advertising sector. The findings will provide a comprehensive picture of servant leadership's effectiveness, offering valuable guidance for organizations looking to adopt or optimize this leadership style.

#### IV Data Interpretation Related to Servant Leadership Impact on Employee Engagement

The interpretation of data gathered in this study reveals critical insights into the relationship between servant leadership and employee engagement. Quantitative analysis indicates a strong positive correlation between servant leadership behaviours and higher levels of employee engagement across the sampled advertising companies. Employees who perceive their leaders as empathetic, supportive, and focused on their personal and professional growth

demonstrate significantly higher scores in engagement dimensions, such as vigour, dedication, and absorption, as measured by the Utrecht Work Engagement Scale (UWES). The data suggests that servant leadership fosters an environment of trust and collaboration, which motivates employees to invest more emotional and cognitive energy into their roles, thereby enhancing their overall commitment to organizational objectives. Qualitative findings further enrich the quantitative results by highlighting specific aspects of servant leadership that resonate with employees. Participants consistently reported feeling valued and empowered when leaders actively listened to their concerns, provided constructive feedback, and facilitated opportunities for skill development. This sense of being supported not only improved their job satisfaction but also strengthened their sense of belonging and alignment with organizational goals. Employees also emphasized that servant leaders' focus on ethical behaviour and team success over individual achievements created a culture of inclusivity and mutual respect, which is a key driver of sustained engagement. These findings underscore that servant leadership's impact on employee engagement is multifaceted, involving both psychological well-being and tangible workplace improvements, ultimately enhancing organizational effectiveness.

Variable	N	Mean	SD	't' value
Servant Leadership	460	1711.5	30.56	0.158
Employee Engagement	460	1718.95	23.84	



The data interpretation highlights a substantial positive relationship between servant leadership and job performance, demonstrating that leadership

behaviours focused on employee well-being, empowerment, and ethical guidance significantly enhance workplace productivity and outcomes. Quantitative findings reveal that employees under servant leaders consistently exhibit higher levels of task completion, creativity, and problem-solving capabilities. Metrics evaluating individual and team performance indicate that servant leadership fosters a collaborative environment where employees feel motivated to achieve both personal and organizational goals. This motivation stems from the leaders' focus on removing obstacles, providing resources, and offering constructive feedback, which directly translates into improved job efficiency and quality of work.

Qualitative analysis adds depth to these findings by uncovering how servant leadership behaviours influence job performance on a personal level. Employees frequently reported that when leaders exhibited trust, fairness, and genuine care, it created a sense of accountability and ownership over their tasks. They felt encouraged to take initiative and go beyond their defined roles, leading to innovative solutions and enhanced productivity. Additionally, the emphasis on team dynamics, mentorship, and shared success under servant leadership created a workplace culture that reduced conflicts and enhanced cooperation among peers. This cohesive environment not only improved individual performance but also amplified collective output, demonstrating that servant leadership effectively aligns personal fulfilment with organizational success. The findings underscore that servant leadership is a critical enabler of job performance, offering a sustainable approach to fostering long-term growth and excellence in the workplace.

The influence of servant leadership on job performance also extends to fostering a sense of psychological safety among employees. The data indicates that employees are more likely to take calculated risks, share innovative ideas, and address challenges proactively when they feel supported by

leaders who prioritize their development and well-being. This sense of safety, cultivated by servant leaders, reduces fear of failure or criticism, encouraging employees to strive for excellence and engage in behaviours that contribute to the overall success of their teams and organizations. Employees under servant leaders also demonstrate improved adaptability to change, as the leadership style emphasizes open communication and collaborative problem-solving, enabling smooth transitions during organizational shifts.

Furthermore, servant leadership's focus on ethical practices and values resonates with employees, reinforcing a sense of purpose and meaning in their work. This alignment with ethical and organizational goals leads to intrinsic motivation, which is reflected in higher levels of perseverance, reduced absenteeism, and greater overall commitment to job responsibilities. Qualitative responses suggest that employees view servant leaders as role models, inspiring them to emulate similar values and behaviours, which positively influences team morale and cohesion.

Variable	N	Mean	SD	't' value
Servant Leadership	460	1711.5	30.56	2.09
Job Performance	460	1541.1	63.63	



Figure -2

## V. Conclusion

This study underscores the profound impact of servant leadership on employee engagement and job performance, highlighting its relevance as a transformative leadership approach in the IT and advertising sectors. By prioritizing employee well-being, fostering trust, and promoting ethical values, servant leaders create a supportive and empowering



environment that aligns personal growth with organizational goals. The findings reveal that employees under servant leaders exhibit higher levels of engagement, characterized by increased vigour, dedication, and a sense of belonging. These behaviours translate into tangible improvements in job performance, as employees feel motivated to excel in their roles and contribute meaningfully to their organizations.

The quantitative data demonstrates a strong positive correlation between servant leadership behaviours and enhanced workplace outcomes, such as productivity, innovation, and collaboration. Employees under servant leaders achieve greater task efficiency, adaptability to change, and problem-solving capabilities. These measurable impacts are further supported by qualitative insights, which reveal the psychological and cultural dynamics driving these outcomes. Employees consistently reported feeling valued, supported, and inspired by servant leaders, resulting in increased accountability, initiative, and teamwork. The findings confirm that servant leadership fosters an inclusive and cohesive work environment that sustains long-term growth and organizational success.

Furthermore, the study highlights the strategic importance of servant leadership in addressing the diverse needs of employees across gender, age, and income profiles. By employing a structured sampling framework, this research captures a wide range of perspectives, emphasizing that servant leadership's impact transcends demographic boundaries. The focus on ethical practices, psychological safety, and personal development under servant leaders not only enhances individual performance but also contributes to creating a culture of trust and mutual respect. This culture enables organizations to navigate challenges effectively and remain resilient in a dynamic business landscape.

In conclusion, servant leadership emerges as a critical enabler of employee engagement and job performance, offering practical solutions for organizations aiming to

foster innovation, collaboration, and sustainable growth. This study provides valuable insights for managers, policymakers, and leadership practitioners, advocating for a shift toward people-centered leadership strategies. By embracing servant leadership principles, organizations can cultivate a motivated and high-performing workforce, ensuring not just immediate success but also long-term resilience and excellence in today's competitive environment.

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