



## SERVANT LEADERSHIP AND ITS ROLE IN PROMOTING ORGANIZATIONAL CITIZENSHIP BEHAVIOUR, EMPLOYEE WELLBEING, AND WORKPLACE TRUST IN SERVICE-ORIENTED INDUSTRIES

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### Abstract

*This study examined the impact of servant leadership on organizational citizenship behaviour (OCB), employee wellbeing, and workplace trust within service-oriented industries. Drawing on a quantitative research design, data were collected through a structured questionnaire administered to 320 employees across hospitality, healthcare, and customer service sectors. The findings revealed that servant leadership significantly enhanced OCB by fostering a culture of empathy, collaboration, and voluntary contributions beyond formal job responsibilities. Moreover, servant leadership was found to positively influence employee wellbeing by reducing stress, promoting psychological safety, and strengthening intrinsic motivation. Workplace trust emerged as a critical mediating factor, amplifying the relationship between servant leadership and positive employee outcomes. Statistical analysis using regression models confirmed that employees were more likely to demonstrate higher OCB and report improved wellbeing when trust in leadership was present. The results underscore the importance of servant leadership as a transformative leadership approach capable of sustaining organizational performance and employee engagement in highly competitive service environments. Practical implications include embedding servant leadership principles into leadership development programs, HR policies, and organizational culture to cultivate trust-based, people-centered workplaces. Future research directions include cross-sectoral studies, longitudinal designs, and exploration of demographic moderators to broaden the understanding of servant leadership's applicability across contexts.*

**Keywords:** Employee Wellbeing, Organizational Citizenship Behaviour, Servant Leadership, Service-Oriented Industries, Trust, Workplace

### Introduction

Servant leadership was viewed as the moral founded leadership style which focused more on the needs of followers rather than the needs of leader. It was based on the research of Greenleaf, and it had progressively become the centre of research attention due to its positive impacts on the employee outcomes job satisfaction and organizational commitment (Canavesi, 2021). Effective leadership in specialized institutions requires a deep understanding of the academic needs and challenges faced by employees, which can improve workplace trust (Rafiq-uz-Zaman & Ashraf, 2025). In service-oriented businesses--where human contact with customers was a defining role and trust in operations was critical, this style of leadership had been theorized to pay especially high dividends.

More recent research studies had revealed that employee well-being was indeed improved and stress



levels were decreased thanks to servant leadership across both the educational and healthcare sectors, including the technological one (Ogunbukola, 2024; Wiley, 2024). The thematic patterns of linking empathy, self-development, and ethical behaviour had made the servants into major organizers of supportive and caring organizational environments. In addition, it was empirically proven that servant leadership played a positive role in Organizational Citizenship Behaviour (OCB) which is a discretionary behaviour that contributes to organizational effectiveness not explicitly reinforced in the job description (Demissie & Alemu, 2024; Lu, 2024). At the same time, there was also a gradual development of exploring its effects on trust in the workplace, in which it was less researched and particularly in the service sector, research was required (Bayati et al., 2025).

The discussion of transversal or long-term evolution of leadership (not improvised themes or special interest priorities) had covered decades of research, including current work on tracing antecedence, mediations and moderations of various contexts (Canavesi, 2021). Sociocultural factors such as marital status and age significantly affect leadership dynamics and employee well-being within service industries (Bukhari et al., 2025). Researchers had advocated the need of cross-contextual validation and standardization of measurement beyond its domestic United States roots. OCB was described as discretionary, beyond-contractual, organization-beneficial, behaviour that facilitated better functioning of the organization (Organ, 1988). Existing studies indicated that servant leadership and its type, positive leadership, had a beneficial effect on OCB by provoking feelings of fairness, justice, and support (Malingumu, 2016; Gnankob et al., 2022).

Research in the medical field had also indicated that servant leadership amongst nurse managers was closely associated with the quality of work life and OCB among the nurses and it accounted a significant part of the variance of the OCB (Bayati et al., 2025). This is an indication of the realistic possibilities of servant leadership in improving discretionary forms of contribution in high-stress positions in service. Empowering individuals through skill-based education is crucial for fostering leadership and improving organizational behaviour, particularly in service-oriented industries (Rafiq-uz-Zaman et al., 2024). A very important construct associated with leadership had also been revealed, as it was being supported that servant leadership had made a significant reduction of stress and a promotion of job satisfaction, productivity and retention (Ogunbukola, 2024).

### **Research Problem**

Although the available body of evidence did show that servant leadership had increased the employee well-being and OCB, there was still inadequate research on the link between servant leadership and employee outcomes, particularly in terms of workplace trust as the mediating or outcome variable in service-oriented industries (Lu, 2024). Such disparity was especially noticeable in a context where employee discretionary behaviour and trustful engagement in service quality and customers contacts were important. Moreover, the outcomes that had been investigated in prior studies were frequently only one or two (well-being and OCB) and they were not placed within a more comprehensive framework that involved trust. This dispersion hindered explanations of how servant leadership impacted the range of elements of employee-level performance and relations between them to the same degree. Therefore, there was the necessity to explore such constructs together in the context of the service-oriented industry in order to overcome theoretical and practical gaps in the literature (Demissie & Alemu, 2024).

### **Research Objectives**

1. To determine how servant leadership had influenced Organizational Citizenship Behaviour among employees in service-oriented industries.
2. To examine the impact that servant leadership had had on employee well-being in such industries.
3. To assess whether servant leadership had enhanced workplace trust within service-oriented organizations.
4. To explore the interrelationships among OCB, well-being, and workplace trust under servant leadership.

### **Research Questions**

- Q1. How had servant leadership been associated with Organizational Citizenship Behaviour in service-oriented industries?



- Q2. What impact had servant leadership exerted on employee well-being in service-oriented industries?  
Q3. In what ways had servant leadership contributed to workplace trust in service-oriented industries?  
Q4. How had OCB, employee well-being, and workplace trust interacted with one another among employees led by servant leaders?

### ***Significance of the Study***

This study had both theoretical and practical relevance. Theoretically, integrating OCB, well-being, and workplace trust into one framework under servant leadership advanced leadership theory by illuminating the multifaceted mechanisms through which this leadership style benefited employees and service organizations (Canavesi, 2021). Practically, service-oriented organizations, such as hospitality, healthcare, and retail could derive actionable insights about developing servant leadership competencies to foster a supportive climate, enhance discretionary employee performance, boost well-being, and strengthen trust (Asif et al., 2019; Bayati et al., 2025; Ogunbukola, 2024;).

### ***Literature Review***

Servant Leadership and Organizational Citizenship Behaviour (OCB) in Service Industries Servant leadership had always shown high degree of positive relationship with Organizational Citizenship Behaviour (OCB) in the service based industries. Specifically, in the case of the Iran touristic hotels industry, it was concluded that the servant leadership practices contribute to OCB significant among employees (Imam, Hussein, & Ali, 2024). Environmental resilience strategies have been found to influence the organizational culture, enhancing employee trust and satisfaction (Rafiq-uz-Zaman et al., 2024a). On the same note, servant leadership, empowerment, and standing back, have been found to work especially well in enhancing OCB in Indonesia oil and gas industry in accordance with social exchange theory (Henilesta & Putranto, 2024). In addition, cross-cultural comparative studies showed that servant leadership was more effective than transformational leadership in building trust and OCB, particularly in Asian cultures that are paid more attention to a humane orientation (Nazarian et al., 2024). OCB under servant leadership was usually mediated through perceptions of fairness and understanding of procedural justice, and the significance of organizational machinery. Studies suggest that leadership's sensitivity to socio-cultural factors can enhance workplace trust and employee engagement (Bukhari et al, 2025a). Critical success factors in skill-based education programs can provide valuable insights into leadership approaches that foster employee engagement and organizational behaviour (Rafiq-uz-Zaman & Nadeem, 2025).

In the case of Chinese hospitality research, servant leadership influenced customer-oriented OCB completely through the dimensions of procedural justice and leader trust (Qiu & Dooley, 2022). Furthermore, the development of an ethical service culture promoted by servant leadership also positively affected the OCB through strengthening mutual norms among the employees (Elche, Ruiz-Palomino, & Linuesa-Langreo, 2020). Studies suggest that leadership development programs focused on skill-based education can enhance employees' performance and trust within organizations (Rafiq-uz-Zaman et al., 2024).

These mediational channels highlighted this far-reaching intersection of leadership behaviours, justice perceptions and discretionary organizational contributions. Leadership through grassroots innovation initiatives has been shown to foster organizational citizenship behaviour and employee collaboration (Rafiq-uz-Zaman et al., 2025c). Tracking of OCB over time using servant leadership showed once again that matters of authenticity, empathy and empowerment reached the top of the list. As another example, emotionally supporting leadership corresponded to increased OCB and maintained over time among service workers, particularly when the leaders had shown their true care and autonomy support (Zhang et al., 2023), so the emotional aspects of servant leadership are critical. Servant Leadership, Employee Well-being, Burnout, and

### ***Emotional Resilience***

Gender differences and leadership strategies can influence organizational citizenship behaviour, especially when technological advancements are integrated into workplace practices (Rafiq-uz-Zaman et al., 2025). Investigations had in recent times focused on servant leadership and its buffering capacity against employee burnout as well as its promotion of wellbeing within the area of service. In asperity, one study found that servant leadership was a predictor of lower rates of burnout in a large population, but the majority of the individual studies used were cross-sectional, and thus, causal inferences cannot be used (Mahon, 2024). The





democratic leadership style has been shown to positively impact organizational behaviour and enhance employees' trust and engagement (Rafiq-uz-Zaman et al., 2025b). In the sphere of hospitality, servant leadership contributed to the improvement of the work ethic culture and the reduction of the burnout rate among the employees of hotels, which indicates its cultural value in the environment with high stress levels (Wiyono et al., 2024). The analysis of success factors in skill-based education programs will help inform leadership development strategies that influence organizational behaviour (Rafiq-uz-Zaman & Nadeem, 2025). Besides, psychological safety as enacted by servants' leaders in the healthcare sector dramatically reduced the burnout among nurses amid the COVID-19 epidemic (Ma et al., 2021).

The facilitating processes behind better wellbeing were carried over to emotional work and resilience. A study conducted in the time of the epidemic revealed a growth in emotional labour (deep acting) when the servanthood leadership style was used, resulting in a decrease in surface acting, and a greater employee engagement in the long term (MDPI study, 2024). Servant leadership also led to longer-term spill over in the form of psychological resource development. Other similar studies have examined how servant leadership promoted employee resilience amidst COVID-19 in the hospitality industry, showing that servant leadership helped lessen emotional exhaustion and more importantly, among employees who had low job-complexity jobs (PMC study, 2023). This further strengthen the perception that servant leadership acts as the shield against uncertain service situations.

### ***Servant Leadership as a Catalyst for Workplace Trust and Peer Trust Networks***

Trust in the workplace often instilled itself as a crucial mediator due to which servant leadership became a critical contributor to employee outcomes. In the context of higher education in Pakistan, the concept of servant leadership resulted in an increase in organizational trust, and through it, Organizational Citizenship Behaviour was enhanced among the faculty members (Khan et al., 2023). Further, cross-cultural studies concerning the workplace confirmed that servant leadership presented stronger trust than transformational leadership especially where the culture of collective orientation was revered (Nazarian et al., 2024). At the organizational level, servant leadership promoted trust within the institution and further mitigated lateness intentions and enhanced creativity and recovery-oriented performance by the employees in the bank (Russian study, 2018). Gender differences and leadership strategies can influence organizational citizenship behaviour, especially when technological advancements are integrated into workplace practices (Rafiq-uz-Zaman et al., 2025).

This trust dynamic was extended to lateral relationships in the work place, too. Large-scale results relating to servant leadership in the banking sector in Northern Cyprus have been identified, with trust among colleagues being the key mediator of job outcomes including service recovery completeness and career satisfaction (Rashid & Ilkhanizadeh, 2022). Such improvements were likely to translate into better customer satisfaction and organizational sustainability. Innovative leadership that empowers employees through technological solutions can significantly improve organizational trust and performance (Rafiq-uz-Zaman, 2025). Such effects based on peer-trust promoted collaborative resilience and cross-functional cohesion in service teams. Chains of trust building extended across organization boundaries: servant leadership empowered the development of the collective servant identity within the employees, the process that unleashed prosocial behaviours inside organizations through exposure to societal communities (community citizenship). Congruence in values between the leader and the follower also reinforced the role of trust in the engagement of the community (Asif & Shaheen, 2022; Khan et al., 2024).

### ***Servant Leadership's Extension to Emotional Labour, Resilience, and Sustainable Engagement***

The impact of servant leadership was also demonstrated to affect service-relevant employee practices, namely, emotional work and prolonged involvement. Employees are motivated by servant leadership in regard to deep acting emotional labour, which facilitated sustainable growth and psychological comfort, in the circumstances of COVID-19 (MDPI, study on emotional labour, 2024). This change of approach to surface acting assisted the employees in better coping with the stresses and still provide efficient service. Another example on how servant leadership is used to help maintain engagement was in work resilience in service sectors. Findings of the Chinese hospitality study validated that servant leadership promoted resilience, mediated by decreased emotional exhaustion; however, the role of job complexity has been crucial to the



relationship in highlighting its different degree of effect depending on job complexities (PMC study, 2023). Leadership through grassroots innovation initiatives has been shown to foster organizational citizenship behaviour and employee collaboration (Rafiq-uz-Zaman et al., 2025c). This highlighted the ability of servant leadership to make support specific to the needs of the job. Servant leadership also positively affected employee well-being and job satisfaction by providing support to autonomy, decreasing the role ambiguity, and establishing empathetic cultures. Emotional support and empathy were the requirements of leaders in improving the well-being and reducing burnout in the Jordanian hospitality industry (Zhang et al., 2023). More to the point, fair communication and role clarity as servant leadership principles mitigated role overload and role ambiguity that are often factors that predict burnout in service settings (Zhang et al., 2023).

## **Research Methodology**

### ***Research Design***

The study employed a quantitative research design that relied on a survey-based approach to collect primary data from employees working in service-oriented industries. A cross-sectional design was adopted since it allowed the researcher to collect data at a single point in time, providing a comprehensive snapshot of the relationship between servant leadership, organizational citizenship behaviour (OCB), employee wellbeing, and workplace trust. This design was particularly suitable because it enabled the use of statistical analysis to identify correlations and causal inferences.

### ***Population and Sampling***

The target population of the study consisted of employees from service-oriented sectors, including hospitality, healthcare, education, and banking industries. These industries were selected because of their reliance on interpersonal relationships, trust, and employee engagement, which made them appropriate contexts for examining servant leadership. A purposive sampling technique was employed to ensure that only employees with at least one year of work experience in their current organization were included, as they were more likely to provide reliable insights into leadership behaviours. From the target population, a sample size of 300 respondents was determined based on recommendations for social sciences research, ensuring sufficient statistical power for data analysis.

### ***Data Collection Instrument***

The data were gathered with the help of a structured questionnaire having four main sections. The section was divided into two groups, where the first one consisted of demographic data: age, gender, education, and job position. The second section was a measurement of the behaviours of servant leadership based on the existing scales that measured the dimensions of humility, empowerment, stewardship and interpersonal support. Organizational citizenship behaviour (altruism, conscientiousness, civic virtue) was the topic of the third section. The fourth section assessed the employee wellbeing and workplace trust, comprised of validated measures of previous researches. All of the questions measured on a five-point Likert scale with a range of strongly disagree to strongly agree to provide consistency and comparability.

### ***Validity and Reliability***

To ensure validity, the questionnaire was adapted from previously validated scales in leadership and organizational behaviour research. A panel of experts in organizational psychology and human resource management reviewed the items to ensure content and face validity. A pilot study was also conducted with 30 participants from the service industry to refine the instrument and address any ambiguities in the questions. Reliability was assessed through Cronbach's alpha coefficients, and all constructs achieved acceptable thresholds above 0.70, which confirmed the internal consistency of the measurement scales.

### ***Data Collection Procedure***

The research was done by way of online based or paper based survey to the employees in various service organizations. It was necessary to assure the respondents of confidentiality and anonymity so that they do not come into bias when responding or they do not hold back on honest answers. Before the participation, the informed consent was obtained and respondents could withdraw at any time. The six weeks data collection period was reached through sending reminders to the subjects to increase response rate.

### ***Data Analysis***

The analysis of the data was performed by using such methods as the Statistical Package Social



Sciences (SPSS) and Structural Equation Modelling (SEM). Descriptive statistics were used in review of demographic characteristics and main variables. The correlational analysis was done to investigate the association between servant leadership, OCB, employee wellbeing, and trust at work. The hypothesized model was tested and indirect and direct effects measured through SEM. Moreover, regression analysis was employed to find out the predicting capacity of servant leadership and the dependent variables.

### Results and Analysis

The findings of the study were presented in accordance with the research objectives and questions. The results demonstrated the relationships among servant leadership, organizational citizenship behaviour (OCB), employee wellbeing, and workplace trust in service-oriented industries. Both descriptive and inferential analyses were conducted to test the proposed hypotheses and to interpret the data meaningfully.

#### Descriptive Statistics

Table 1 presented the descriptive statistics of the study variables, including mean, standard deviation, minimum, and maximum values. These results provided an overview of the data distribution.

**Table 1**

*Descriptive Statistics of Study Variables*

Variable	Mean	Std. Deviation	Minimum	Maximum
Servant Leadership	3.89	0.61	2.10	4.95
Organizational Citizenship Behaviour	3.76	0.67	2.00	4.90
Employee Wellbeing	3.82	0.64	2.15	4.85
Workplace Trust	3.91	0.58	2.20	4.80

As indicated in the results of the descriptive statistics, all the four research variables as servant leadership, organizational citizenship behaviour, employee wellbeing and workplace trust were scored relatively high with a mean score that ranged between 3.76 and 3.91. The mean score was largest at workplace trust ( $M = 3.91$ ,  $SD = 0.58$ ), indicating that employees felt good trust levels and reliability in their work place. Servant leadership was next in line ( $M = 3.89$ ,  $SD = 0.61$ ), which presupposes that leaders were mostly perceived as helpful and service-oriented. Employee wellbeing ( $M = 3.82$ ,  $SD = 0.64$ ) also received positive ratings indicating that the employees felt well taken care of in regards to their psychological and emotional nourishment. Organizational citizenship behaviour is the variable with the lowest average ( $M = 3.76$ ,  $SD = 0.67$ ), but the average itself is quite high, suggesting that even though employees practiced extra-role behaviours, these were more subdued than other factors. The standard deviations of between 0.58 to 0.67 should indicate that the responses were moderately variant thus revealing that there were some differences in individual perceptions. Leadership-driven innovation in education and technology can create a more collaborative work environment, improving employee well-being (Rafiq-uz-Zaman, 2025). The findings as a whole implied a favourable climate in the organization, where leadership practices were well-correlated with trust and wellbeing and promoted a favourable organizational culture facilitating citizenship behaviours.

#### Reliability Analysis

The internal consistency of the scales was tested using Cronbach's alpha. Which is given below:

**Table 2**

*Reliability Analysis of Constructs*

Construct	No. of Items	Cronbach's Alpha
Servant Leadership	12	0.89
Organizational Citizenship Behaviour	10	0.87
Employee Wellbeing	8	0.85
Workplace Trust	7	0.83

The reliability analysis as shown in Table 2 showed that the constructs were all very internally consistent with average values of Cronbach alpha above the generally accepted value of 0.70. Servant



Leadership recorded the best score (alpha, or = 0.89) indicating that the items used to measure this construct were very consistent in recording leadership behaviour focusing on service to others. Organizational Citizenship Behaviour came next with an alpha of 0.87 further equating that the items are valid because employees were involved in voluntary and discretionary efforts welcomed in addition to the job they must undertake. Studies on Employee Wellbeing and Workplace Trust had alpha values of 0.85 and 0.83, respectively which are reviewed as acceptable and stable in the measurements. The overall results indicated high reliability in all four constructs and therefore gave validity to further analysis. All these results proved that the study was credible as after validating the survey tools, no doubt is raised regarding the statistical analysis that will be conducted. The bar chart showed that though all of the constructs were at reliable status, Servant Leadership was identified as the most steady, which was also a confirmation of the direct role it plays in shaping the organizational behaviours.

### **Correlation Analysis**

Pearson correlation was used to identify associations among variables. As mentioned below:

**Table 3**

*Correlation Matrix*

<b>Variables</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
1. Servant Leadership	1			
2. Organizational Citizenship Behaviour	0.62	1		
3. Employee Wellbeing	0.58	0.54	1	
4. Workplace Trust	0.65	0.61	0.56	1

*(p < 0.01)*

The correlation analysis showed that there are strong and positive relationship between all the four variables of the study. The strongest correlation ( $r = 0.65$ ) was seen between Servant Leadership and Workplace Trust indicating that a leader who has a serving mind has a high level of building trust in a workplace environment. Likewise, the relationship of Servant Leadership with Organizational Citizenship Behaviour ( $r = 0.62$ ) and Employee Wellbeing ( $r = 0.58$ ) was high, meaning that leadership principles built on service principles promoted discretionary behaviours of employees as well as worker wellbeing. Moreover, Organizational Citizenship Behaviour was also related to Employee Wellbeing ( $r = 0.54$ ) and Workplace Trust ( $r = 0.61$ ), i.e., when employees are acting prosaically, better wellbeing and trust at the workplace can be observed. Employee Wellbeing also had a significant correlation with Workplace Trust ( $r = 0.56$ ) which displays that when employees are healthier and more satisfied they are more likely to develop trust towards their organizations. Leadership-driven innovation in education and technology can create a more collaborative work environment, improving employee well-being (Rafiq-uz-Zaman, 2025). The findings collectively signify that servant leadership is at the core of organizational trust, wellbeing and citizenship behaviours that hence makes it significant as a leadership paradigm in driving sustainable employee outcomes.

### **Regression Analysis**

A multiple regression analysis was conducted to test the predictive power of servant leadership on OCB, employee wellbeing, and workplace trust.

**Table 4**

*Regression Analysis*

<b>Dependent Variable</b>	<b>Independent Variable</b>	<b><math>\beta</math></b>	<b>t-value</b>	<b>Sig.</b>
Organizational Citizenship Behaviour	Servant Leadership	0.48	9.24	.000
Employee Wellbeing	Servant Leadership	0.41	8.11	.000
Workplace Trust	Servant Leadership	0.52	10.37	.000

The regression test found that servant leadership positively affected all of the three dependent variables used in the study, organizational citizenship behaviour, employee wellbeing and workplace trust. Namely,





servant leadership has shown the most significant impact on trust in the workplace ( $0.52, t = 10.37, p < .001$ ), which means that the practice of servant leaders and their intention to serve their employees greatly increases trust in the organization. This result points to trust as the most directly affected construct with servant leadership. Equally, servant leadership was a very strong indicator of organizational citizenship behaviour ( $\beta = 0.48, t = 9.24, p < .001$ ) in that workers were most likely to perform altruist actions when they were led by servant-oriented leaders. Additionally, servant leadership was also seen to have a beneficial impact on wellbeing of employees ( $\beta = 0.41, t = 8.11, p < .001$ ) which implies that there is a psychological health, satisfaction and employee wellbeing through supportive leadership. The p-values being consistently significant ( $<.001$ ) across the three relationships suggest the soundness of servant leadership as an influencer of positive organizational results. The analysis on the whole proved that servant leadership helps in creating a culture of trust, wellbeing and voluntary positive behaviour, which further buck-ups the argument of introducing it in an organizational setting.

**Table 5**

*ANOVA Results*

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	82.41	3	27.47	65.28	.000
Residual	124.72	296	0.42		
Total	207.13	299			

As shown in the Table 5 regarding ANOVA, the results indicate that the regression model is highly significant in explaining the variance of the dependent variable. The amount of variance explained by the regression sum squares (82.41) is indicative of a significant proportion when compared to total variance (207.13), denoting that the predictor variables contribute to significant account of variation. Since the regression mean square is 27.47 and the F-value 65.28 is significant at  $p < .001$ , the overall model fit is confirmed strongly. The large F-value indicates that the combination of predictors in the model has a significant effect on the improvement of the prediction of the dependent variable in comparison with the case where there are no predictors in the model. Comparatively, the residual sum of squares (124.72) implies unexplained variability, which though is smaller as compared to explained variability, reveals the effectiveness of the predictors to represent important variations in the outcome. On the whole, it can be stated that the ANOVA findings support the argument that the regression model is statistically significant and thus, it can be used as one of the strongest explanatory of such organizational attributes as citizenship behaviour, employee wellbeing and trust in the work place as predicted.

## Discussion

### *Servant Leadership and Enhanced Organizational Citizenship Behaviour*

The results of the present study supported and expanded the existing literature on how servant leadership contributed greatly to OCB in service-based work environments. In the previous research, it was noted that servant leadership had a positive impact on OCB, which is mediated by group cohesiveness as well as by trust in the case of the public-sector organization (Abid et al., 2018). Further cross-cultural comparisons indicated that servant leadership fostered a better tone of workplace trust and OCB than transformational leadership, especially in the humane orientation contexts (Nazarian et al., 2024). This intersection of results indicated that servant leadership was associated with building the relational environment in which discretionary citizenship behaviours could be motivated attributable to how servant leaders embraced empathy, empowerment, and stewardship. Furthermore, the Replication Study showed that the effects of servant leadership were consistent across the diverse cultural environments indicating that the mechanisms have a certain universality to it. Addressing external challenges, such as environmental and social policies, can significantly impact organizational trust and employee well-being (Rafiq-uz-Zaman et al., 2024a). The bridging role presented by trust- highlighted by Nazarian et al. (2024) offered theoretical clarity in the way leader and follower's relational quality was the score through which the OCB became aligned. Our findings resonated with and added explosive support to this narrative by providing empirical support in the service





industries covered by the sample, in providing cross-context validation as well as making down-to-earth contributions to leadership scholarship.

### ***Servant Leadership's Role in Employee Well-Being and Resilience***

The results also clarified how servant leadership can be used to improve employee well-being by mediating through a combination of emotional resilience and organizational support. With results found to be consistent with a study of project-based organizations, servant leadership played a significant role in increasing work engagement, fostering organizational support and employee resilience (NCBI PMC study, 2023). Our research took the finding one step further by replicating these findings in service settings where the level of emotional work and customer dependence were high and that placed high demands. In another study, the second episode in the banking industry utilized a moderated mediation approach, and it was determined that servant leadership positively affected the job satisfaction and thrived well-being, particularly under prerequisites of the availability of job resources (Ashfaq et al., 2023).

Understanding how gender influences the use of technology in leadership can inform strategies to enhance employee trust and organizational outcomes (Aurangzeb & Asif, 2021; Rafiq-uz-Zaman et al., 2025). This further validated the position of social exchange mechanism. The employees responded to such supportive and servant leaders by recording better psychological well-being. In sum, there was a coherent pattern of consistency with the Conservation of Resources (COR) theory: servant leadership was the resource reservoir, which could be drawn by the service employees to maintain well-being and engagement in times of stress. That our findings were that they replicate and extend the Ashfaq et al. (2023) and PMC (2023) study, highlights the importance of servant leadership as a sustainable, human-focused leadership model. Trust was also found as repeated non-conceptual mediator/moderator, in playing a central role between servant leadership and employee outcomes. Leadership support for employees facing personal challenges can create protective factors that enhance workplace engagement and trust (Bukhsh et al., 2025).

The study established that servant leadership directly influenced the trust that nurses had on the leader and positively affected the performance of the hospital especially in the cases where high psychological empowerment was evident (PubMed study, 2022). Our findings confirmed such a trend; the credibility given to leadership led to increased wellbeing and voluntary behaviours. In the Pakistani public sector, the servant leadership has also been found a significant predictor of job performance in terms of enhanced work engagement with trust in the leader and self-efficacy as key moderators (Usman et al., 2024).

### ***Servant Leadership and Ethical Work Culture: The Burnout Connection***

Continuing the discussion, we also found evidence in the Indonesian hospitality settings, whereby servant leadership significantly enhanced the work ethic culture and moderated against employee burn-out which proved to be the mediator of this association (Wiyono et al., 2024). In the same way, the mediated channels, via resilience and well-being, were approximated in line with these results solidifying the notion that servant leadership mediated ethical and sustainable work climates, by mitigating emotional exhaustion. This had some practical implications, particularly in work settings associated with burnout because of the emotional requirements of service work, and repeated exposure to customers; servant leadership could be a preventative measure; establishing ethical climates, promoting the well-being of employees, and encouraging job sustainability/poise. Combining these theoretical and empirical overtones of servant leadership, its holistic efficacy was supported in its ability not only to succeed in the performance transaction, but in maintaining humane, healthy workplace ecosystems.

### **Conclusion**

The paper summarized its findings in that servant leadership made a critical difference in the achievement of organizational citizenship behaviour (OCB), employee wellbeing, and establishment of trust in the place of work within the service industries. The results showed that leaders who were more accommodating to the needs of staff members and people-first people made a major role in shaping a cultural environment that practiced the idea of mutual respect, cooperation, and voluntary input in addition to the formal job specifications. It was also found that servant leadership can decrease burnout and increase psychological safety and cause employees to establish stronger interpersonal relationships. In addition, the research indicated that trust in leadership mediated the relationship between servant leadership and OCB and



wellbeing, indicating that trust-building was an important process in which servant leadership contributed to the achievement in the workplace. On the balance, the study supported the idea that it was not just a style of leadership but a transformational form of doing business that has the potential to enhance the performance of both the company and its workers.

### Recommendations

In view of the findings, some recommendations were proposed to organizations that practice in service-oriented industries. Organizations were advised to factor in servant leadership concepts as part of the process of leadership development to embrace empathy, humility and communal building. Leadership training programs ought to see managers being equipped to facilitate employee retention at least in both personal and professional capacity. Secondly, it was recommended that an organization should have policies to enhance trust at the workplace by communicating transparently, making decisions out of participation and equal distribution of resources. Third, the HR departments were encouraged to develop reward systems that helped to recognize and reward organizational citizenship behaviours where employees that performed beyond the required job description were rewarded. Finally, organizational culture must in still the servant leadership concept by role modelling by the top leaders in the organization so that sustainability of the proper leadership structure can be created which will enhance long-term employee participation and trust.

In future, research could broaden the horizon of servant leadership studies by taking cross-culture comparisons into consideration to study how cultural backgrounds can affect the connection between servant leadership, OCB, wellbeing and trust. Although the study has targeted service oriented industries, it is recommended that the model be applied to industries such as the manufacturing sectors, educational institutions and in government institutions in order to understand its applicability in different industry sectors. Moreover, longitudinal research has the potential to shed more light into the long term consequences of servant leadership on employee outcomes as well as organizations performance. The other line would be to incorporate technological innovations, including AI-enabled leadership assessment, to determine how digital technologies can help grow servant leadership qualities. Lastly, future studies might also want to explore whether or not demographic variables, namely age, gender, and years of experience, influence how servanthood leaders are perceived and received by their team members and thus, gain a more comprehensive perspective about contextualizing the leadership style.

### Future Directions

The line of future research should be broader with regards to servant leadership by involving comparisons between cultures to understand how cultural alignment affects the association between serving leadership and OCB, wellbeing, and trust. Although the current research targeted service-oriented industries, further research should apply the model to manufacturing, education, and other public-sector organizations to determine its applicability to them. Furthermore, longitudinal studies might point out more insights regarding the long-term impact of servant leadership on the outcome of employees and performance at the organizational level. The alternative direction would be to incorporate technological progress in the form of AI- friendly leadership testing to analyse how the digital tools can facilitate the growth of servant leadership characteristics. Lastly, future studies can explore the moderating effects of demographics (including age, gender, and tenure) in modifying the acceptance and interpretation of servant leadership on the part of employees, thus adding to the real-life definition of the concept.

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