




An Empirical Analysis of Servant Leadership's Impact on Psychological Wellbeing and Employee Creativity in the Healthcare Sector

Roshina Amjad¹, Renuka Lalwani², Faizan Ali Qureshi³, Summaya Phulpoto ⁴

¹ Department of Business Administration, Sukkur IBA University, Sindh, Pakistan.

Email: roshinaamjad.msmgts22@iba-suk.edu.pk

² Department of Economics and Law, University of Cassino and Southern Lazio, Italy.

Email: renukalalwani975@gmail.com

³ Department of Economics and Law, University of Cassino and Southern Lazio, Italy.

Email: faizanaliqureshi1999@gmail.com

⁴ Department of Business Administration, Sukkur IBA University, Sindh, Pakistan.

Email: summayaphulpoto.work@gmail.com

ARTICLE INFO

Article History:

Received: May 03, 2024

Revised: June 27, 2024

Accepted: June 29, 2024

Available Online: June 30, 2024

Keywords:

Employee Creativity

Healthcare Sector

Psychological Wellbeing

Servant Leadership

Funding:

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

ABSTRACT

The study explores the role and impact of servant leadership (SL) on employee psychological well-being and creativity in the healthcare industry. SL, rooted in traditional values, prioritizes others' needs and promotes moral behavior and ethical viewpoints. The study explores the impact of social learning (SL) on employee creativity and psychological well-being in the healthcare sector, demonstrating its alignment with the profession's commitment to quality patient care. The study postulates and empirically show the favorable relationships between SL and employee creativity and psychological well-being, building on the "Job Demands-Resources (JD-R) theory". A study was conducted using an online survey to gather data on physicians' perspectives and features in the hospital setting. The survey, conducted in collaboration with healthcare providers, involved 122 physicians aged 18-40+, with 49% female and 51% male. Data was collected using Google Forms, and participants' experiences ranged from 5 to over 20 years. The study used convenience and purposive sampling approaches to increase sample diversity. Despite limitations like self-administrative data and selection bias, the technique provided a systematic understanding of physicians' perspectives and hospital settings. The study reveals a strong positive correlation between employee creativity (EC) and servant leadership (SL), highlighting its role in fostering innovative workplace cultures. It also reveals a strong correlation between SL and psychological well-being, confirming its ability to improve mental health and job happiness in healthcare workers. The study's theoretical implications integrate the JD-R theory and provide insights into contextual elements affecting SL effectiveness. Companies are encouraged to incorporate SL practices into their management strategies to promote creativity and prioritize employee welfare. However, the study's shortcomings, such as its cross-sectional methodology and geographical focus, suggest the need for more research projects. The study concludes that an effective leadership style is servant leadership in the healthcare industry, promoting creative and healthy work cultures.

© 2024 The Authors, Published by iRASD. This is an Open Access article distributed under the terms of the Creative Commons Attribution Non-Commercial License

Corresponding Author's Email: summayaphulpoto.work@gmail.com

1. Introduction

The healthcare industry, which is essential to both economic stability and global well-being, is a major force in forming societies (Ozturk, Karatepe, & Okumus, 2021). The health of a variety of populations as well as economic prosperity depend on the continued existence of healthcare systems (OECD, 2022). Not only has the pandemic COVID19 caused disruptions in

various industries. They have also highlighted the critical role that employee creativity (EC) plays in overcoming previously unheard-of challenges (Tang, Ma, Naumann, & Xing, 2020; Wang, Kang, & Choi, 2022). Within this framework, SL is a unique strategy that has a significant impact on EC as well as organizational administration (Bayhan Karapinar, Metin Camgoz, & Tayfur Ekmekci, 2020; Karaboga, Erdal, Karaboga, & Tatoglu, 2023). Workers' psychology and behaviors are significantly impacted by SL, which is defined by an employee-centered strategy devoted to satisfying workforce needs (Zhang, Zheng, Zhang, Xu, Liu, & Chen, 2021). The need for SL is even more apparent in the healthcare sector, where medical personnel struggle with issues like psychological disorders and burnout (Wang, Kang, & Choi, 2022). More specifically, the relationship between SL and worker creativity becomes important when it is recognized that not all workers voluntarily participate in creative endeavors because of the expenses and hazards involved (Yang, Ma, Gu, & Liu, 2020). There exists a close connection between job resources and EC and SL. It enhances this relationship by augmenting the resources available to employees (Yang et al., 2020). The study aims to create a theoretical model illustrating how SL promotes EC through job resource provision using the JD-R theory (Demerouti, Bakker, Vardakou, & Kantas, 2003).

The JD-R theory states that through encouraging work engagement, job resources improve individual task, contextual, or creative performance (Cohen & Cromwell, 2021; Demerouti et al., 2003). Also, work engagement enables people to manage multiple aspect. Such as to manage the stress and to immerse themselves in their work. Also, it helps in fostering the creativity. It is characterized by the absorption, devotion, and the vigor (Amabile, Schatzel, Moneta, & Kramer, 2004; Cohen & Cromwell, 2021). Employee engagement has been demonstrated to be greatly enhanced by leadership. In particularly it is enhanced by the SL (Ozturk, Karatepe, & Okumus, 2021). The intricate process of worker psychological well-being, which mediates the connection between SL and EC, has not yet been thoroughly investigated. This study addresses the gap in knowledge by presenting a model JD-R theory. It emphasizes that the employee psychological well-being is mediator in the relationship between the SL and the EC. This study contributes valuable insights to the healthcare sector. It investigates the psychological mechanisms that form the basis of the relationship. There is very limited empirical research which examines on how employee psychological well-being mediates the leadership and creativity (Zhang et al., 2021). The drive is to provide a thorough understanding of the dynamics of the model. The necessity for exploration influences the relationship. It emphasizes due to the inconsistent empirical findings in recent research on SL and worker creativity (Gonlepa, Dilawar, & Amosun, 2023). Therefore, this research seeks to fill this literature gap by exploring the moderating role of employee psychological well-being in the relation between SL and EC. Through which research offers a detailed analysis of the processes that come into play with respect to JD-R theory, thus shedding light on the role of SL in promoting EC in the context of the healthcare industry. This investigation is important given the mixed empirical results reported in the recent literature and is intended to provide pertinent information concerning leadership-creativity relationships.

2. Theory Framework and Hypothesis Development

The JD-R Model serves as a conceptual background by incorporating the theory, a servant leadership positively influences the employee's psychological assets by playing the role of a job resource, which offers support, voice, and moral direction. This enhanced well-being, conversely, returns the benefits to the organization by allowing employees to come up with innovative ideas that will be useful to the organization. As stated in the theory, it is assumed that positive psychological transactions of employees are improved through servant leadership, leading to better psychological capital as a way of explaining the increased creativity. It comprehends the EC and psychological well-being. The JD-R Model has evolved into a widely recognized and frequently used model. It is used for evaluating job stress, predicting burnout, and understanding engagement. In the realm of organizational psychology, it holds significance alongside other crucial models (Demerouti & Bakker, 2023). Along with that the other models also hold significance such as Siegrist's "Effort Reward Imbalance Model" (1996) and Karasek's "Job Demands-Control Model" (1979). The JD-R Model was initially designed to investigate job burnout, psychological distancing, and reduced personal efficacy (Schowalter & Volmer, 2023a). It has incorporated the concept of engagement. The model's substantial influence on organizational behavior research is very much evident.

The model's versatility and consideration of various work features make it relevant to this research (Schowalter & Volmer, 2023b). The JD-R Model is useful in organizations for both theoretical and practical reasons. Several studies, including longitudinal (Iqbal, Latif, & Ahmad, 2020) and cross-sectional approaches, demonstrate that the model accurately predicts job burnout (Balwant, Birdi, Stephan, & Topakas, 2019; Iqbal, Latif, & Ahmad, 2020). The work JD-R Model acknowledges that every work consists of both positive and negative components (Demerouti & Bakker, 2023). Job demands are aspects that necessitate continual mental or physical exertion. The depleting workers' energy and rendering them more vulnerable to psychological and physiological issues (Demerouti & Bakker, 2023). These demands manifest as physical, psychological, or emotional challenges, including work overload and interpersonal conflicts (Schowalter & Volmer, 2023b). Conversely, job resources encompass organizational, social, or physical factors that aid in achieving work objectives, mitigating job demands and associated costs, or facilitating individual development. Examples of job resources include social support, autonomy, and feedback, operating at various levels such as organizational, interpersonal, and task-related (Demerouti & Bakker, 2023). The JD-R Model sets in motion two distinct psychological processes: the motivational process and the stress process (Schowalter & Volmer, 2023b). Elevated job demands coupled with low job resources trigger the stress process, potentially resulting in low organizational commitment, absenteeism, or prolonged burnout. In contrast, the motivational process is activated by rich workplace resources and low job demands, which leads to increased work engagement, motivation, and job-related learning. This positive process energizes employees, contributing to organizational goal attainment. Extensive research confirms the beneficial effects of the motivational process (Alshahrani & Iqbal, 2021). Additionally, job resources are proposed to act as buffers against job demands, mitigating the negative consequences associated with heightened demands (Balwant et al., 2019; Deng, Lin, & Li, 2022).

2.1. Servant Leadership

Servant leadership, rooted in ancient principles and biblical times, is a leadership philosophy that revolves around the idea that leaders are driven by a motivation to serve others. Despite its conceptual existence the empirical support for its efficacy has emerged more recently through studies. At the forefront of this movement is Robert K. Greenleaf, acknowledged as the founder of SL. He succinctly articulated this philosophy by asserting that servant leaders prioritize the needs of others and deliberately choose to assume leadership roles (Greenleaf, 1970). This stands in contrast to the traditional perspective of leadership as a position of authority and power, advocating for a compassionate and imaginative approach to guiding a group of individuals toward success (Ozturk, Karatepe, & Okumus, 2021), aptly capture the essence of SL by stating, "Focusing on moral behaviors, SL presents an ethical perspective of leadership where service is rooted in the leader-follower relationship" (Zada, Khan, Zada, Saeed, & Jun, 2023). In the healthcare industry, SL gains relevance due to its strong emphasis on moral behavior and ethical considerations, especially for those in leadership positions within the health sector. Given the healthcare profession's commitment to providing treatment, diagnosis, and prevention, SL aligns naturally with the core principles of healthcare. Greenleaf identified a specific set of traits characterizing servant leaders, including altruism, empathy, healing, persuasion, conceptualization, foresight, and stewardship. These traits are particularly crucial for health professionals who are entrusted with delivering optimal patient care. As Akkermans, Schaufeli, Brenninkmeijer, and Blonk (2013) and Amabile et al. (2004) aptly express, "SL encompasses a powerful skill set that is particularly effective in implementing a team approach to the delivery of health workers practice" (Zada et al., 2023; Zhang et al., 2021). The symbiotic relationship between health professionals and SL becomes evident as the unique traits of servant leaders align seamlessly with the demands of providing comprehensive and compassionate healthcare services.

2.2. Servant Leadership and Employee Creativity

A holistic leadership style that involves followers on several levels is called servant leadership. This tactic include paying attention to employees' personal concerns, helping them effectively, supporting their professional growth, putting their needs first, encouraging open communication, building strong relationships, and giving them the autonomy to recognize and address problems (Eslamdoust & Mahmoudnazlou, 2023). To better understand how employees respond to SL, it's important to operationalize it at the individual level (Zhang et al., 2021). Individual-level SL causes differences in how each person perceives their own level of SL, even

while they are all under the same leader's supervision (Ozturk, Karatepe, & Okumus, 2021). Prior research has demonstrated a favorable relationship between individual SL and a range of employee creativity (Cohen & Cromwell, 2021; Deng, Lin, & Li, 2022). Despite Servant leadership, sometimes little impact at the team level (Gonlepa, Dilawar, & Amosun, 2023). It is so suggested that SL is a more powerful predictor of employee results when it comes to the individual level. JD-R theory states that the employee-centered approach of SL makes it easier to provide resources for the job, such as safe working conditions, daily social support, and job autonomy (Demerouti & Bakker, 2023). Given the importance of job resources to employee performance, growth, and creative efforts, it is advised that SL support EC (Wang, Kang, & Choi, 2022). Servant leadership is suggested to foster EC as job resources play a crucial role in employee success, development, and creative endeavors (Zhang et al., 2021).

SL serves as a stimulus for workers to express their ideas and participate in creative processes (Zhang et al., 2021). SL strongly promotes EC by offering unselfish assistance and motivation for growth and achievement. Second, creativity is a process of trial and error that is often perilous and challenging (Ruiz-Palomino & Zoghbi-Manrique-de-Lara, 2020). Employees are encouraged to take chances and attempt on new or demanding duties by SL because they foster a safe work atmosphere by being personable and encouraging (Cohen & Cromwell, 2021). Employee creativity is increased by fostering an environment that values experimentation and innovation (Amabile et al., 2004; Iqbal, Latif, & Ahmad, 2020). SL also encourages worker empowerment. It is an essential component of innovation (Zhang et al., 2021). Previous research has shown that EC and SL are positively correlated (Ruiz-Palomino & Zoghbi-Manrique-de-Lara, 2020; Wang, Kang, & Choi, 2022). Previous studies have investigated the connection between creativity and SL, with a focus on the mechanisms through which servant leadership influences creativity. In the study of Zada et al. (2023), the authors found that by using the SL construct one gets the desired effects on the EC and their work role performance; knowledge sharing is aligned to act as a mediator between the SL and the outcomes mentioned above. Wang, Kang, and Choi (2022) have also endorsed these findings by establishing that SL has a positive impact on EC by enhancing the level of psychological safety and health. Furthermore, Jan, Mohamed Zainal, and Panezai (2022) identified that SL has a positive impact on creative self-efficiency, which strengthens this research's connection between SL and EC. Thus, it is hypothesized,

H1: Servant leadership positively influences employee creativity.

2.3. Servant Leadership and Employee Psychological Well-Being

According to Eslamdoust and Mahmoudinazlou (2023) psychological well-being is a multifaceted idea. It has several characteristics and definitions. A comprehensive description was offered in 1946 by the "World Health Organization (WHO)". It defines health as "a state of complete physical, psychological, spiritual, and social well-being and not merely the absence of disease or infirmity." Adding to the explanation that Deng, Lin, and Li (2022) described well-being as a broad term. It includes "all the things that are important to how people think about and experience our lives." It's crucial to recognize that psychological wellness encompasses more than just the absence of mental illnesses (Akkermans et al., 2013; Eslamdoust & Mahmoudinazlou, 2023). In scholarly discussions the distinctions are often made between the various facets of well-being. It is commonly categorized into eudaimonic and hedonic well-being. Eudaimonic well-being is associated with performing well. Whereas the hedonic well-being is linked to feeling good and experiencing pleasant emotions (Ozturk, Karatepe, & Okumus, 2021). Schowalter and Volmer (2023b) further differentiates well-being based on one's state of physical, social, and mental health. Yang et al. (2020) delves into the emotional, psychological, and social aspects of psychological well-being, encompassing contentment with one's personality, ability to manage daily responsibilities, happiness, and a general interest in life. In the face of the COVID-19 pandemic, organizational well-being practices become more important for improving overall health, avoiding disease, and treating pre-existing conditions (Tang et al., 2020). This study adopts a comprehensive approach, considering various dimensions and methodologies, to gain insights into organizational psychological well-being practices during the pandemic.

Emerging studies underscore the importance of leadership styles, particularly the impact of SL on the psychological health of employees. Aligned with the broader dimensions of psychological well-being elucidated by Ruiz-Palomino and Zoghbi-Manrique-de-Lara (2020), SL emphasizes overall growth and well-being. Prioritizing relationship-building, fostering a positive work environment, and facilitating personal and professional development align with the goals of

social, psychological, and emotional well-being outlined by Bayhan Karapinar, Metin Camgoz, and Tayfur Ekmekci (2020). SL mitigates the adverse effects of poor employee psychological health by prioritizing employee welfare and implementing practices that enhance psychological well-being, contributing to societal goals of sustainable development (Zhang et al., 2021). Therefore, it is imperative to explore the relationship between organizational psychological well-being practices and SL to comprehend the impact of leadership on employee and societal health. Accordingly, it proposes:

H2: Servant leadership positively influences employee psychological well-being.

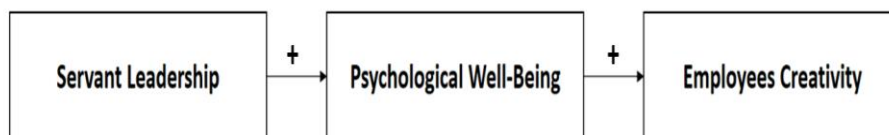
2.4. Mediating Role of Employee Psychological Well-Being

Employee psychological well-being, encompassing zeal, commitment, and immersion, is characterized by high energy (vigor), enthusiasm (dedication), and profound involvement in work tasks (absorption) (Wang, Kang, & Choi, 2022; Zhang et al., 2021). Engaged employees, motivated to contribute to their company's success, willingly invest discretionary time in projects crucial for organizational objectives (Demerouti & Bakker, 2023). Studies highlight the pivotal role of employees' psychological well-being as a catalyst for positive outcomes, including creativity, positioning it as a key predictor within the JD-R theory (Demerouti & Bakker, 2023). JD-R theory asserts that leadership significantly influences employees' psychological well-being by acting as stewards of valuable resources (Quy, Tran, & Dinh, 2024). Positive psychological processes relevant to employees' well-being as well as performance consequences of leadership support are documented in empirical literature. Within this framework, SL is recognized as a significant factor shaping psychological well-being which is supported by various underlying mechanisms.

Servant leadership employee several strategies to help their team members reach their full potential and maintain positive emotional states at work. First, they lead by example. They demonstrate genuine concern for their team members (Eslamdoust & Mahmoudnazlou, 2023). Second, servant leaders cultivate a psychologically safe environment. By demonstrating kindness and unselfishness which encourages employees to freely express themselves (Ruiz-Palomino & Zoghbi-Manrique-de-Lara, 2020). Thirdly, servant leaders create a positive work environment by addressing the needs and interests of their team and promoting the development (Demerouti & Bakker, 2023). These SL practices enhance psychological well-being and employee engagement, fostering creative environments. Highly engaged workers are more inclined to generate innovative ideas and solutions due to being motivated by the SL. They maintain consistent focus on tasks, and they invest greater emotional and physical effort. All of which contribute to fostering creativity (Ozturk, Karatepe, & Okumus, 2021). The encouragement of proactive behavior is motivated by servant leaders' emphasis on freedom and autonomy. It also further promotes increased creativity and psychological well-being (Tang et al., 2020). The intricate interplay between the employee's psychological well-being, creativity and the SL aligns with the proposed mediating framework. Building upon the JD-R theory's emphasis on the mediating role of psychological well-being. It is linking job resources to employee performance outcomes. Therefore, it suggests that:

H3: The link between employee creativity and servant leadership is mediated by psychological well-being.

Figure 1: Theoretical Framework



Source: Authors' work

3. Methodology

3.1. Sample and Procedure

An online survey was conducted to look into the proposed theories in collaboration with hospitals in specific areas. Doctors were contacted and informed of the research's objectives.

Each physician who took part in the study gave their free and informed consent. An online self-completed survey was sent to a convenience sample of physicians employed by the chosen hospitals as part of the cross-sectional research strategy used in this study. The study's target population was a broad group of physicians, comprising 122 participants (78.2%) aged 29 to 39, 4 participants (2.6%) aged 40 and above, and 29 participants (18.6%) aged 18 to 28. Invitations to participate were sent out via hospital communication channels, utilizing a combination of convenience and purposive sampling strategies. It used convenience and purposive sampling methods, which were appropriate for the collection of data from the targeted population. Convenience sampling was adopted because it is more practical and allows for efficient data collection from readily available participants within the time and resource constraints, a common approach in healthcare research where swift data gathering is often necessary (Etikan, Musa, & Alkassim, 2016). At the same time, purposive sampling was employed to ensure that only those types of respondents with the necessary knowledge and experience were tapped, more particularly, to ensure that it included those individuals in a position to make valuable contributions relevant to the objectives of the studies. This is most useful in those studies involving professional groups where the choice of participants most appropriate to provide relevant data is concerned (Valerio et al., 2016).

These combined techniques not only maximized response rates but also ensured that the collected data was both comprehensive and applicable, a strategy well-supported in the literature on healthcare research methodologies (Ames, Glenton, & Lewin, 2019). An attempt to promote diversity, the survey's total sample consisted of 76 female participants (49%) and 79 male participants (51%). Google form online administration of the survey instrument was used to collect data on income levels, professional experiences, and demographics. Ninety-seven participants (57.7%) had five to ten years of experience, thirty-three participants (21.2%) had ten to twenty years of experience, and one participant (0.6%) had more than twenty years of experience. These participants made up the distribution of experience levels. 11 participants (7.1%) made between 20,000 and 50,000, 41 participants (26.3%) made between 20,000 and 100,000, 54 participants (34.6%) made between 80,000 and 150,000, and 49 participants (31.4%) made between 80,000 and 150,000. Key demographic variable frequency distributions and percentages were presented as a result of the descriptive analysis of the data. It was acknowledged that there were certain limitations, such as the use of self-reported data and the possibility of selection bias due to the online survey method. The employed methodology guarantees a comprehensive comprehension of the viewpoints and attributes of physicians in the designated hospital context. Consequently, the data presented here cut a correct picture of the demographic characteristics of the participants enrolled in the study.

Table 1: Demographic Profile

Demographics Variables	Category	Frequency	Percentage
Age	18-28	29	18.6%
	29-39	122	78.2%
	40 and above	4	2.6%
Gender	Male	79	51%
	Female	76	49%
Experience	1-5 years	31	19.9%
	5-10 years	90	57.7%
	10-20 years	33	21.2%
	Above 20 years	1	0.6%
Income Level	20k to 50k	11	7.1%
	50k to 100k	41	26.3%
	100k to 150k	54	34.6%
	150k and above	49	31.4%

Source: Authors' calculations

3.2. Measures

The measurement items have been adapted from the current literature to ensure validity. The Likert scales in our survey had five points (1 being strongly disagreed and 5 being strongly agreed). To gauge servant leadership, Ehrhart (2004) 14-item scale was employed. Each item was rated by the team members. One example item was, "My team leader prioritizes the personal development of team members." The reliability of servant leadership is ($\alpha = 0.909$). Additionally, PWB is a person's personal viewpoint on their life and the experiences they have had. PWB typically consists of things like environmental mastery, personal growth, self-acceptance, and life purpose. There are ten items in this factor. The results of this study confirm the numerous

researchers' prior theories regarding PWB as a crucial aspect of employee well-being (Page & Vella-Brodrick, 2009; Ryff & Keyes, 1995; Zheng, Zhu, Zhao, & Zhang, 2015) and reliability is ($\alpha = 0.788$). Moreover, employee creativity was assessed using a four-item scale developed by Baer and Oldham (2006). "I suggest many creative ideas that might improve working conditions at the team" was the sample item ($\alpha = 0.711$). According to earlier studies, people are more conscious of the small details that contribute to their creativity (Shalley, Gilson, & Blum, 2009). In line with these studies, the current study rates employee creativity based on self-report.

4. Results

The internal consistency of the scales is good to high, according to Table 1's reliability coefficients.

Table 2: Reliability Statistics

Variables	N	Item	Cronbach Alpha
Servant Leadership	155	7	.909
Psychological well being	154	10	.788
Employee Creativity	155	4	.711

Source: Authors' calculations

4.1. Hypothesis Testing

The study reveals a significant positive correlation between servant leadership and employee creativity with beta value = 0.36, $p < 0.001$, supporting Hypothesis 1.

Table 3: Regression Analysis

Hyp	Relationship	β -Value	SE.	t-value	p-value	f (Effect Size)
H1	(Constant)	3.650	0.209	17.496	0.000	-
	SL	0.111	0.054	2.062	0.041	4.254

Note: (a) Dependent variable: EC and (b) Predictor: (Constant) SL.

Source: Authors' calculations

The regression analysis in Table 3 supports Hypothesis 1, indicating that servant leadership (SL) has a positive impact on employee creativity (EC). The intercept term is 3.650, signifying a baseline level of creativity even without servant leadership. The significant β -Value (0.111) and p-value (0.041) for SL reveal that higher levels of servant leadership are associated with increased employee creativity. The effect size ($f = 4.254$) emphasizes the practical significance of this relationship, suggesting that fostering a culture of servant leadership can meaningfully enhance creative output in the workplace. The findings affirm the positive influence of servant leadership on employee creativity, emphasizing its potential role in cultivating innovation within organizations.

Table 4: Regression Analysis

Hyp	Relationship	β -Value	SE.	t-value	p-value	f (Effect Size)
H2	(Constant)	3.277	0.164	19.995	0.000	-
	SL	0.215	0.042	5.085	0.000	25.856

Note: (a) Dependent variable: PWB and (b) Predictor: (Constant) SL. Source: Authors' calculations

In a context with regards to Hypothesis 2, a significant relationship and positive comprehensive of SL with employee PWB as presented in Table 4. The finding for intercept is 3.277 which means a reasonable or on average acceptable level of psychological well-being. Finally the β -Value of 0.215 implies that when one extent is increased by one unit then the extent of psychological well-being is increased by 0.215 extent. The relationship between this variable and the prediction variable is also statistically significant as presented by the t-value (5.085) and p-value (0.000). The practical implication of the result further underlines the implications of developing organizational servant leadership to support employee's psychological health with an effect size of 25.856. The study indicates a positive correlation between servant leadership and the psychological well-being of workers.

Table 5 displays the results of the mediation test with respect to Hypothesis 3, according to which PWB would mediate the relationship between SL and EC. The findings reveal a positive mediation path whereby SL has a positive effect on PWB; the regression coefficients obtained are as follows: $\beta = 0.138$, $t = 2.553$, $p = 0.031$. However, there is a lack of a direct relationship

between SL and EC, that is, SL had a regression coefficient of 0.011, $t = -0.016$, $p = 0.627$. In contrast, the direct effect of PWB on EC is substantial and significant ($\beta = 0.689$, $t = 7.855$, $p = 0.000$). This suggests that psychological well-being functions as a mediator between the impact of servant leadership and employees' creativity. Representing the significance of the mediated effect, the completely pretested estimates are 0.031, 95% LLCI = 0.031, 95%ULCI = 0.245. It is vital to comprehend the impact of leadership styles on creative performance in the workplace, and the data obtained support Hypothesis 3 by indicating that employee creativity mediates the link between psychological well-being and servant leadership.

Table 5: Regression Analysis

Mediation Results		Bootstrapped					
		β -Value	SE.	t-value	p-value	LLCI	ULCI
H3	(Constant)	3.551	0.209		16.964	3.138	3.965
	SL	0.138	0.054	0.204	2.553	0.031	0.245
	(Constant)	1.294	0.337		3.834	0.627	1.960
	SL	-0.011	0.049	-0.016	-0.214	-0.108	0.087
	PWB	0.689	0.088	0.573	7.855	0.516	0.863

Note: (a) Dependent variable: PWB, (b) Predictor: (Constant) SL, and (c) Predictor: (Constant) SL, PWB.
Source: Authors' calculations

5. Discussion

This paper explored how servant leadership unfolds to foster employee creativity and the moderating factor regarding servant leadership performance using JD-R theory (Demerouti & Bakker, 2023). The results revealed that servant leadership had a significant, positive correlation with employee creativity, and the mediating role was played by employee psychological well-being. These findings therefore align to the existing literature conveying how servant leadership plays a positive role in enhancing the creativity and well-being of the employees. For example, Wang, Kang, and Choi (2022) established that servant leadership enhances creativity through the serial mediation of psychological safety and employee well-being, hence the need for well-being as a very important mediator. On the other hand, Yang et al. (2020) proved that servant leadership promotes employee creativity through team identification and psychological safety, underpinning the role of psychological factors in mediating the impact of styles of leadership (Yang et al., 2020). The current study finding on the mediating mechanism of employee psychological well-being in the JD-R research model adds to knowledge about how leadership styles impact employee outcomes. This confirms Adil and Kamal's findings in 2020, which broadened the JD-R model by integrating authentic leadership and psychological capital, outlining that leadership styles have great influences on employee well-being and engagement and thus performance and creativity (Adil & Kamal, 2020). Tables 3 and 4 show the results of the regression analyses conducted for Hypotheses 1 and 2 and offer some interesting insights into the servant leadership–important employee outcomes relationship. In the first hypothesis, there is very strong support for the premise that servant leadership positively influences employee creativity. The relationship between employee creativity and servant leadership was positive, as indicated by regression coefficients. This has been further supported by a research by Cai, Lysova, Khapova, and Bossink (2018), in which the authors discovered that, via the mediating mechanisms of meaningful work and job autonomy, servant leadership positively contributed to innovative work behavior. The practical relevance of this relationship is further highlighted by the large impact size of the correlation. According to these results, companies that practice servant leadership could anticipate higher levels of employee creativity, which will support a creative and dynamic workplace.

Continuing, Hypothesis 2 states that psychological well-being and servant leadership are positively correlated, results, as shown in Table 4, highly support this statement. Being in line with the Kaltiainen and Hakanen (2022) study, an increase in servant leadership was associated with increased work engagement and reduced burnout, both of which are components that make up psychological well-being. Current analysis reveals a positive association between servant leadership and the psychological well-being of an employee. The third hypothesis is elaborated further by the interlocking of servant leadership through the integration of psychological well-being as a mediating factor in the relationship between employee creativity and servant leadership. Table 5 illustrates how mediation analysis demonstrates that although the direct impacts of servant leadership on creativity are not statistically significant, the indirect effects on creativity through psychological well-being are. It shows how improved psychological well-being has an indirect positive impact on creativity as a result of servant leadership. These results are

very much within the mainstream literature, for instance, Koroglu and Ozmen (2022), who established that psychological well-being mediates the relationship between job resources, direct examples of which include servant leadership, and innovative work behavior. The study provides robust evidence supporting the hypotheses. Servant leadership emerges as a valuable leadership style, positively influencing both employee creativity and psychological well-being. The ways in which servant leadership fosters creative results are clarified by the mediation function of psychological well-being. These findings hold practical implications for organizations seeking to foster an environment that not only nurtures employee well-being but also cultivates a culture of creativity and innovation.

5.1. Theoretical Implications

This research adds a great deal to the body of knowledge already available on servant leadership by clarifying the complex relationships between worker creativity, the mediator (psychological well-being), and servant leadership. Our research has several important theoretical ramifications that help to clarify and improve our understanding of these relationships. First off, our research clarifies what servant leadership is and how it affects workers' creativity. By demonstrating a distinct and favorable correlation between servant leadership and workers' innovative behaviors, it settles contradictory findings from earlier studies. Second, it incorporates work engagement as a crucial mediator in our research model to integrate the JD-R theory. This contributes to a deeper understanding of how servant leadership influences employee creativity and answers the request for more study into this process. Unlike earlier research that frequently depended on alternative theories like social identity theory and social cognitive theory. Thus, the present study offers JD-R theory-based theorization that establishes work engagement as mediator between servant leadership and employee creativity. Thirdly, by outlining the conditions that enhance the effectiveness of servant leadership, our work contextualizes its effectiveness. In particular, it investigates how contextual factors like relationship and task conflicts affect the positive effects of servant leadership on employee engagement at work. This contributes to the expanding body of research on the role of context as moderators in the servant leadership process. Finally, by offering an explanatory framework for the connections between work engagement, employee creativity, and servant leadership, our research advances the application of JD-R theory. In response to the need for research on the effects of different leadership philosophies on work engagement and subsequent performance outcomes, this study provides insightful information about the role of servant leadership in influencing job resources.

5.2. Practical Implications

This study highlights how employee psychological well-being plays a crucial mediating role in the relationship between employee creativity and servant leadership, providing insightful information for companies looking to encourage innovation in the workplace. The findings suggest the purposeful incorporation of servant leadership techniques into management approaches for firms that want to stimulate employee creativity. This entails aligning HR procedures, such as recruiting and training, with servant leadership concepts. One of the proposals is to offer favor to applicants who have a proclivity for servant leadership concepts while making managerial decisions. Managers must recognize the function of psychological well-being as a mediator while seeking to understand the dynamics driving employee creativity under servant leadership. It emphasizes how crucial it is for managers to investigate the links between psychological wellness and servant leadership. Businesses are encouraged to focus and respect the links between employee psychological well-being and creativity in order to support creative work environment. The research explains how task conflict is handled in team processes, particularly when servant leadership is present. Organizations should consider the impact of task conflict on psychological well-being, with a particular emphasis on managers' strategic handling and reduction of task conflict. The findings suggest that proactive task conflict management is more effective at developing servant leadership attributes and improving workers' psychological health and creativity. When necessary, adjusting and minimizing task conflict is in line with the larger goal of developing servant leadership in teams. These useful implications provide organizations with doable strategies to integrate servant leadership concepts, maximize psychological well-being, and effectively foster employee creativity. Employers can foster a culture where servant leadership is not only valued but also acts as a catalyst for employees increased psychological well-being and, as a result, creativity by putting these suggestions into practice.

5.3. Limitations and Future Research

Although our study offers insightful information, there are some limitations to be aware of. First of all, the cross-sectional design used limits our capacity to determine causality (Baltes, 1968). In order to overcome this constraint, it suggests that future research initiatives include longitudinal studies to explore the temporal dynamics of the relationships found in our analysis. This will enable a more comprehensive comprehension of the causal pathways linking employee psychological well-being, creativity, and servant leadership. Additionally, one possible constraint stems from the fact that our surveys were primarily distributed in Sindh. Although our results provide insightful information within this particular cultural context, more research is necessary to determine whether the findings are generally applicable. Given this, it suggest that future research should use cross-national studies to replicate and validate the relationship found between employee psychological well-being, creativity, and servant leadership. This strategy would improve the findings' external validity and advance a more varied and thorough comprehension of the relationships under investigation.

References

- Adil, A., & Kamal, A. (2020). Authentic leadership and psychological capital in job demands-resources model among Pakistani university teachers. *International Journal of Leadership in Education*, 23(6), 734-754.
doi:<https://doi.org/10.1080/13603124.2019.1580772>
- Akkermans, J., Schaufeli, W. B., Brenninkmeijer, V., & Blonk, R. (2013). The role of career competencies in the Job Demands—Resources model. *Journal of Vocational Behavior*, 83(3), 356-366. doi:<https://doi.org/10.1016/j.jvb.2013.06.011>
- Alshahrani, S. T., & Iqbal, K. (2021). Influence of psychological capital on organizational citizenship behaviors: The mediating role of psychological well-being. *International Journal of Organizational Leadership*, 10(3), 299-312.
doi:<https://doi.org/10.33844/ijol.2021.60542>
- Amabile, T. M., Schatzel, E. A., Moneta, G. B., & Kramer, S. J. (2004). Leader behaviors and the work environment for creativity: Perceived leader support. *The leadership quarterly*, 15(1), 5-32. doi:<https://doi.org/10.1016/j.leaqua.2003.12.003>
- Ames, H., Glenton, C., & Lewin, S. (2019). Purposive sampling in a qualitative evidence synthesis: A worked example from a synthesis on parental perceptions of vaccination communication. *BMC medical research methodology*, 19, 1-9.
doi:<https://doi.org/10.1186/s12874-019-0665-4>
- Baer, M., & Oldham, G. R. (2006). The curvilinear relation between experienced creative time pressure and creativity: moderating effects of openness to experience and support for creativity. *Journal of Applied Psychology*, 91(4), 963-970.
doi:<https://doi.org/10.1037/0021-9010.91.4.963>
- Baltes, P. B. (1968). Longitudinal and cross-sectional sequences in the study of age and generation effects. *Human development*, 11(3), 145-171.
doi:<https://doi.org/10.1159/000270604>
- Balwant, P. T., Birdi, K., Stephan, U., & Topakas, A. (2019). Transformational instructor-leadership and academic performance: A moderated mediation model of student engagement and structural distance. *Journal of Further and Higher Education*, 43(7), 884-900. doi:<https://doi.org/10.1080/0309877X.2017.1420149>
- Bayhan Karapinar, P., Metin Camgoz, S., & Tayfur Ekmekci, O. (2020). Employee wellbeing, workaholism, work-family conflict and instrumental spousal support: A moderated mediation model. *Journal of Happiness Studies*, 21(7), 2451-2471.
doi:<https://doi.org/10.1007/s10902-019-00191-x>
- Cai, W., Lysova, E. I., Khapova, S. N., & Bossink, B. A. (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, 1767.
doi:<https://doi.org/10.3389/fpsyg.2018.01767>
- Cohen, A. K., & Cromwell, J. R. (2021). How to respond to the COVID-19 pandemic with more creativity and innovation. *Population Health Management*, 24(2), 153-155.
doi:<https://doi.org/10.1089/pop.2020.0119>
- Demerouti, E., & Bakker, A. B. (2023). Job demands-resources theory in times of crises: New propositions. *Organizational Psychology Review*, 13(3), 209-236.
doi:<https://doi.org/10.1177/20413866221135022>

- Demerouti, E., Bakker, A. B., Vardakou, I., & Kantas, A. (2003). The convergent validity of two burnout instruments: A multitrait-multimethod analysis. *European Journal of Psychological Assessment, 19*(1), 12-23.
- Deng, Y., Lin, W., & Li, G. (2022). When and how does team task conflict spark team innovation? A contingency perspective. *Journal of Business Ethics, 181*(3), 745-761. doi:<https://doi.org/10.1007/s10551-021-04953-7>
- Ehrhart, M. G. (2004). Leadership and procedural justice climate as antecedents of unit-level organizational citizenship behavior. *Personnel psychology, 57*(1), 61-94. doi:<https://doi.org/10.1111/j.1744-6570.2004.tb02484.x>
- Eslamdoust, S., & Mahmoudinazlou, S. (2023). Servant leadership, followers job satisfaction, empowerment and performance: the moderating effect of gender. *Open Journal of Social Sciences, 11*(3), 8-22. doi:<https://doi.org/10.4236/jss.2023.113002>
- Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of convenience sampling and purposive sampling. *American journal of theoretical and applied statistics, 5*(1), 1-4. doi:<https://doi.org/10.11648/j.ajtas.20160501.11>
- Gonlepa, M. K., Dilawar, S., & Amosun, T. S. (2023). Understanding employee creativity from the perspectives of grit, work engagement, person organization fit, and feedback. *Frontiers in psychology, 13*, 1012315. doi:<https://doi.org/10.3389/fpsyg.2022.1012315>
- Greenleaf, R. (1970). The servant as leader. In: Greenleaf Center.
- Iqbal, A., Latif, K. F., & Ahmad, M. S. (2020). Servant leadership and employee innovative behaviour: exploring psychological pathways. *Leadership & organization development Journal, 41*(6), 813-827. doi:<https://doi.org/10.1108/LODJ-11-2019-0474>
- Jan, G., Mohamed Zainal, S. R., & Panezai, B. A. (2022). Service innovative work behavior in the hotel firms: The role of servant leadership and harmonious passion. *Journal of Human Behavior in the Social Environment, 32*(5), 646-662. doi:<https://doi.org/10.1080/10911359.2021.1944419>
- Kaltainen, J., & Hakanen, J. (2022). Fostering task and adaptive performance through employee well-being: The role of servant leadership. *BRQ Business Research Quarterly, 25*(1), 28-43. doi:<https://doi.org/10.1177/2340944420981599>
- Karaboga, T., Erdal, N., Karaboga, H. A., & Tatoglu, E. (2023). Creativity as a mediator between personal accomplishment and task performance: A multigroup analysis based on gender during the COVID-19 pandemic. *Current Psychology, 42*(15), 12517-12529. doi:<https://doi.org/10.1007/s12144-021-02510-z>
- Koroglu, Ş., & Ozmen, O. (2022). The mediating effect of work engagement on innovative work behavior and the role of psychological well-being in the job demands–resources (JD-R) model. *Asia-Pacific Journal of Business Administration, 14*(1), 124-144. doi:<https://doi.org/10.1108/APJBA-09-2020-0326>
- OECD. (2022). OECD Economic Outlook. Retrieved from <https://doi.org/10.1787/f6da2159-en>
- Ozturk, A., Karatepe, O. M., & Okumus, F. (2021). The effect of servant leadership on hotel employees' behavioral consequences: Work engagement versus job satisfaction. *International Journal of Hospitality Management, 97*, 102994. doi:<https://doi.org/10.1016/j.ijhm.2021.102994>
- Page, K. M., & Vella-Brodrick, D. A. (2009). The 'what', 'why' and 'how' of employee well-being: A new model. *Social indicators research, 90*, 441-458. doi:<https://doi.org/10.1007/s11205-008-9270-3>
- Quy, H. T. K., Tran, M. D., & Dinh, T. M. (2024). Creative adaptability and negative emotions of employees during a crisis: the role of servant leadership. *International Studies of Management & Organization, 54*(1), 48-67. doi:<https://doi.org/10.1080/00208825.2023.2277973>
- Ruiz-Palomino, P., & Zoghbi-Manrique-de-Lara, P. (2020). How and when servant leaders fuel creativity: The role of servant attitude and intrinsic motivation. *International Journal of Hospitality Management, 89*, 102537. doi:<https://doi.org/10.1016/j.ijhm.2020.102537>
- Ryff, C. D., & Keyes, C. L. M. (1995). The structure of psychological well-being revisited. *Journal of personality and social psychology, 69*(4), 719-727.
- Schowalter, A. F., & Volmer, J. (2023a). Analysis code for: Are the effects of servant leadership only spurious? The state of research on the causal effects of servant leadership, recommendations, and an illustrative experiment. *PsychArchives*. doi:<https://doi.org/10.23668/psycharchives.13031>
- Schowalter, A. F., & Volmer, J. (2023b). Are the effects of servant leadership only spurious? The state of research on the causal effects of servant leadership, recommendations, and

- an illustrative experiment. *The leadership quarterly*, 34(6), 101722. doi:<https://doi.org/10.1016/j.leaqua.2023.101722>
- Shalley, C. E., Gilson, L. L., & Blum, T. C. (2009). Interactive effects of growth need strength, work context, and job complexity on self-reported creative performance. *Academy of Management journal*, 52(3), 489-505. doi:<https://doi.org/10.5465/amj.2009.41330806>
- Tang, C., Ma, H., Naumann, S. E., & Xing, Z. (2020). Perceived work uncertainty and creativity during the covid-19 pandemic: The roles of Zhongyong and creative self-efficacy. *Frontiers in psychology*, 11, 596232. doi:<https://doi.org/10.3389/fpsyg.2020.596232>
- Valerio, M. A., Rodriguez, N., Winkler, P., Lopez, J., Dennison, M., Liang, Y., & Turner, B. J. (2016). Comparing two sampling methods to engage hard-to-reach communities in research priority setting. *BMC medical research methodology*, 16, 1-11. doi:<https://doi.org/10.1186/s12874-016-0242-z>
- Wang, W., Kang, S.-W., & Choi, S. B. (2022). Servant leadership and creativity: A study of the sequential mediating roles of psychological safety and employee well-being. *Frontiers in psychology*, 12, 807070. doi:<https://doi.org/10.3389/fpsyg.2021.807070>
- Yang, J., Ma, C., Gu, J., & Liu, H. (2020). Linking servant leadership to employee creativity: The roles of team identification and collectivism. *Chinese Management Studies*, 14(1), 215-233. doi:<https://doi.org/10.1108/CMS-08-2018-0640>
- Zada, S., Khan, J., Zada, M., Saeed, I., & Jun, Z. Y. (2023). Does servant leadership enhance employee creativity and performance?: mediating role of knowledge sharing and moderating the role of self-efficacy. *Journal of Organizational and End User Computing (JOEUC)*, 35(1), 1-24. doi:<https://doi.org/10.4018/JOEUC.321656>
- Zhang, Y., Zheng, Y., Zhang, L., Xu, S., Liu, X., & Chen, W. (2021). A meta-analytic review of the consequences of servant leadership: The moderating roles of cultural factors. *Asia Pacific Journal of Management*, 38, 371-400. doi:<https://doi.org/10.1007/s10490-018-9639-z>
- Zheng, X., Zhu, W., Zhao, H., & Zhang, C. (2015). Employee well-being in organizations: Theoretical model, scale development, and cross-cultural validation. *Journal of Organizational Behavior*, 36(5), 621-644. doi:<https://doi.org/10.1002/job.1990>