Servant Leadership: Antecedent Factors, Impact, and Education Theories Used as Researcher's Perspective

Fransiskus Sawan¹,², Suryadi³ & Nurhattati³

¹Universitas Negeri Jakarta, Indonesia
²Universitas Katolik Indonesia Santu Paulus, Indonesia
³Universitas Negeri Jakarta, Indonesia

Correspondence: Fransiskus Sawan, Universitas Negeri Jakarta, Indonesia.

Received: June 15, 2020                Accepted: July 2, 2020                Online Published: July 3, 2020

doi:10.5430/ijhe.v9n5p60                URL: https://doi.org/10.5430/ijhe.v9n5p60

Abstract

A comprehensive understanding of the antecedent factors, and the impact of servant leadership and also about the education theories used as a perspective are so essential for leaders and researchers. However, there is not enough information about it. This paper was made to fill this gap by using the literature review approach. It was done to 71 Scopus indexed articles, which were published in the 2015 – 2020. There are several results of the review, those are: (1) servant leadership is influenced by the emotional intelligence, self-efficacy, motivation to serve, non-calculative as one dimension of motivation-to-lead, and mindfulness; (2) servant leadership have an impact on 38 dependent variables in individual level and 16 dependent variables in the organizational level both directly and indirectly; (3) there are 31 theories, which are used as a researcher's perspective, and two between them, which are mostly used are the social exchange theory and social learning theory. The result of this research gives contribution, which enriches the theoretical scope of servant leadership. This academic contribution is for sure will be so beneficial for leaders who commit to developing the best potential owned by their staff for a better organization. The result of this research will also be essential for future researchers because it shows a state of the art and research gap about servant leadership.

Keyword: servant leadership, social exchange theory, social learning theory, leadership style, educational theory

1. Introduction

Leadership is one of the critical factors that determine the success of an organization. Leadership influence depends on the style that is applied. Different leadership styles have different effects (Qaralleh, 2020) because leadership styles affect the behavior and performance of subordinates (Bhana & Bayat, 2020). Furthermore, it affects the performance and achievement of organizational goals

Servant leadership is one of the modern leadership styles that has developed since the 80s. This leadership style developed in tandem with other current leadership theories. The examples are authentic, transformational, spiritual, charismatic, visionary, cultural, moral, ethical, quantum, secret, and entrepreneurial leadership. All of these leadership styles develop in the direction of the changes that occur in society (Esmer & Dayi, 2017). Mcmanus said service is “the intention and the essence of our leadership” (Spears, 1995). This statement confirms the importance of serving to be the character and commitment of a leader. Awareness of this will encourage researchers and decision-makers to try to identify and understand the antecedent factors and the impact of servant leadership and educational theories that are the perspectives of researchers both in education and other fields. Therefore there has been a lot of research on this topic in recent years. Some of these are the results of a literature review (Zhang, Zheng, Zhang, L., Xu, Liu, & Chen 2019; Aij & Rapsaniotis, 2017; Aij & Rapsaniotis, 2017; Qiu & Dooley, 2019; Bavik, 2020). But no research comprehensively makes a study on this matter. This gap is the background of the writing of this paper.

This paper is a literature review on servant leadership in articles published in 2015-2020. This literature review aims to identify several things, such as 1) factors or variables that influence servant leadership; 2) the impact of servant leadership at the level of the organization and its members; 3) antecedent factors and the effect of servant leadership in education 4) educational theories that are used as perspectives in research on servant leadership; What are the antecedent factors and the impact of servant leadership in the field of education
2. Servant Leadership Theory

The first people who introduce the concept of servant leadership were (Greenleaf, 1977); (Yukl, 2013); (Dierendonck & Patterson, 2015). According to him, servant leadership is a leadership approach that places a leader as a servant who prioritizes meeting the needs of subordinates or staff. Leaders have the primary responsibility to help others achieve common goals by facilitating individual development, empowerment, and consistent collective work for the long-term welfare of followers.

Greenleaf’s view above is reflected very deeply by Mcmanus. He said that it was vital first to know how to serve before learning how to lead. These two things have different consequences. If someone becomes a leader before becoming a servant, he will use his ability to move others to fulfill his plan. He tends to manipulate others for his personal goals. Conversely, if someone becomes a servant before becoming a leader, he will devote his best abilities as a gift for the good of others. Its strength lies in its sacrifice and not its position. He was followed not because he was feared but because he was admired. He has great appeal, but not because of his title or status, but because of his blood, sweat, and tears of devotion. These people have the right to lead because they have set standards for serving (Spears, 1995).

Servant leadership is created from a deep desire to serve others (Maxwell, 2014). The hope is not monumental but becomes a character. Leaders who have the spirit of serving always try to be the best, and proactively serving their subordinates to grow and develop (Sullivan, 2019). He focused his attention on helping his subordinates grow and develop optimally by utilizing every available opportunity (Robbins & Timothy, 2005). According to the results of the study made by Spears as former President & CEO of Greenleaf Center for Servant Leadership on various Greenleaf writings, there are ten characteristics of leaders who serve. Those are listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to focus on the growth of people, and community building (Sendjaya, 2015; Bryant, 2017; Blanchard & Broadwell, 2018; Sullivan, 2019). Barbuto and Wheeler conducted internal consistency testing, confirmation of factor structure, and an assessment of the convergent, divergent, and predictive validity of servant leadership characteristics. The results of the factor analysis show that there are five dimensions of leadership serving: altruistic calling, emotional healing, wisdom, persuasive mapping, and organizational stewardship — which appear to be conceptually and empirically distinct. All of these characteristics are widely used by researchers as indicators of servant leadership (Barbuto & Wheeler, 2006; Dierendonck & Patterson, 2015; Sendjaya, 2015; Burton, Peachey, & Wells, 2017; Erdurmazli, 2019).

3. Method

This paper was created using a literature review approach. The literature reviewed is limited to articles published in English in all international journals indexed by Scopus Q4-Q1, and published in 2015-2020. Articles are searched using a search engine called "Search Engine for Research Articles - SEforRA" using the keyword "servant leadership".

The articles obtained are then selected using the following criteria: 1) Articles that use the phrase "servant leadership" as one of the keywords. 2) Items that explicitly include the phrase "servant leadership" in the title; 2) articles containing research results using a quantitative approach or mixed-method. 3) Articles containing statistical test results of the factors that influence servant leadership and the impact of servant leadership on other variables at both the individual and organizational levels.

4. Result

The search results with "Search Engine for Research Articles - SEforRA" show that servant leadership has been widely researched. The 1104 articles indexed Scopus Q4-Q1, which were published in 2015-May 2020, as featured in Table 1.

Table 1. Scopus Indexed Articles Based on Quartiles

| Year | Q1 | Q2 | Q3 | Q4 | NQ | NI | Sub Total |
|------|----|----|----|----|----|----|-----------|
| 2015 | 41 | 75 | 10 | 17 | 0  | 0  | 143       |
| 2016 | 89 | 68 | 55 | 37 | 0  | 0  | 249       |
| 2017 | 64 | 72 | 55 | 5  | 0  | 0  | 196       |
| 2018 | 70 | 58 | 50 | 34 | 0  | 0  | 212       |
| 2019 | 92 | 49 | 31 | 28 | 0  | 0  | 200       |
| 2020 | 62 | 17 | 10 | 15 | 0  | 0  | 104       |
| Total Results | 1104 |
Articles that contain the phrase "servant leadership" as one of the keywords or pieces that use the phrase explicitly in the title are 132 articles. Items that meet all the predetermined criteria are 71 articles. Based on an in-depth study of all these articles, the author can identify all the things that are the purpose of writing this paper.

**4.1 Antecedent Factors on Servant Leadership**

Based on an analysis of 71 previous studies, the authors found that only four articles (see appendix) that discuss antecedent factors for servant leadership (Du Plessis, Wakelin, & Nel, 2015; Verdorfer, 2016; Amah, 2018; Lee, 2018). Their results indicate that there are several antecedent factors in servant leadership. The model of the relationship of these factors with servant leadership can be seen in Figure 1.

![Figure 1. Conceptual model of the influence of antecedent factors on servant leadership](image)

**4.2 Impact of Servant Leadership**

The leadership style of a person or group of people at the top leadership level and middle leadership has a significant influence on subordinates' attitudes and behavior and organizational progress. It also applies to a servant leadership style. At the individual level, servant leadership affects 50 dependent variables. Some of them have been tested in 2 or more studies, as shown in Figure 2.

![Figure 2. Frequency of research on the impact of servant leadership](image)

Figure 2 shows the impact of servant leadership on 14 dependent variables whose research frequency ranges from 2-12 times. Almost all of the studies show the same results, namely the positive and significant impact of servant leadership. But there is one study on the effect of servant leadership on satisfaction, which shows that servant leadership does not have a positive effect on achievement (Triraharjo, Aima, & Sutawijaya, 2019). Meanwhile, the effect of servant leadership on other variables has not been much studied. The result of servant leadership on each of these variables has been tested in one study. These variables can be seen in Table 2.
Table 2. The impact of servant leadership on the individual level

| No | Dependent Variable                          | Reference                                                                 |
|----|---------------------------------------------|---------------------------------------------------------------------------|
| 1. | Adaptivity                                  | (Belén, Fernández, Varela-Neira, & Otero-Neira, 2016)                    |
| 2. | Career planning                             | (Chughtai, 2019)                                                          |
| 3. | Emotional exhaustion                        | (Tang, Kwan, Zhang, & Zhu, 2016)                                          |
| 4. | Employee retention                          | (Alafeshat & Tanova, 2019)                                                |
| 5. | Fairness in reward allocation               | (Schwepker, 2016)                                                         |
| 6. | Harmonious passion                          | (Ye, Lyu, & He, 2019)                                                     |
| 7. | Identification with leader                  | (M. Wang, Kwan, & Zhou, 2017)                                             |
| 8. | Job withdrawal intention                    | (Ng, Choi, & Soehod, 2016)                                                |
| 9. | Needs for competence                        | (Peachey, Burton, Wells, & Chung, 2018)                                   |
| 10. | Needs for relatedness                       | (Peachey et al., 2018)                                                    |
| 11. | Needs for autonomy                          | (Peachey et al., 2018)                                                    |
| 12. | Networking behaviour                        | (Chughtai, 2019)                                                          |
| 13. | Participation in quota setting              | (Schwepker, 2016)                                                         |
| 14. | Perceived insider status                    | (Opoku, Choi, & Kang, 2019)                                               |
| 15. | Personal learning                           | (Tang et al., 2016)                                                       |
| 16. | Psychological climate                       | (Ozyilmaz & Cicek, 2015)                                                  |
| 17. | Psychological empowerment                   | (Newman, Schwarz, Cooper, & Sendjaya, 2017)                               |
| 18. | Quality customer relationships              | (Wong, Liu, Wang, & Tjosvold, 2018)                                       |
| 19. | Quality of family life                      | (Yang, Zhang, Kwan, & Chen, 2018)                                         |
| 20. | Rewards                                     | (Sihombing, Astuti, Mussadieq, Hamied, & Rahardjo, 2016)                  |
| 21. | Self-efficacy                               | (Belén et al., 2016)                                                      |
| 22. | Skill development                           | (Chughtai, 2019)                                                          |
| 23. | Social identity                             | (Chen, Zhu, & Zhou, 2015)                                                 |
| 24. | Social interactions                         | (Zoghbi-Manrique-de-Lara & Ruiz-Palomino, 2019)                           |

Servant leadership’s impact on several other variables occurs both directly and through several mediating variables and is reinforced by several different variables as moderator variables. These variables can be seen in Table 3.

Table 3. The impact of servant leadership on the individual level  (F*=Frequency)

| No | Moderator                  | Mediator                                                                 | Dependent Variable                          | F*  | Reference                                                                                                                                 |
|----|----------------------------|--------------------------------------------------------------------------|----------------------------------------------|-----|------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | proactive personality      | perceptions of leader member exchange, procedural justice, job crafting, | organizational citizenship behavior           | 11  | (Ozyilmaz & Cicek, 2015; Hsiao, Lee, & Chen, 2015; Shim et al., 2016; Donia, Raja, Panaccio, & Wang, 2016; Malingumu, Stouten, Euwema, & Babygeeya, 2016; Abu Bakar & McCann, 2016; Newman et al., 2017; Bavik, Bavik, & Tang, 2017; Tuan, 2017; Amah, 2018; Linuesa-L.J., Ruiz-P.P., & Elche, D., 2018) |
|    |                            | psychological capital, leader-member dyadic communication, style agreement |                                               |     |                                                                                                                                                                                                      |
| Page | Category | Key Terms |
|------|----------|-----------|
| 2    | high politeness of exchange | Service climate, ethical work climate, public service motivation, proactive behavior, harmonious passion and customer orientation served, organizational identification, perception of organizational support, rewards, organizational culture |
| 3    | general self-efficacy, motivation | Organization-based self-esteem, trust in organization, job satisfaction, career satisfaction, workplace positive affect, collectivistic orientation, employee engagement |
| 4    | creative self-efficacy | Creativity |
| 5    | outcome control | |
| 6    | volunteer motivation | Commitment |
| 7    | knowledge-sharing | Innovative behavior |
| 8    | employee organizational identification | Public service motivation, knowledge-sharing |
| 9    | job crafting | Job crafting |
| 10   | customer orientation | Leader–member exchange, proactive behaviors |
| 11   | Affective organizational commitment, affective commitment, psychological safety | Turnover intention, voice behaviors |
| 12   | affective trust, cognitive trust | Emotional labor |
| 13   | felt responsibility for constructive change | Follower prohibitive |
| 14   | organisational facilitators | Happiness at work |
| 15   | leader-member exchange | Helping behavior |
| 16   | organisational justice | Less burnout |
| 17   | perception of organizational support | Organizational identification |
| 18   | career planning, skill development, networking behaviour | Perceived employability |
| 19   | perceptions of meaningful work | Perception of meaningful work |
| 20   | job autonomy | Social interactions |
| 21   | personal social capital | |
At the organizational level, servant leadership has impact on 17 variables. The intended impact occurs either directly or indirectly through several mediating variables and is strengthened by several other variables as moderator variables, as can be seen in Table 4.

Table 4. The impact of servant leadership on the organizational level (Note: F*: research frequency)

| No | Moderator | Mediator | Dependent Variable | F* | Reference |
|----|-----------|----------|--------------------|----|-----------|
| 1  | positive reciprocity belief | leader-member exchange | 3 | Zou, Tian, & Liu, 2015; Newman et al., 2017; Amah, 2018 |
| 2  | competitive intensity | green climate, service climate | organizational performance | 3 | Huang, Li, Qiu, Yim, & Wan, 2016; Tuan, 2019; Triraharjo, Aima, & Sutawijaya, 2019 |
| 3  | team power distance | organizational culture | organizational efficacy | 2 | Yang, Liu, & Gu, 2017 |
| 4  | team efficacy | creativity | customer treatment | 1 | Yang et al., 2017 |
| 5  | trust in leadership | ethical climate | | 1 | Burton et al., 2017 |
| 6  | group citizenship behavior | group social capital | | 1 | Linuesa-L.J., Ruiz-P.P., & Elche, D., 2018 |
| 7  | role of encouragement of participation | innovativeness | | 1 | Ruiz-Palomino, Hernández-Perlines, Jiménez-Estévez, & Gutiérrez-Broncano, 2019 |
| 8  | organizational-based self-esteem | organization-based self-esteem | | 1 | Yang et al., 2018 |
| 9  | procedural justice | quality customer relationships | | 1 | Shim, Park, & Eom, 2016 |
| 10 | service failure | service prevention | service recovery | 1 | Wong et al., 2018 |
| 11 | co-operative & competitive approaches conflict | | | 1 | Ghosh & Khatri, 2018 |
| 12 | emotional exhaustion & personal learning | work-to-family positive spillover | | 1 | (Tang et al., 2016) |
Table 4 shows that of the 17 dependent variables that are influenced by servant leadership, there are five dependent variables tested in 2-3 empirical studies: leader-member exchange, organizational performance, organizational culture, organizational efficacy, and service climate. The relationship of servant leadership with the dependent variables occurs both directly and through mediating variables and strengthened by moderator variables. The impact of servant leadership on 12 other variables was examined only once in the past six years. Empirical testing of the influence of servant leadership on these variables needs to be re-tested in different contexts or settings both directly and with certain variables as a mediator or moderator. It is essential to do to enrich the theoretical treasures of servant leadership.

4.3 Antecedent Factors and Impact Servant Leadership in the Field of Education

Research on servant leadership has not been done much in the field of education. Of all the articles relevant to this paper, there are only four studies using study set in the field of education, with the following participants: athletic directors working in public high schools in the US (Lee, 2018), working adults recruited by graduates and undergraduate students from a US public regional comprehensive university (Williams Jr., Wallace Alexander, Brandon, Hayek, Haden, & Atinc, 2017), the school teachers working in private, and public schools in Pakistan (Brohi et al., 2018), and employees working at different organizations hospitals, financial service companies, public administration, engineering companies or high schools in Spain (Rodríguez et al., 2019). The findings show that there are one antecedent variable and three moderator variables, four mediator variables, and nine dependent variables. The complete data can be seen in Table 5.

Table 5. The results of research on servant leadership in the field of education

| No | Antecedens | Moderator | Mediator | Dependent Variable | References |
|----|------------|-----------|----------|--------------------|------------|
| 1  | Emotional intelligence |           | workplace spirituality | developmental goal orientation | (Lee, 2018) |
| 2  | the leader’s political skill | workplace spirituality | employee creativity | (Williams Jr, Wallace Alexander, Brandon et al., 2017) |
| 3  | Proactivity | the meaning in life at night and vitality the next morning | goal attainment | (Rodriguez-Carvajal et al., 2019) |
| 4  | promotion focus | psychological safety | meaning in life at night | (Brohi et al., 2018) |
| 5  |           | psychological safety | turnover intention | organizational trust, organizational efficacy | (Nastiezaie, Bameri, & Dadkan, 2016) |
4.4 Theory Used

The study of servant leadership becomes very rich because many researchers use different theories as to their perspective. In 71 studies that have been conducted, 31 approaches are used as researchers’ perspectives (see appendix1). The frequency of use of these theories in research can be seen in Figure 3.

Figure 3 presents data that describes that the theory most often used as a researcher’s perspective is the social exchange theory. It is used in 17 empirical studies. Another theory that is commonly used is the social learning theory. This theory is used in 9 reviews. While there are several theories used in 2-5 studies, namely self-determination theory (Verdorfer, 2016; Williams et al., 2017; Peachey et al., 2018; Yang et al., 2019; Chughtai, 2019), conservation of resources theory (Tang et al., 2016; Harju et al., 2018; Tuan, 2019; Ye et al., 2019) and social identity theory (Chen et al., 2015; Otero-Neira et al., 2016; Linuesa et al., 2018; Opoku et al., 2019). The rests are 25 theories that are rarely using only one time.
5. Discussion and Conclusion

The findings of this study indicate that servant leadership is a leadership style that is not easily applied. It can only be carried out by people who have emotional intelligence (Du Plessis, et al., 2015; Lee, 2018). It cannot be run by people who like to manipulate subordinates for their own sake (Sendjaya, 2015). More than that it can only be run by people who have self-efficacy, motivation to serve, non-calculative as one dimension of motivation-to-lead (Amah, 2018), and mindfulness (Verdorfer, 2016). With all these competencies, a leader can apply a servant leadership style.

Servant leadership is proven to have a tremendous and broad impact. At the individual level, servant leadership has a massive effect on the attitudes and behaviors of subordinates, as seen in Tables 2 - 5. The results of this study confirm what Laub said. Namely, that servant leadership is a leadership practice that places "the good of those led over the self-interest of the leader" (Spears, 2005). Several leaders focus on six main areas, such as the values people, develop people, build communities, display authenticity, provides leadership, and share leadership. With this style of leadership, subordinates tend to have trust, loyalty, and satisfaction that is influenced by the integrity and concern of leaders towards them. Moreover, assistants tend to be more easily influenced to do what the leader wants (Yukl, 2013). It is even believed that the best way to motivate subordinates is to develop themselves to achieve full self-actualization (Dierendonck & Patterson, 2015); (Verdorfer, 2016).

Organizational members who have felt the positive impact of leadership on the growth and development are driven to give their best abilities to the organization. Table 5 shows that servant leadership has a positive effect on a leader-member exchange, performance, climate, efficacy, culture, and 12 other variables at the organizational level. It is in line with what Maxwell said. According to him, one of the paths that must be taken to achieve organizational goals is to focus on efforts to meet the needs of subordinates to grow and develop. If a leader can help them find their best potential and work in their zones of strength, everyone (founders, leaders, subordinates, and organizations) will win (Maxwell, 2014).

In research on servant leadership, the theory most often used is the social exchange theory. According to this theory, the exchange of useful services strengthens social ties. Social exchange fosters a moral obligation to return the favor (Blau, 1964) even though that is not the aim of the action. Subordinates will try to maintain that social bond, and are encouraged to give their best abilities to the organization. Several authors (Ozyilmaz & Ciccek, 2015; Hsiao et al., 2015; Zou et al., 2015; Tuan, 2017; Bavi et al., 2017; Linuesa et al., 2017) have found that servant leadership is a leadership style that fosters subordinates' enthusiasm to make leaders a role model in serving others through their primary tasks, and functions (Jaramillo et al., 2015); (Schwarz et al., 2016; Trong, 2016; Tuan, 2017; Bavi et al., 2017; Linuesa et al., 2018; Z. Wang, Xu, & Liu, 2018; Zogbhi-Manrique-de-Lara & Ruiz-Palomino, 2019; Shim & Park, 2019). Another theory that is mostly used is the social learning theory. This theory is used for nine times (Jaramillo et al., 2015; Schwarz et al., 2016; Trong, 2016; Tuan, 2017; Bavi et al., 2017; Linuesa et al., 2018; Z. Wang et al., 2018; Zogbhi-Manrique-de-Lara & Ruiz-Palomino, 2019; Shim & Park, 2019).

Finally, it must be recognized that this paper has due limitations. This review is limited to articles on servant leadership that use a quantitative approach and mixes published in 2015-2020. The results will undoubtedly be far more comprehensive if the materials reviewed are not only those published in the past six years. However, this paper provides an extensive theoretical contribution to the antecedent factors and the impact of servant leadership on the organization. It is also for its members of both organizations in education and other organizations. This paper also presents a comprehensive sharing of educational theories that can be used as researchers' perspectives on servant leadership. This theoretical contribution will undoubtedly benefit leaders who are committed to developing the best potential of subordinates and advancing the organization. The results of this study will also be beneficial for researchers in the future because these findings indicate state of the art and open a research gap on servant leadership. The impact of servant leadership on various variables tested empirically only once in the past six years is a research gap that needs to be filled through future research in other contexts or settings.

References

Abu Bakar, H., & McCann, R. M. (2015). An Examination of Leader-Member Dyadic Politeness of Exchange and Servant Leadership on Group Member Performance. *International Journal of Business Communication, 55*(4), 501–525. https://doi.org/10.1177/2329488415597517
Abu Bakar, H., & McCann, R. M. (2016). The Mediating Effect of Leader–Member Dyadic Communication Style Agreement on the Relationship Between Servant Leadership and Group-Level Organizational Citizenship Behavior. *Management Communication Quarterly, 30*(1), 32–58. https://doi.org/10.1177/0893318915601162

Aij, K. H., & Rapsaniotis, S. (2017). Leadership Requirements For Lean Versus Servant Leadership In Health Care: A Systematic Review Of The Literature. *Journal of Healthcare Leadership, 9*, 1–14. https://doi.org/10.2147/JHL.S120166

Al-Asadi, R., Muhammed, S., Abidi, O., & Dzenopoljac, V. (2019). Impact Of Servant Leadership On Intrinsic And Extrinsic Job Satisfaction. *Leadership and Organization Development Journal, 40*(4), 472–484. https://doi.org/10.1108/LODJ-09-2018-0337

Alafeshat, R., & Tanova, C. (2019). Servant leadership style and high-performance work system practices: Pathway to a sustainable jordanian airline industry. *Sustainability (Switzerland), 11*(22). https://doi.org/10.3390/su11226191

Amah, O. E. (2018). Determining the antecedents and outcomes of servant leadership. *Journal of General Management, 43*(3), 126–138. https://doi.org/10.1177/0306307017749634

Arain, G. A., Hameed, I., & Crawshaw, J. R. (2019). Servant leadership and follower voice: The roles of follower felt responsibility for constructive change and avoidance-approach motivation. *European Journal of Work and Organizational Psychology, 28*(4), 555–565. https://doi.org/10.1080/1359432X.2019.1609946

Bandura, A. (1977). *Social learning theory*. Prentice Hall, Englewood Cliffs, NJ.

Bao, Y., Li, C., & Zhao, H. (2018). Servant leadership and engagement: A dual mediation model. *Journal of Managerial Psychology, 33*(6), 406–417. https://doi.org/10.1108/JMP-12-2017-0435

Barbuto, J. E., & Wheeler, D. W. (2006). Scale development and construct clarification of servant leadership. *Group and Organization Management, 31*(3), 300–326. https://doi.org/10.1177/1059601106287091

Bavik, A. (2020). A systematic review of the servant leadership literature in management and hospitality. *International Journal of Contemporary Hospitality Management, 32*(1), 347–382. https://doi.org/10.1108/IJCHM-10-2018-0788

Bavik, A., Bavik, Y. L., & Tang, P. M. (2017). Servant leadership, employee job crafting, and citizenship behaviors: A cross-level investigation. *Cornell Hospitality Quarterly, 58*(4), 364–373. https://doi.org/10.1177/1938965517719282

Belén, B., Fernández, P., Varela-Neira, C., & Otero-Neira, C. (2016). Exploring the relationship among servant leadership, intrinsic motivation and performance in an industrial sales setting. *Journal of Business & Industrial Marketing, 31*(2). http://doi.org/10.1111/JBIM-03-2014-0046

Bhana, A., & Bayat, M. S. (2020). The relationship between ethical leadership styles and employees effective work practices. *International Journal of Higher Education, 9*(4), 128–137. https://doi.org/10.5430/ijhe.v9n4p128

Blanchard, K., & Broadwell, R. (ed. (2018). Servant leadership in action (Vol. 53). https://doi.org/10.1017/CBO9781107415324.004

Blau, P. M. (1964). *Exchange and power in social life*. https://doi.org/10.4324/9780203792643

Brohi, N. A., Jantan, A. H., Qureshi, M. A., Bin Jaffar, A. R., Bin Ali, J., & Ab Hamid, K. Bin. (2018). The impact of servant leadership on employees attitudes and behavioral outcomes. *Cogent Business and Management, 5*. https://doi.org/10.1080/23311975.2018.1542652

Bryant, P. (Ed. (2017). *Servant leadership : theory & practice*, 2. Turn College Of Business.

Burton, L. J., Peachey, J. W., & Wells, J. E. (2017). The Role of Servant Leadership in Developing an Ethical Climate in Sport Organizations. *Journal of Sport Management, 31*(3), 229–240. https://doi.org/10.1123/jsm.2016-0047

Cai, W., Lysova, E. I., Khapova, S. N., & Bossink, B. A. G. (2018). Servant Leadership and Innovative Work Behavior in Chinese High-Tech Firms: A Moderated Mediation Model of Meaningful Work and Job Autonomy. *Frontiers in Psychology, 9*(OCT). https://doi.org/10.3389/fpsyg.2018.01767

Chen, Z., Zhu, J., & Zhou, M. (2015). How does a servant leader fuel the service fire? A multilevel model of servant leadership, individual self identity, group competition climate, and customer service performance. *Journal of Applied Psychology, 100*(2), 511–521. https://doi.org/10.1037/a0038036
Chughtai, A. (2019). Servant leadership and perceived employability: Proactive career behaviours as mediators. *Leadership and Organization Development Journal, 40*(2), 213–229. https://doi.org/10.1108/LODJ-07-2018-0281

Divya, S., & Suganthi, L. (2018). Influence of transformational-servant leadership styles and justice perceptions on employee burnout: A moderated mediation model. *International Journal of Business Innovation and Research, 15*(1), 119–135. https://doi.org/10.1504/IJBIR.2018.088475

Donia, M. B. L., Raja, U., Panaccio, A., & Wang, Z. (2016). Servant leadership and employee outcomes: The moderating role of subordinates’ motives. *European Journal of Work and Organizational Psychology, 25*(5), 722–734. https://doi.org/10.1080/1359432X.2016.1149471

Du Plessis, M., Wakelin, Z., & Nel, P. (2015). The influence of emotional intelligence and trust on servant leadership. *SA Journal of Industrial Psychology, 41*(1), 1–9. https://doi.org/10.4102/sajip.v41i1.1133

Erdurmazli, E. (2019). On the servant leadership behaviors perceived in voluntary settings: The influences on volunteers’ motivation and organizational commitment. *SAGE Open, 9*(3). https://doi.org/10.1177/2158244019876265

Esmer, Y., & Dayi, F. (2017). Entrepreneurial leadership: A theoretical framework. *Mehmet Akif Ersoy Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi, 4*(2), 112–124. https://doi.org/10.30798/makuiibf.332570

Ghosh, K., & Khatri, N. (2018). Does servant leadership work in hospitality sector: A representative study in the hotel organizations. *Journal of Hospitality and Tourism Management, 37*, 117–127. https://doi.org/10.1016/j.jhtm.2017.10.012

Greenleaf, R. K. (1977). Servant leader (rev Editio). Cambridge: Center for Applied Studies.

Hanse, J. J., Harlin, U., Jarebrant, C., Ulin, K., & Winkel, J. (2016). The impact of servant leadership dimensions on leader-member exchange among health care professionals. *Journal of Nursing Management, 24*(2), 228–234. https://doi.org/10.1111/jonm.12304

Harju, L. K., Schaufeli, W. B., & Hakanen, J. J. (2018). A multilevel study on servant leadership, job boredom and job crafting. *Journal of Managerial Psychology, 33*(1), 2–14. https://doi.org/10.1108/JMP-08-2016-0237

Hsiao, C., Lee, Y. H., & Chen, W. J. (2015). The effect of servant leadership on customer value co-creation: A cross-level analysis of key mediating roles. *Tourism Management, 49*, 45–57. https://doi.org/10.1016/j.tourman.2015.02.012

Huang, J., Li, W., Qiu, C., Yim, F. H. kit, & Wan, J. (2016). The impact of ceo servant leadership on firm performance in the hospitality industry. *International Journal of Contemporary Hospitality Management, 28*(5), 945–968. https://doi.org/10.1108/IJCHM-08-2014-0388

Ilkhanizadeh, S., & Karatepe, O. M. (2018). Does trust in organization mediate the influence of servant leadership on satisfaction outcomes among flight attendants? *International Journal of Contemporary Hospitality Management, 30*(12), 3555–3573. https://doi.org/10.1108/IJCHM-09-2017-0586

Jaiswal, N. K., & Dhar, R. L. (2017). The influence of servant leadership, trust in leader and thriving on employee creativity. *Leadership & Organization Development Journal*. https://doi.org/10.1108/LODJ-02-2015-0017

Jang, J., & Kandampully, J. (2018). Reducing employee turnover intention through servant leadership in the restaurant context: a mediation study of affective organizational commitment. *International Journal of Hospitality and Tourism Administration, 19*(2), 125–141. https://doi.org/10.1080/15256480.2017.1305310

Jaramillo, F., Bande, B., & Varela, J. (2015). Servant leadership and ethics: A dyadic examination of supervisor behaviors and salesperson perceptions. *Journal of Personal Selling and Sales Management, 35*(2), 108–124. https://doi.org/10.1080/08853134.2015.1010539

Joo, B. K. (Brian), Byun, S., Jang, S., & Lee, I. (2018). Servant leadership, commitment, and participatory behaviors in korean church. *Journal of Management, Spirituality and Religion, 15*(4), 325–348. https://doi.org/10.1080/14766086.2018.1479654

Lee, Y. H. (2018). The influence of emotional intelligence and trust on servant leadership. *Sport Management Review*. https://doi.org/10.1016/j.smr.2018.05.003

Li, Y., Li, D., Tu, Y., & Liu, J. (2018). How and when servant leadership enhances life satisfaction. *Personnel Review, 47*(5), 1082–1098. https://doi.org/10.1108/PR-07-2017-0223
Ling, Q., Lin, M., & Wu, X. (2016). The trickle-down effect of servant leadership on frontline employee service behaviors and performance: A multilevel study of Chinese hotels. *Tourism Management*, 52, 341–368. https://doi.org/10.1016/j.tourman.2015.07.008

Linuesa-L.J., Ruiz-P.P., & Elche, D., (2017). New strategies in the new millennium: Servant leadership as enhancer of service climate and customer service performance. *Frontiers in Psychology*, 8(MAY), 1–14. https://doi.org/10.3389/fpsyg.2017.00786

Linuesa-L.J., Ruiz-P.P., & Elche, D., (2018). Integrating servant leadership into managerial strategy to build group social capital: The mediating role of group citizenship behavior. *Journal of Business Ethics*, 152(4), 899–916. https://doi.org/10.1007/s10551-018-3823-4

Lu, J., Zhang, Z., & Jia, M. (2019). Does servant leadership affect employees’ emotional labor? A social information-processing perspective. *Journal of Business Ethics*, 159(2), 507–518. https://doi.org/10.1007/s10551-018-3816-3

Malingumu, W., Stouten, J., Euwema, M., & Babyegeya, E. (2018). Servant leadership, organizational citizenship behavior and creativity: The mediating role of team-member exchange. *Psychologica Belgica*, 56(4), 342–356. https://doi.org/10.5334/pb.326

Maxwell, J. C. (2014). Good leaders ask great questions: Your foundation for successful leadership. https://doi.org/Academico/Material Didatico/Bibliografia 2018

Mostafa, A. M. S., & El-Motalib, E. A. A. (2019). Servant leadership, leader–member exchange and proactive behavior in the public health sector. *Public Personnel Management*, 48(3), 309–324. https://doi.org/10.1177/0091026018816340

Nastiezaie, N., Bameri, M., & Dadkan, N. A. R. (2016). The relationship of servant leadership with trust and organizational efficacy. *Modern Applied Science*, 10(9), 87. https://doi.org/10.5539/mas.v10n9p87

Newman, A., Schwarz, G., Cooper, B., & Sendjaya, S. (2017). How servant leadership influences organizational citizenship behavior: The roles of lmx, empowerment, and proactive personality. *Journal of Business Ethics*, 145(1), 49–62. https://doi.org/10.1007/s10551-015-2827-6

Ng, X. Le, Choi, S. L., & Soehod, K. (2016). The effects of servant leadership on employee’s job withdrawal intention. *Asian Social Science*, 12(2), 99–106. https://doi.org/10.5539/ass.v12n2p99

Opoku, M. A., Choi, S. B., & Kang, S. W. (2019). Servant leadership and innovative behaviour: An empirical analysis of Ghana’s manufacturing sector. *Sustainability (Switzerland)*, 11(22). https://doi.org/10.3390/su11226273

Otero-Neira, C., Varela-Neira, C., & Bande, B. (2016). Supervisory servant leadership and employee’s work role performance: A multilevel mediation model. *Leadership and Organization Development Journal*, 37(7), 860–881. https://doi.org/10.1108/LODJ-11-2014-0230

Ozyilmaz, A., & Ciccek, S. S. (2015). How does servant leadership affect employee attitudes, behaviors, and psychological climates in a for-profit organizational context? *Journal of Management and Organization*, 21(3), 263–290. https://doi.org/10.1017/jmo.2014.80

Peachey, J. W., Burton, L., Wells, J., & Chung, M. R. (2018). Exploring servant leadership and needs satisfaction in the sport for development and peace context. *Journal of Sport Management*, 32(2), 96–108. https://doi.org/10.1123/jsm.2017-0153

Politis, J. D., & Politis, D. J. (2018). Examination of the relationship between servant leadership and agency problems: gender matters. *Leadership and Organization Development Journal*, 39(2), 170–185. https://doi.org/10.1108/LODJ-01-2016-0020

Qaralleh, T. J. (2020). Leadership styles prevailing for faculty members at the college of education in al-delam from the point of view of its female students. *International Journal of Higher Education*, 9(2), 167–183. https://doi.org/10.5430/ijhe.v9n2p167

Qiu, S., & Dooley, L. (2019). Servant leadership: Development and validation of a multidimensional measure in the Chinese hospitality industry. *Leadership & Organization Development Journal*. Retrieved from https://doi.org/10.1108/LODJ-04-2018-0148

Robbins, S. P., & Timothy J. (2005). *Organizational behavior*. Pearson Education, Inc., publishing as Prentice Hall.
Rodriguez, R., Herrero, M., van Dierendonck, D., de Rivas, S., & Moreno-Jiménez, B. (2019). Servant leadership and goal attainment through meaningful life and vitality: a diary study. *Journal of Happiness Studies*, 20(2), 499–521. https://doi.org/10.1007/s10902-017-9954

Ruiz-Palomino, P., Hernández-Perlines, F., Jiménez-Estévez, P., & Gutiérrez-Broncano, S. (2019). CEO servant leadership and firm innovativeness in hotels: A multiple mediation model of encouragement of participation and employees’ voice. *International Journal of Contemporary Hospitality Management*, 31(4), 1647–1665. https://doi.org/10.10118/IJCHM-01-2018-0023

Schwarz, G., Newman, A., Cooper, B., & Eva, N. (2016). Servant leadership and follower job performance: The mediating effect of public service motivation. *Public Administration*, 94(4), 1025–1041. https://doi.org/10.1111/padm.12266

Schweper, C. H. (2016). Servant leadership, distributive justice and commitment to customer value in the salesforce. *Journal of Business and Industrial Marketing*, 31(1), 70–82. https://doi.org/10.1108/JBIM-07-2014-0143

Sendjaya, S. (2015). Personal and organizational excellence through servant leadership. In *Springer, 1*. https://doi.org/10.1007/978-3-319-16196-9

Setyaningrum, R. P. (2017). Relationship between servant leadership in organizational culture, organizational commitment, organizational citizenship behaviour and customer satisfaction. *European Research Studies Journal*, 20(3), 554–569. https://doi.org/10.35808/ersj/728

Shim, D. C., & Park, H. H. (2019). Public service motivation in a work group: Role of ethical climate and servant leadership. *Public Personnel Management*, 48(2), 203–225. https://doi.org/10.1177/0191026018806013

Shim, D. C., Park, H. H., & Eom, T. H. (2016). Public servant leadership: Myth or powerful reality? *International Review of Public Administration*, 21(1), 3–20. https://doi.org/10.1080/12294659.2016.1147753

Sihombing, S., Astuti, E. S., Mussadiq, M., Hamied, D., & Rahardjo, K. (2016). The effect of servant leadership to rewards, organizational culture, and its implication to employee’s performance (case study on the employees of PT. Bank tabungan negara (Persero) Tbk. Indonesia). *International Journal of Law and Management*, 7(5), 781–796. https://doi.org/10.1108/IJEBR-03-2018-428

Spears, L. C. (Ed.). (1995). *Reflections on leadership: How robert k. Greenleaf’s theory of servant-leadership influenced today’s top management thinkers*. Retrieved from http://www.ghbook.ir/index.php?name

Spears, L. C. (Ed.). (2005). *The international journal of servant-leadership*. 1. Gonzaga University Colaboration with The Greenleaf Center For Servant Leadership.

Sullivan, G. S. (2019). *Servant leadership in sport: Theory and practice*. Palgrave Macmillan. https://doi.org/10.1007/978-3-030-11248-6

Tang, G., Kwan, H. K., Zhang, D., & Zhu, Z. (2016). Work–family effects of servant leadership: the roles of emotional exhaustion and personal learning. *Journal of Business Ethics*, 137(2), 285–297. https://doi.org/10.1007/s10551-015-2559-7

Triraharjo, J., Aima, H., & Sutawijaya, A. (2019). The effect of servant leadership and breakthrough leadership on organization performance with employee satisfaction as intervening variable at IDX-listed (indonesia stock exchange) coal mining companies in indonesia. *International Review of Management and Marketing*, 9(3), 166–172. https://doi.org/10.32479/irmm.8159

Trong, L. (2016). How servant leadership nurtures knowledge sharing: The mediating role of public service motivation. *International Journal of Public Sector Management*, 29(1), 91–108. https://doi.org/10.1080/14667167.2015.1113550

Tuan, L. T. (2017). Knowledge sharing in public organizations: The roles of servant leadership and organizational citizenship behavior. *International Journal of Public Administration*, 40(4), 361–373. https://doi.org/10.1080/01900692.2015.1113550

Tuan, L. T. (2019). Effects of environmentally-specific servant leadership on green performance via green climate and green crafting. *Asia Pacific Journal of Management*. https://doi.org/10.1007/s10490-019-09687-9

Vallina, A. S., & Guerrero, R. F. (2018). The human side of leadership: Exploring the relationship between servant leadership, organisational facilitators and happiness at work. *International Journal of Environment and Health*, 9(2), 131–150. https://doi.org/10.1504/IJENVH.2018.092787
Dierendonck, D., & Patterson, K. (2015). Compassionate love as a cornerstone of servant leadership: An integration of previous theorizing and research. *Journal of Business Ethics*, 128(1), 119–131. https://doi.org/10.1007/s10551-014-2085-z

Varela, J. A., Bande, B., Del Rio, M., & Jaramillo, F. (2019). Servant leadership, proactive work behavior, and performance overall rating: Testing a multilevel model of moderated mediation. *Journal of Business-to-Business Marketing*, 26(2), 177–195. https://doi.org/10.1080/1051712X.2019.1603417

Verdorfer, A. P. (2016). Examining mindfulness and its relations to humility, motivation to lead, and actual servant leadership behaviors. *Mindfulness*, 7(4), 950–961. https://doi.org/10.1007/s12671-016-0534-8

Wang, M., Kwan, H. K., & Zhou, A. (2017). Effects of servant leadership on work–family balance in China. *Asia Pacific Journal of Human Resources*, 55(4), 387–407. https://doi.org/10.1111/1744-7941.12122

Wang, Z., Xu, H., & Liu, Y. (2018). Servant leadership as a driver of employee service performance: Test of a trickle-down model and its boundary conditions. *Human Relations*, 71(9), 1179–1203. https://doi.org/10.1177/001826717738320

Williams Jr, Wallace Alexander, Brandon, R.-S., Hayek, M., Haden, S. P., & Atinc, G. (2017). Servant leadership and followership creativity: The influence of workplace spirituality and political skill. *Leadership & Organization Development Journal*, 38(2). https://doi.org/10.1108/10437739179500003

Wong, A., Liu, Y., Wang, X., & Tjosvold, D. (2018). Servant leadership for team conflict management, co-ordination, and customer relationships. *Asia Pacific Journal of Human Resources*, 56(2), 238–259. https://doi.org/10.1111/1744-7941.12135

Yan, A., & Xiao, Y. (2016). Servant leadership and employee voice behavior: a cross-level investigation in China. *SpringerPlus*, 5(1). https://doi.org/10.1186/s40064-016-3264-4

Yang, J., Gu, J., & Liu, H. (2019). Servant leadership and employee creativity: the roles of psychological empowerment and work–family conflict. *Current Psychology*, 38(6), 1417–1427. https://doi.org/10.1007/s12144-019-0161-3

Yang, J., Liu, H., & Gu, J. (2017). A multi-level study of servant leadership on creativity: The roles of self-efficacy and power distance. *Leadership and Organization Development Journal*, 38(5), 610–629. https://doi.org/10.1108/LODJ-10-2015-0229

Yang, Z., Zhang, H., Kwan, H. K., & Chen, S. (2018). Crossover effects of servant leadership and job social support on employee spouses: the mediating role of employee organization-based self-esteem. *Journal of Business Ethics*, 147(3), 595–604. https://doi.org/10.1007/s10551-015-2943-3

Ye, Y., Lyu, Y., & He, Y. (2019). Servant leadership and proactive customer service performance. *International Journal of Contemporary Hospitality Management*, 31(3), 1330–1347. https://doi.org/10.1108/IJCHM-03-2018-0180

Yukl, G. (2013). *Leadership in organizations*. New York: Pearson Education, Inc. Upper Saddle River.

Zhang, Y., Zheng, Y., Zhang, L., Xu, S., Liu, X., & Chen, W. (2019). A meta-analytic review of the consequences of servant leadership: The moderating roles of cultural factors. *Asia Pacific Journal of Management*, (2008). https://doi.org/10.1007/s10490-018-9639-z

Zhu, C., & Zhang, F. (2019). How does servant leadership fuel employee innovative behavior? A moderated mediation framework. *Asia Pacific Journal of Human Resources*, (March). https://doi.org/10.1111/1744-7941.12227

Zoghbi-Manrique-de-Lara, P., & Ruiz-Palomino, P. (2019). How servant leadership creates and accumulates social capital personally owned in hotel firms. *International Journal of Contemporary Hospitality Management*, 31(8), 3192–3211. https://doi.org/10.1108/IJCHM-09-2018-0748

Zou, W. C., Tian, Q., & Liu, J. (2015). Servant leadership, social exchange relationships, and follower’s helping behavior: Positive reciprocity belief matters. *International Journal of Hospitality Management*, 51, 147–156. https://doi.org/10.1016/j.ijhm.2015.08.012
### Appendix 1

| No | Theory used                        | Frequency | References                                                                                      |
|----|------------------------------------|-----------|-----------------------------------------------------------------------------------------------|
| 1  | The social exchange theory         | 17        | (Ozyilmaz & Cicek, 2015; Hsiao et al., 2015; Zou et al., 2015; Trong, 2016; Shim et al., 2016; Malingumu et al., 2016; Yan & Xiao, 2016; Jaiswal & Dhar, 2017; Newman et al., 2017; Linuesa et al., 2017; Amah, 2018; Brohi et al., 2018; Ilkhanizadeh & Karatepe, 2018; Jang & Kandampully, 2018; Bao et al., 2018; Arain et al., 2019; Lu et al., 2019; Alafeshat & Tanova, 2019; Mostafa & El-Motalib, 2019). |
| 2  | Not specified                      | 12        | (Du Plessis et al., 2015; Ng et al., 2016; Donia et al., 2016; Nastiezaie et al., 2016; Setyaningrum, 2017; Burton et al., 2017; Ghosh & Khatri, 2018; Lee, 2018; Politis & Politis, 2018; Divya & Suganthi, 2018; Joo et al., 2018; Triraharjo et al., 2019) |
| 3  | The social learning theory         | 9         | (Jaramillo et al., 2015; Schwarz et al., 2016; Trong, 2016; Tuan, 2017; Bavik et al., 2017; Linuesa et al., 2018; Z.Wang et al., 2018; Zoghbi-Manrique-de-Lara & Ruiz-Palomino, 2019; Shim & Park, 2019) |
| 4  | The self-determination theory      | 5         | (Verdorfer, 2016; Williams, et al., 2017; Peachey et al., 2018; Yang et al., 2019; Chughtai, 2019) |
| 5  | The conservation of resources theory | 4      | (Tang et al., 2016; Harju et al., 2018; Tuan, 2019; Ye et al., 2019) |
| 6  | The social identity theory         | 4         | (Chen et al., 2015; Otero-Neira et al., 2016; Linuesa et al., 2018; Opoku et al., 2019) |
| 7  | The conversational constraint theory | 2      | (Abu Bakar & McCann, 2015; Abu Bakar & McCann, 2016) |
| 8  | The work–family enrichment theory  | 2         | (M. Wang et al., 2017; Yang et al., 2018) |
| 9  | The consistency theory/ cognitive consistency theory | 2 | (Schwepker, 2016; Amah, 2018) |
| 10 | The social information-processing theory | 2 | (Huang et al., 2016; Lu et al., 2019) |
| 11 | The broaden-and-build theory       | 2         | (Li et al., 2018; Rodriguez et al., 2019) |
| 12 | The trickle-down paradigm of leadership | 2 | (Ling et al., 2016; Z.Wang et al., 2018) |
| 13 | The norm of reciprocity            | 2         | (Zou et al., 2015; Varela et al., 2019) |
| 14 | The efficacy theory perspective    | 1         | (Yang et al., 2017) |
| 15 | The interaction richness theory    | 1         | Abu Bakar & McCann, 2015) |
| 16 | The upper echelons theory          | 1         | (Ruiz et al., 2019) |
| 17 | The work–family balance model      | 1         | (M.Wang et al., 2017) |
| 18 | The cognitive evaluation theory     | 1         | (Belén et al., 2016) |
| 19 | The social cognitive theory        | 1         | (Zhu & Zhang, 2019) |
| 20 | The intrinsic motivation theory     | 1         | (Newman et al., 2017) |
|   | The two-factor theory of job satisfaction | 1 | (Al-Asadi et al., 2019) |
|---|------------------------------------------|---|------------------------|
| 22. | The voluntary functions inventory        | 1 | (Erdurmazlı, 2019)    |
| 23. | The situational leadership theory         | 1 | (Cai et al., 2018)    |
| 24. | Theory of cooperation & competition       | 1 | (Wong et al., 2018)   |
| 25. | The exchange theory                       | 1 | (Schwepker, 2016)    |
| 26. | The equity theory                         | 1 | (Schwepker, 2016)    |
| 27. | The goal setting theory                   | 1 | (Schwepker, 2016)    |
| 28. | The relational identification theory      | 1 | (Zou et al., 2015; Varela et al., 2019) |
| 29. | The human capital theory                  | 1 | (Vallina & Guerrero, 2018) |
| 30. | The job- demands resources theory         | 1 | (Vallina & Guerrero, 2018) |
| 31. | The relational leadership theory          | 1 | (Abu Bakar & McCann, 2016) |
| 32. | The service profit chain theory           | 1 | (Ling et al., 2016)  |