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RESEARCH PAPER

Impact of Servant Leadership on Psychological Well-being and Job Engagement with Mediating Role of Psychological Capital

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ABSTRACT

The purpose of this study is to better understand the function of servant leadership and the mediation function of psychological capital (PsyCap) in order to promote employee job engagement and psychological well-being (PWB). Private higher education institutions in Islamabad were chosen as the study`s sample from among the people in Pakistan`s private higher education sector because they provide an easy ground to collect sample. The study included 210 participants, and the gender distribution of the sample. The RyffPWB, the Utrecht Work Engagement Scale, and Van Dierendonck and Nuijtenwere used to assess the data for PWB, work engagement, and servant leadership. The results indicate that there is no relationship between job engagement and PsyCap and that there is a significant negative link between PsyCap and servant leadership. The impacts of servant leadership characteristics on both PWB and PsyCap, which are significant positive assets of employees, are being investigated for the first time empirically in this research.

| **KEYWORDS** | Job Engagement, Organizational Behavior, Positive Behavior, Psychological Well-Being |

Introduction

In the modern workplace, organizations want their workers to have a stronger emotional connection to the company and to provide the best work possible (Goleman, 2003). Leaders believe that contented workers are their most valuable resources because they work to the best of their abilities and make efforts to improve the wellness and engagement of their staff members in their work. Positive psychology has thus grown to represent one of the organization`s most pressing issues (McDaniel, 2011).

Positive organizational behavior (POB), which has its roots in positive psychology, explains the role that positive psychology-based state experts play in developing positive attitudes and behaviors in their work environments. The two most significant and important variations of POB are implied to be PWB as well as work engagement (Kappagoda et al., 2014). PWB is associated with a sensitively mainly concentrated encouraging psychology (Avey et al., 2010), whereas job engagement has been derived as a helpful, job-correlated, and satisfying psychological condition (Ram and Prabhakar, 2011). Workers that exhibit upbeat emotions at work are happy with their jobs, and this is a sign of high job performance (Diefendorff and Richard, 2003). As a result, for organizational leaders of today, employee PWB and job engagement are crucial areas of leadership outputs (Schuh et al., 2019).

Effective leadership has been shown to increase positive attitudes and behaviors in professionals, according to leadership scholars (Prati et al., 2003). Given that leaders participate a crucial part in the organization`s area of social and cultural impact; it is seen as

necessary to research how leadership affects workers psychological condition of mentality and behaviors (Bommer et al., 2005). The study found that a positive PsyCap serves as a mediator in the relationship between powerful leadership and organizational structures for PWB and career engagement (Park et al., 2017).

Events effects on the psychological wellbeing of employees may be influenced by servant leadership. An affective workplace event resulted in an emotional reaction to a passing or ongoing workplace agent, item, or event (Huang, 2017). The effects of unfavorable occurrences on their staff may be lessened by servant leaders by finding creative solutions. A fundamental rule for servant leaders is to put their followers first and meet their psychological needs (Rego et al., 2012). Assisting or serving behaviors are crucial for workers to have an effective performance and to help them better manage with the accompanying affective reactions brought on by people's interdependence; as a result, it is linked to positive moods such better enhanced job satisfaction (Schmader and Lickel, 2006). The favorable association between a positive attitude and the wellbeing of employees working for a business has been the subject of sufficient research in POB evaluation. For instance, reveals that PsyCap has a favorable effect on PWB among business owners (Nijp et al., 2012).

The primary focus of the current research was on those who are now employed by organizations, which include both national and international origins. This study was causal and explains the connection between servant leadership and psychological wellness, and work engagement, and it also explain the function of PsyCap as a mediator between servant leadership, psychological well-being, and job engagement. The goal of this study was to better understand the function of servant leadership and the mediation function of PsyCap in order to promote employee job engagement and psychological well-being.

Literature Review

Servant Leadership

It is generally acknowledged that Greenleaf introduced the idea of servant leadership in 1970 (Gandolfi and Stone 2018). He investigated a general leadership philosophy where helping others is the major duty in detail based on his idea of service to others (Rath and Conchie 2008). As opposed to many others who have attempted to describe the paradigm, Greenleaf focused on and determined the impact on followers rather than providing a specific definition of servant leadership (Stone et al., 2004). For instance, in 1998, Spears defined servant leadership as "the practice of leadership that puts the good of those priorities over the self-interest of the leader for the common good." (Russell and Stone 2002). In contrast, Birkenmeier, Carson, and Carson claimed that servant leaders transcend selfish self-interest and strive to fulfill the needs of others in 2003 (Birkenmeier et al., 2003).

Although hiring authority has been described in various ways in prior experimental studies, there are no overall conclusions on the specific behaviors that make up employee leadership (Khan et al., 2020). Many accurate studies agree with Greenleaf`s (1977) description of a worker pioneer as someone who priorities encouraging and empowering their supporters while also empowering the representatives to serve as hireling pioneers themselves (Ozyurt, 2022). For the purposes of this discussion, we adopt Ehrhart`s (2004) global scale of employee management, which includes seven key behaviors associated with hireling pioneers: motivating employees to apply in the first place, developing relationships with employees, assisting employees in preparing for and succeeding in their jobs, having theoretical aptitudes, engaging employees, acting morally, and creating value for those outside the organization (Adiguzel et al., 2020).

Psychological Capital (PsyCap)

Many organizations today work to improve PsyCap beyond financial capital, human capital, and social capital. When it comes to "who you are" and "what you can be,"PsyCap has undergone more thorough inspection (Luthan et al., 2007). Therefore, PsyCap emphasizes these qualities: the ability to take on and successfully complete testing projects without fear; possessing a constructive notion of how to be fruitful both now and in the future; demonstrating persistence and adaptability in achieving goals, as well as the capacity to maintain a strong will to fight problems and bad luck (Luthans and Youssef 2004). According to (Avolio et al., 2004), PsyCap encourages positive behaviors like employees taking on testing tasks in addition to enabling reps to submit to accomplishing their best in their jobs. According to previous research, pioneers and PsyCap salespeople have a notable relationship. Thus, in order to contribute to a better understanding of the nomological foundation of PsyCap, we evaluate hiring initiative as a crucial feature of PsyCap in the following display discussion. When PsyCap was expanded longitudinally, it was unmistakably associated with PWB with time. A calculated model of a favorable relationship between PsyCap and work dedication is discovered by (Alessandri et al., 2018).

Psychological well-being (PWB)

PWB is described as "the pursuit of perfection that signifies the achievement of one`s true potential." PWB predicts that people will experience a lot of happiness and overall contentment. PWB, on the other hand, is a subject with several facets (Ryan and Deci, 2001). PWB consists of four elements: subjective and emotional components, a state as opposed to an ongoing facet of who we are a result of personal effort, and positive progress toward achieving goals as opposed to being negative and engaged in interpersonal confrontations (Joo et al., 2016). PWB has six distinct dimensions, according to (Strauser et al., 2008): Self-acceptance, constructive relationships, autonomy, environmental mastery, sense of purpose, and personal progress are among the qualities that make up a healthy individual. In today`s enterprises, the idea of well-being is receiving more consideration. Active participation on the job can revitalize one and produce satisfying sensations of well-being (Bakker and Oerlemans 2011). In addition, those with high levels of wellbeing have a positive self-esteem, trust in their interpersonal interactions, and believe their life is headed in the right direction. Aside from having clear life goals, they are also independent, capable of making their own decisions and feel empowered to do so (Diener and Suh 2003). The idea of well-being is essential for employees today because of structural changes in many firms, such as excessive work hours and increased job complexity. Scientific study on this topic is becoming more important in the management sector since PWB produces favorable results in both employees` professional and personal life (Wilson, 2004).

Job Engagement

Employees` relationships with their workplace are mostly based on their level of job engagement. Positive psychology is the fundamental and enduring source of job engagement, just as it is with PsyCap and PWB (Shuck and Herd 2012). The definition of employee engagement is "the simultaneous employment and expression of a person`s `preferred self` in task behaviors that create connections to work and to people, personal presence, and active complete role performances" (Shuck and Wollard 2010). By examining the causes of job burnout, (Maslach and Leiter 2008) adopt a complementary perspective. They contend that keeping individuals actively involved in their jobs can prevent job burnout. Employee engagement, according to these writers, is "a sustained, pleasant, emotional motivational state of fulfillment in employees that is associated with high levels of activation and enjoyment" (Avey et al., 2010). To date, numerous researches on job engagement have made an effort to pinpoint its primary determinants. For instance, it has been discovered that employment resources that serve as motivators lead to job engagement, and that individuals who are engaged at work display positive views toward their jobs, are in excellent mental health, and perform better than those who are not (Markos and Sridevi 2010). These empirical findings are consistent with the notion that employees

are more likely to succeed in carrying out their job duties if they feel psychologically safe around leaders who give them the freedom to do so. As a result, in this study, both empowering leadership and PsyCap were taken into account when analyzing job engagement.

Material and Methods

The people in Pakistan`s private higher education sector in Islamabad were chosen as the study`s sample because data can be collected easily from them. The term "time horizon" is mostly used in research design, and it may be broadly classified into "longitudinal" and "cross-sectional" approaches. The current study followed cross-sectional approach and was constrained to a specified time period during which data was gathered.

We used a deductive approach in our study; we had already developed a hypothesis from theory and tested it to come to a conclusion. In addition, we concentrated on a quantitative approach for the analysis of our data, in which we collected the data in a quantitative form and analyzed it using the quantitative techniques listed below to give that data a usable form. We designed a questionnaire and in order to validate its content, we held interviews with several specialists in the human resource area as well as academics. To evaluate the data that would be gathered from the questionnaires, we utilized the Ryff PWB for psychological well-being, the Utrecht Work Engagement Scale for work engagement, and the scale developed by Van Dierendonck and Nuijten to measure servant leadership.

Additionally, when our questionnaire was finished by the expert, we uploaded it to Google Forms, an online tool, and distributed it to individuals directly for data collection. We utilized a program called Smart PLS 2 to analyze the data to examine and modify the data, conduct reliability tests, and check for correlation and regression. This allowed us to obtain answers that were both accurate and insightful.

Results and Discussion

Resource Identification Initiative

The purpose of this study was to examine how servant leadership contributes to improving employee job engagement and psychological health through the role of psychological capital as a mediating factor. The results showed that leaders' ability to exercise leadership has a significant impact on both the PsyCap and the level of employee engagement. Additionally, researchers found that PsyCap had a positive link with PWB but a negative correlation with work engagement. PsyCap was found to completely regulate the association between empowering leadership and PWB, in contrast to its limited arbitrate function relating empowering leadership and employees' job engagement.

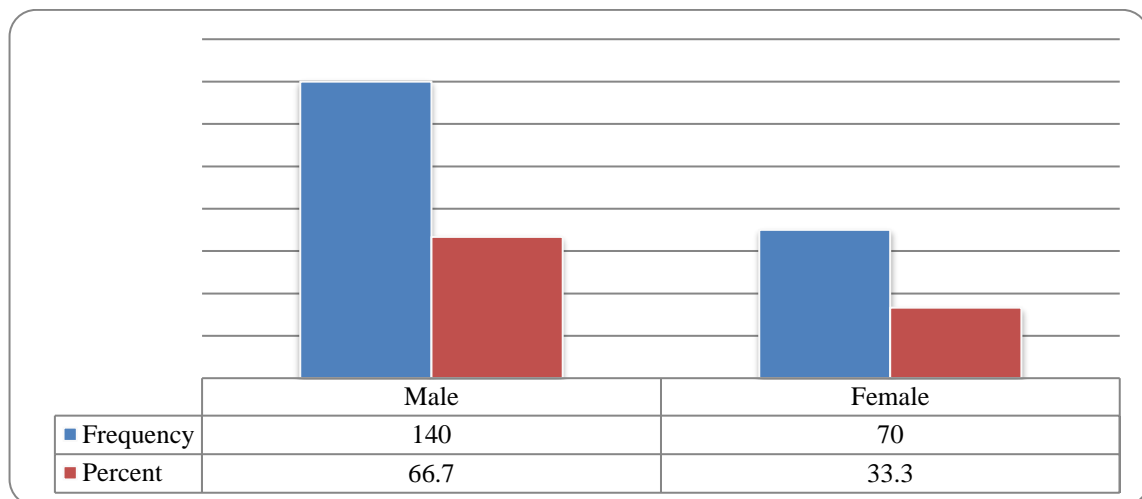|	Male	Female
■ Frequency	140	70
■ Percent	66.7	33.3

Figure 1: Distribution of participants according to gender

The study included 210 participants, and the gender distribution of the sample (n=210) shows that there were 140 (66.7%) men and 70 (33.3%) women in the sample (figure 1).

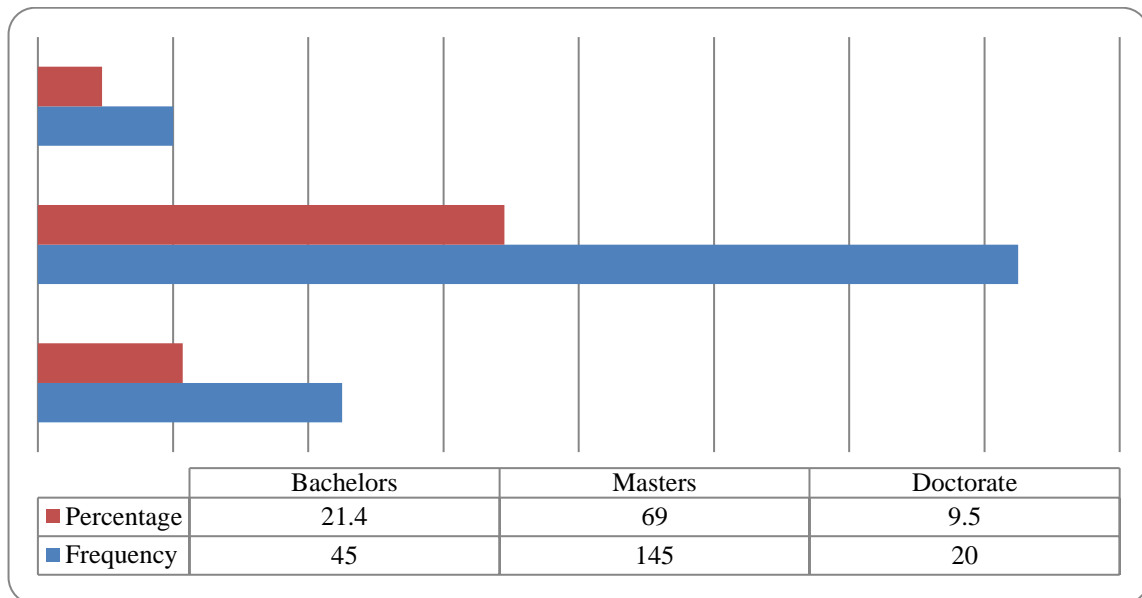|	Bachelors	Masters	Doctorate
■ Percentage	21.4	69	9.5
■ Frequency	45	145	20

Figure 2: Participants` distribution by educational background.

Participants in that study had an educational background that included 45 bachelor`s degrees, 145 master`s degrees, and 20 doctoral degrees (figure 2).

Table 1
Participants` dispersion according to job experience

	Number of Participants	Years	Percent
	130	1 to 5	61.9
	30	6 to 12	14.3
	15	18 to 22	7.1
	25	23 to 27	11.9
	10	28 and above	4.8
Total	210	-	100.0

Further, one hundred thirty participants had experience of between one and five years, thirty participants had the experience between six and twelve years, fifteen participants had the experienced between the years 18 and 22, twenty-five participants had the experienced between the years 23 and 27, and ten individuals had experience of equally or above 28 years (Table 1). The participants in this study came from the industrial sector, and the employer where they worked was private. The average score for servant leadership (Mean=3.96; SD=0.64) shows that respondents typically believe their organization benefits from their servant leadership, and the Cronbach alpha value for servant leadership was determined to be.767. People hold this belief if their workplace has a high degree of PsyCap(Mean=3.94; SD=0.57), according to the data from psychological capital, and the Cronbach alpha value for PsyCapwas determined to be 761. People who have high PWB are typically satisfied with their lives, according to the mean PWB score (Mean=4.05; SD=0.37). For psychological well-being, the Cronbach alpha value was determined to be.725. People`s occupations keep them active, as evidenced by the mean job engagement score (Mean=3.78, SD=0.49), and the job engagement score`s Cronbach alpha value was found to be.705 (table II).

Table 2
Demonstrates the mean and Standard Deviation of several components in organization and their Reliability Analysis

	Mean	Standard Deviation	Cronbach`s Alpha Reliability
Servant Leadership	3.96	0.64	.767
Psychological Capital	3.94	0.57	.761
Psychological Wellbeing	4.05	0.37	.725
Job Engagement	3.79	0.49	.705

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The relationship between servant leadership and psychological wellbeing is indicated by the beta value (=-0.3420), which indicates that a change in servant leadership resulted in an increase in PWB of -0.3420 units. Servant leadership resulted in a 0.4537-unit increase in job engagement for every unit change, according to the relationship`s beta value (=0.4537). The beta value between Servant Leadership and the PsyCap (=-0.3428) indicates that a change in Servant Leadership resulted in an increase in PsyCap of -0.3428 units. When PsyCap changes by one unit, psychological wellbeing increases by 0.3326 units, according to the relationship`s beta value (=0.3326). A change in PsyCap of one unit resulted in an increase in job engagement of 0.0497 units, according to the relationship`s beta value (=0.0497). Partial mediation must satisfy two requirements in the SEM approach: (a) The relationship between the independent variable (Servant leadership) and the dependent variables (PWB and work engagement) is meaningful; and (b).
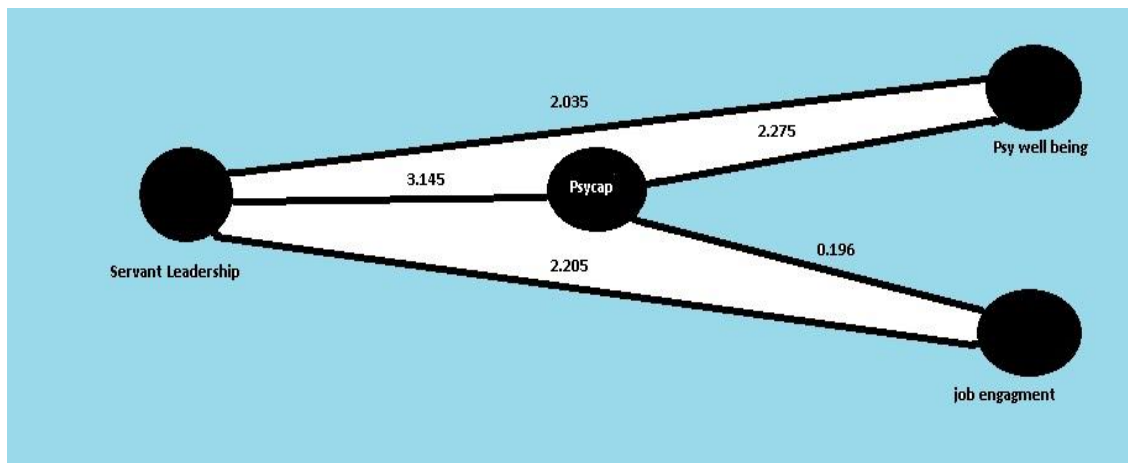

Figure 3: Research Model Source using SEM approach

The relationships between the independent variable (Servant leadership) and the mediating variable, in addition to the relationship between the mediating factor and the dependent variables (PWB and job engagement), are considerable (James et al., 2006). A full mediation impact is supported now if condition (b) is satisfied (figure 3).

Table 3
Finding relationships between several variables using the Regression test

Variables		t-test	B
SL	PW	4.1340	-0.3420
SL	JE	3.0042	0.4537
SL	PC	3.7231	-0.3428
PC	PW	2.4999	0.3326
PC	JE	0.2056	0.0497

Keeping in mind the t-statistics values which show the significance level between the variables if the value is more than 1.96 it means the relationship between those variables is significant. PWB and job engagement are significantly correlated with the results of servant leadership (t=4.1340>1.96) and (t=3.0042>1.96), respectively. The outcomes of servant leadership (t=3.7231>1.96) and PsyCap (t=2.4999>1.96) have a substantial link with one other and with psychological wellness. In conclusion, there is no correlation between Job Engagement and the Results of PsyCap (t=0.2056 < 1.96)

Table 4
The correlations calculated to assess the potency and connections between the various study factors

	SL	PC	PWB	JE	
SL	1				
PC	-.277**	1			
PWB	.253**	.290	1		P value .000
JE	.239**	-.090	.078	1	
**Correlation is significant at the 0.01 level (2-tailed)					

The correlations determined to evaluate the strength and direction of relationships between the studies various variables are displayed in Table 4 below. The findings show a substantial negative correlation between PsyCap and servant leadership (r=-2.77, p=.000), and a significant positive correlation between PWB and servant leadership (r=.253, p=.000). The findings show a positive significant association (r=.290, p=.000) between psychological wellbeing and psychological capital, and a substantial positive relationship (r=.239, p=.000) between job engagement and servant leadership. However, the relationship between job engagement and PsyCap is negative (r=-.090, p=.000)

Discussion

The goal of this study was to analyze the function of servant leadership in enhancing employee job engagement and psychological wellness with the mediating responsibility of psychological capital. The findings demonstrated that leaders` give power to leadership has a considerable influence on the PsyCap and as well has a significant effect on work engagement. Moreover, PsyCap was discovered to have a favorable correlation with PWB but a negative correlation with work engagement. In contrast to its limited arbitrate function linking empowering leadership and workers` job engagement, PsyCap was discovered to entirely regulate the association between empowering leadership and PWB.

These results suggest that when leaders demonstrate empathy for their subordinates` sentiments and when they distribute authority, workers will develop favorable views (Culbertson *et al.,* 2010). The positive attitude that employees have toward their own jobs and lives is proven to be highly influenced by the servant leadership style (Hodges, 2010). This study shows that leadership, together with servant leader abilities in the workplace, can help improve employees` PWB by raising employees`PsyCap. This result is consistent with prior studies, which indicates a favorable link between PsyCap and PWB

as well as with job engagement (Avey *et al.,* 2010). The results of this study further revealed the part that PsyCap serves in strengthening leadership, PWB, and work engagement.

Additionally, it was discovered that servant leadership had a negative link with PsyCapdespite having an immediate effect on job engagement. These results demonstrate that leaders` Servant leaders` actions possibly be a more direct impact on their workers' degree of PsyCap than PWB (Avey, 2014). One clarification for this would be because leaders have more of an effect on employees` PsyCap which narrate to their optimistic psychological reserve capability than on PWB, which is linked to their quality of life as a whole.

Conclusion

The association among the servant leadership, psychological well-being, and work engagement is mediated by psychological capital. The impact of encouraging specific behaviors on both psychological well-being and psychological capital, two significant helpful assets of workers, is being investigated for the first time in empirical research. The research has also given empirical support for the value of psychological capital, which has a good impact on workers` capacity to control their overall emotions in instances of accomplishment and on their level of involvement at work.

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